



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, January 4, 2017 at 8:30 a.m.
Tahoe City Public Utility District

NLTRA Mission

To promote tourism and business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.

2017 Board of Directors

Christy Beck (Treasurer)

The Village at Squaw Valley
Finance Committee

Gary Davis

JK Architecture Engineering
CI/T Committee

Brendan Madigan

Alpenglow Sports

Eric Pilcher

Moe's BBQ/Gear & Grind
BACC

Aaron Rudnick

Truckee River Raft Co.

David Tirman

(Past Chair)
JMA Ventures, LLC
Lodging Committee

Samir Tuma

(Vice Chair)
Kila Lake Tahoe

Brett Williams

(Secretary)
Agate Bay Realty
Marketing Committee

Adam Wilson

(Chair)
Northstar California

Jennifer Merchant

Placer County Rep

Erin Casey

Placer County Rep-alternate

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

- A. **8:30 a.m. Call to Order-Establish Quorum** (Closed Session if needed will be at 8:00 a.m.)
- B. **8:30 a.m. Public Forum:** Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

C. Agenda Amendments and Approval

D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

1. Board Meeting Minutes –December 7, 2016 (Page 1)

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

2. Committee Action Summary – December, 2016 (Page 7)

- a. **BACC December 8, 2016 (link to full minutes)**
- b. **Finance December 22, 2016 (link to full minutes)**

3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000) (Page 8)

- a. **NTPUD – MOA Amendment identifying a revised scope of work and time schedule for North Tahoe Regional park Trail and Wayfinding Signage – Ron Treabess**

E. Strategic Discussion (60 minutes) 8:35 – 9:35 (Page 24)

1. **6 Month review of 2016-17 Work Plan (45 minutes) – NLTRA staff**
2. **Organization Structure Update (15 minutes) – Sandy Evans Hall**

F. Financial Report (15 minutes) 9:35 – 9:50 (Page 48)

1. **MOTION: Discussion and possible approval of Financial Reports for November, 2016 – Al Priester**
2. **MOTION: Resolution to open a bank account at US Bank – Al Priester**
3. **MOTION: Resolution to open a bank account at Bank of America – Al Priester**

G. Action Items (10 minutes) 9:50 – 10:00 (Page 57)

1. **MOTION: Discussion and appointment of Board Members to Committees – Sandy Evans Hall**
2. **MOTION: Discussion and possible appointment of Search Committee members – Adam Wilson/Sandy Evans Hall**
3. **MOTION: Discussion and possible approval of revised contract with Placer County taking \$12,371 from marketing reserves and adding to Coop Marketing Public Relations/Social Media budget for 2016-17 – Al Priester, JT Thompson**

H. Staff Priorities (25 minutes) 10:00 – 10:15

1. **Administration – Sandy Evans Hall (3 minutes)**
 - a. **Organization Structure Process**
 - b. **Employee Handbook Update**
 - c. **6 Month Financial Reforecast**
2. **Marketing – JT Thompson (3 minutes)**
 - a. **Marketing – Snow message to LA, Texas, NY, and N. Cal; RASC new flight promotion, competitive set data collection**
 - b. **Events – Sponsorship agreements**
 - c. **Sales – Community participation and client events**
3. **Membership – Natalie Parrish (3 minutes)**
 - a. **New Members**
 - b. **Member Retention**
 - c. **Shop Local Wrap Up/ Bridal Faire**
4. **CI/T – Ron Treabess- (3 minutes)**
 - a. **Finalize projects for Board of Supervisors approval**
 - b. **Begin discussion on funding for Transit Vision/Plan**
 - c. **Finalize contract responsibilities between County and NLTRA**
5. **Visitor Services – Emily Detwiler (3 minutes)**
 - a. **Hospitality Training Video**
 - b. **Visitor Center Sponsorship**
 - c. **Lodging Liaison Visits**

I. Reports/Back up Documents-Meeting Packet Part Two

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

1. **Destimetrics Report (Page 1)**
2. **Membership Accounts Receivable Report (Page 20)**
3. **Membership Upcoming Events/Programs (Page 21)**
4. **Conference Revenue Statistics Report (Page 22)**
5. **Executive Committee Report – December, 2016 (Page 28)**
6. **Capital Investment/Transportation Activity Report (Page 30)**
7. **Dashboard – November (Page 39)**
8. **Full Financial Reports for November (Page 44)**
9. **2016-17 Work Plan (Page 89)**

J. Directors Comments (5 minutes)

K. Meeting Review and Staff Direction (5 minutes)

L. Adjournment



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Board of Directors Meeting

Wednesday, December 7, 2016 at 8:30 a.m.

Tahoe City Public Utility District

Preliminary Minutes

A. 8:00 a.m. Call to Order-Establish Quorum-Closed Session.

- Board Members In attendance for Closed Session: Wally Auerbach via telephone, Sue Busby, Eric Pilcher via telephone, David Tirman, Brett Williams, Adam Wilson, Valli Murnane via telephone. Others: Ron Treabess, Sandy Evans Hall.

B. Closed Session regarding Personnel issues. Adjourned at 8:30am.

C. Reconvene to Open Session. 8:30 a.m. Establish Quorum 8:32 a.m. called to order.

- Board members in attendance for Open Session: Wally Auerbach via telephone, Sue Busby, David Tirman, Brett Williams, Adam Wilson, Jennifer Merchant, Tom Lotshaw (ex-officio) Others: Sandy Evans Hall, Al Priester, Ron Treabess, JT Thompson, Natalie Parrish, Dawn Baffone, Stacie Lyans, Joy Doyle, Erin Casey, Cindy Gustafson, Andy Fisher, Mike Staudenmayer, Heather Segale

D. 8:30 a.m. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

- Cindy Gustafson announced the ice rink opening/status.

E. Agenda Amendments and Approval

- Ron reviewed consent calendar, Item F. 8, e-j page 27-47, below.
- Erin Casey recommended those items should be brought before the Board of Supervisors within the next month. Any projects that are over the consent amount should be brought to the Board of Supervisors. \$500,000 is the cutoff. Jennifer Merchant recommended pulling all but the maintenance contracts.
- Recommendation is to pull items F. 8. e through F. 8. j but leave items F. 8. a, b, c, and d

MOTION to approve agenda with removal items 8E-8J (above)

(M/S/C Brett Williams, Sue Busby/6-0-0)

F. Consent Calendar

MOTION to approve Consent Calendar with corrected change to the Board Meeting Minutes. David Tirman's arrival time in last meeting.) (M/S/C Sue Busby, Brett Williams/6-0-0)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

1. Board Meeting Minutes –November 2, 2016

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee- November 14, 2016

3. Marketing Committee – November 29, 2016

4. Business Association and Chamber Collaborative – November 10, 2016

5. Lodging Committee – No meeting in November

6. Conference Sales Directors Committee – No meeting in November

7. Finance Committee – November 29, 2016

8. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)

Approved the following:

- a. MoA with Tahoe City Downtown Association for Tahoe City Gateway Holiday Lighting Repairs -\$10,000
- b. MoA with TCPUD for Truckee River Trail Midway Erosion Maintenance Repair -\$15,000
- c. MoA with TCPUD for Winter Snow Removal on the Tahoe City Area Trail - \$55,000
- d. MoA with SVPSP for Winter Snow Removal on Squaw Valley Trail-\$70,000

Removed the following:

- e. MoA with Placer County DPWF for Squaw Valley Bike Trail Rehabilitation Phase 2-- \$246,500
- f. MoA with Placer County DPWF for TART Bus Shelter-\$65,000
- g. MoA with Placer County DPWF for Tahoe City Mobility Improvements Environmental Documents-\$300,000
- h. MoA with Placer County DPWF for Truckee River Access Trail Environmental Document-\$500,000
- i. MoA with Placer County DPWF for North Tahoe Shared-Use Trail Environmental Document-\$150,000
- j. MoA with TCPUD for Truckee River Rehabilitation and Restoration Phase 2 of 3-- \$576,000

G. 2017 Board of Directors Election Results

- Sandy reviewed Board member election results to begin in January-Aaron Rudnick, Gary Davis, and David Tirman were elected to 3 year terms. Samir Tuma was elected to 1 year term.
- Joy Doyle from the NTBA asked what percentage of members voted, which was about 25%.

Off Agenda Item:

- *Natalie Parrish was introduced as the new Membership Manager*

****Wally Auerbach left the meeting at 8:50am***

H. Strategic Discussion

- 1. Andy Fisher – Placer County Parks Division- Recreational Facilities Master Plan**
 - Brett questioned maintenance of the Legacy Trail and who is responsible for maintenance and Andy explained. Discussion regarding the daily and long term costs.
 - David questioned what the funding status is and when the next sections of Martis Valley might be completed. There are wildlife area delays which were explained. Adam questioned about how the area funding has been prioritized, and Andy explained how different areas receive different funding sources which can direct when particular phases are undertaken. Priorities are made but there is an opportunistic quality to the decision making. There are 5-10 year plans but opportunities are not overlooked.
 - \$250,000 in TOT towards the Martis Valley Trail project is being voted on today.

I. Action Items

1. MOTION: Vote and approval of 2017 Officers – Sandy Evans Hall

Adam Wilson, Chair
Samir Tuma, Vice Chair
Christy Beck, Treasurer
Brett Williams, Secretary

MOTION to approve officers as presented in packet

(M/S/C Jennifer Merchant, Sue Busby/5-0-0)

2. MOTION: Discussion and appointment of Committee Members – Sandy Evans Hall

- Marketing, lodging coop, lists do not include Chamber Board Representative, which will be appointed in January.
- On Marketing, Finance Committees; Add Erin Casey to lists
- Also, add Dee Dee Cordell to the Marketing Committee but will be transitioning to Erin Casey later in the year.

MOTION to approve appointment of CI/T, Marketing, Finance, BACC Committee Members (with above changes.)

(M/S/C Jennifer Merchant/Adam Wilson/5-0-0)

- Brett questioned Marketing Coop, Brett doesn't see his name listed but he is listed – he is on Marketing but not Coop Committee. Coop to be appointed in January.
- 3. Discussion and possible approval of CI/T recommended projects for TOT, MOTIONS: See below.**
 - Ron clarified that once the Board of Supervisors approves the project request, only work done after that date may be invoiced as of July 1, 2017.
 - He also explained that when there are perceived conflicts of committee members they will excuse themselves or will be decided by the committee, and in either case, that person would not be included in vote.
 - Ron distributed revised item, the Ski Museum. It was requested that the museum provide an itemized report from the entity on how the money was itemized over past years, which will be provided. In addition, the application needs to be rewritten in a different format. They will come back to CIT in January with revisions and then to the Board of Directors in February and a March review to the Board of Supervisors.
 - Ron reviewed each project on revised list. Maritime Museum can be reconsidered at the CI/T meeting in January.
 - Tom Lotshaw commented that he agrees with committee recommendations. Would like to get some of the questions about the Bike Trail software answered and would like to see TOT matches looked at.
 - Jennifer Merchant commented about the voting discrepancies in the minutes/handout and requested that the numbers be double checked.
 - Regarding the Northstar directional sign, Jennifer stated that inclusion of the Northstar logo would be rejected by Placer County.
 - Jennifer M. also expressed concern about receiving updates from applicants about how funds are expended, i.e.; a status report that could be turned in quarterly
 - Jennifer expressed concerned specifically about the Squaw Valley Museum expenditures.

- Sue Busby also expressed concern about Northstar logo on the Directional sign.
- Adam asked about the timeline and if the funding has been secured in another way, can we reallocate those funds. Ron clarified that within the contracts there are timelines and as dates grow nearer, there should be amendments that extend the timelines if that has to happen, and will be reviewed as those dates draw near. If there is no extension, those amounts to go back into the funds to be used the following year.
- Adam also asked about the Kings Beach art, and whether the approval is for all 3 roundabouts. Ron clarified that this current request is for two of the three and we should expect another request in the future for the third or it may be funded from another source.
- Brett expressed concern about Bike Trail software app and how it is communicated to the public.
 - Discussion regarding the app/display
 - Timing and completion of project: Was supposed to be completed at the end of this year but is delayed now because of staffing issues.
 - Tom recommended this topic get referred to the Marketing Committee and a broader discussion as far as getting it web accessible.
 - Brett commented that the Bike Trail software needs a better understanding of how this would interact with our visitors.
 - Heather pointed out that the funding is for the exhibit and not an app at this time.
 - Consensus is for more information at this time. ***Vote on this item is postponed to next month***
 - Mike Staudenmayer asked about the bike trail inclusion and how that is going to be expressed in the software, and how are people going to find out about the app.

The following votes were made, as specified by previous recommendations by staff:

-Kings Beach Roundabout Art-Recommended \$75,000

M/S/C (Adam Wilson/Brett Williams/3-0-1) Jennifer Merchant abstained, David Tirman recused

-Historic Schilling Ski Lodge Planning-Recommended \$125,550 Contingent on community support and acceptable location of facility

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-1960 Winter Olympic Ski Museum Planning- Not Recommended (Return to CI/T)

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Martis Valley/Northstar Trail- Recommended \$250,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-NLT Mountain Bike Trail Wayfinding Signage-Recommended \$14,092

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Bike and Transit User Website Upgrade-Recommended \$30,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Maritime Museum Campus Planning-Not Recommended (Return to CI/T)

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Bike Trail Software for Visitor Displays-Not Recommended (Return to CI/T) *See above.*

-Historic Donner Summit Gateway Visitor Kiosk-Recommended \$53,000

M/S/C (Adam Wilson/Brett Williams/3-0-1) Jennifer Merchant abstained. Sue Busby recused.

-Northstar Direction Exit Sign-Recommended \$20,000 Contingent within the current wayfinding guidelines and removal of Northstar logo.

M/S/C (Sue Busby/Brett Williams/3-0-1) Jennifer Merchant abstained. Adam Wilson recused.

-Northstar Water Bottle Fill Stations-Not Recommended (Return to CI/T)

M/S/C (Sue Busby/Brett Williams/3-0-1) Jennifer Merchant abstained. Adam Wilson recused.

-Northstar Programmable Message Boards-Recommended \$51,500

M/S/C (Sue Busby/Brett Williams/3-0-1) Jennifer Merchant abstained. Adam Wilson recused.

-Memorial Overland Emigrant Trail Recommended \$250,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Kings Beach Roundabout at Hwy SR 267

\$100,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Northstar TART Passenger Shelter-Recommended \$60,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

-Speedboat Beach Access Improvement Plan- Recommended \$275,000

M/S/C (Adam Wilson/Brett Williams/4-0-1) Jennifer Merchant abstained.

Jennifer said that all recommended items will be brought to the Board of Supervisors January 24th in Tahoe. Location will be announced.

2. MOTION: Discussion and possible approval of Financial Reports for October, 2016 – Al Priester

M/S/C (Sue Busby/Adam Wilson/5-0-0) Wally Auerbach not present, had been excused earlier.

- Al reviewed Staff report
- Discussion regarding membership dues A/R balance
- Question from Jennifer about how much of the 120+ days balance can be collected and how January dues payments will impact the reserve/operating deficit.
- Question about how many paid members we have. Around 460 are paid. Largest membership billing will be happening in January. Cash flow will be occurring in January.
- Question about fund balance payable to the County, Al distributed & reviewed spreadsheet.
- The balance to the county would be paid out of the operating account.

3. MOTION: Discussion and possible approval of Findings of Consistency with TCGC MOU for Tahoe City Lodge Project

MOTION to approve Findings of Consistency with TCGC MOU for Tahoe City Lodge Project

M/S/C (Brett Williams/Sue Busby 4-0-1) Jennifer Merchant abstained.

- Sandy reviewed the need for this item so that it is on the record, as a request from the PUD oversight committee.

J. Staff Reports

- Board to review independently, with the exception of anything that needs to be highlighted.
- Sandy distributed Board Committee participation form, Item 4 b.
- JT mentioned that the winter Marketing videos are up online.
- Sandy mentioned the upcoming Board orientation for new board members.

1. Marketing – JT Thompson
 - a. Destimetrics
2. Membership – Sandy Evans Hall
 - a. Introduce Natalie Parrish – Membership Manager
 - b. Accounts Receivable Update
 - c. Upcoming Events/Programs
3. CI/T – Ron Treabess-
 - a. Measure M update
4. Administration – Sandy Evans Hall
 - b. Board Committee participation form
 - c. Organization Structure Update

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

5. Conference Review Statistics Report
6. Executive Committee Report – October 18, 2016
7. Capital Investment/Transportation Activity Report – October
8. Dashboard – September

K. Directors Comments

Tom-

- Placer area plan is being looked at by the Advisory Planning Commission and going before the governing board in January.
- Lake Tahoe Restoration act will have a Congress, House & Senate vote this Friday.
- Tree mortality jumped to 76,000 around the basin, doubled since last year due to beetles/drought.

Jennifer-

- Reported that the Board of Supervisors approved Tahoe Basic Area Plan.
- Measure M did not pass and the County is looking at funding alternatives.
- Comment about number of leads generated on the conference leads, on staff report. JT will adjust.

Sue-

- This was her last meeting and thanked everyone for her involvement.

Brett-

- Coop marketing and marketing, non-stop to Hartsfield Airport. Southwest nonstop to Dallas.
- Incline/CBVC had carry over money and allocated \$150,000 to Coop Marketing.

David-

- David thanked everyone and said he was honored to serve as chair and passed the gavel to Adam.

L. Meeting Review and Staff Direction by Sandy

M. Adjournment at 11:10 a.m.



December Committee Action Summary

(Full Minutes of the Meetings below can be found on www.nltra.org)

BACC – December 8, 2016

The primary focus of the meeting was to go over the specifics of the Touch the Lake winter campaign and the Shop Local Christmas Contest. Connie Liu from the Abbi Agency covered the details on the Touch the Lake map and coupon guide – all of the coupon slots have been filled and a majority of the ski area lodging properties are willing to pass out the maps. Distribution and training will take place the week of January 2-6.

The Shop Local Christmas Contest runs through December 24. The Staycation, initially thought to be valued at \$1500 actually came together with a value of over \$2,000. The prize drawing will take place January 5 at the NLTRA offices. All cards will be tallied by the partners and the final results will be shared through the Abbi Agency via PR and Social media.

A calendar for the January – July meeting schedule was discussed and NTBA, TCDA will present their Grant Request for \$10,000 in February, Squaw Valley and Northstar are scheduled for April. At the January meeting there will be a discussion of the Truckee North Tahoe Shop Local website and its future.

Finance – December 22, 2016

Repayment to County: It was confirmed that a Workers Comp refund received by NLTRA after the closing of the 2015-16 books would need to be repaid to the County. There have also been some expenses from the prior year, but there is neither repayment from the County nor any allowance to net the difference. The solution would be to make a change to the NLTRA/Placer Agreement that allows for a holding account for non-accrued expenses and unexpected revenues that would be netted out before repaying the County.

New Action Items:

1. AI to prepare a new balance sheet to show both comparable month and prior year audited numbers, with full line item detail
2. Address holding account explained above in 2017-18 Agreement with Placer County
3. AI to provide a staff summary for the committee, keeping a bullet point tying the excess expenditure under Accountant fees to the decrease in expenditure for salaries



January 4, 2017

Subject: Approval of North Tahoe Public Utility District Memorandum of Agreement Amendment for North Tahoe Regional Park Trail and Wayfinding Signage (NLTINF- 032000)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approves the attached Memorandum of Agreement Amendment #1 for Use of Placer County TOT funding for approved North Tahoe Regional Park Trail and Wayfinding Signage
- This North Tahoe Public Utility District project and funding have previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Board of Supervisors to be completed by NTPUD no later than November 30, 2016.
- This Amendment #1 is needed to adjust the Scope of Work, to include a Life Trail circuit system replacing renovation of the Par Course trail system, and a revised time line to utilize the funds (\$135,000) from the BOS authorization on March 10, 2015.
- This will enable the project to be consistent with the updated project objectives and to be completed by September 30, 2017.
- Upon approval, the Memorandum of Agreement Amendment #1 will be forwarded to the County, as well as remain on file at NLTRA.

Attached Memorandum of Agreement Amendment:

| Project | Remaining Funding | NLTRA & BOS Approval |
|--|-------------------|----------------------|
| D. 3. NTPUD NT Regional Park Trail and Signage | \$111,123.47 | 03/10/2015 |



MEMORANDUM OF AGREEMENT AMENDMENT #1
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE NORTH TAHOE
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS

This Amendment #1 to the first Memorandum of Agreement originally entered into September, 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and the North Tahoe Public Utility District (Grantee) regarding use of Placer County TOT monies to assist in funding the North Tahoe Regional Park Trail and Wayfinding Signage.

This Agreement #1 confirms the Grantee's commitment to follow the revised project scope of work and time schedule, as defined in the attached Grantee email, dated August, 2016, and to report any additional necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion.

The NLTRA and Grantee desire to insure that certain tasks are accomplished to complete the North Tahoe Regional Park Trail and Wayfinding Signage project. Those tasks, as revised, are outlined in the attached Grantee's email, which also requests a schedule change for project completion. All other agreed upon considerations in the original Memorandum of Agreement and Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015, will remain as written. The original approval provided an Infrastructure grant of up to \$135,000 to Grantee for this purpose, of which \$135,000 remains for the completion of the project.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

The Grantee agrees to complete the project improvements, as outlined, by September 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.

In witness whereof, this Memorandum of Agreement Amendment #1 was executed by the parties hereto as of the date written.

Sandy Evans Hall, CEO Date
North Lake Tahoe Resort Association

Project Manager 12/29/16
North Tahoe Public Utility District Date

Ron Treabess

From: Loren Holt
Sent: Tuesday, August 23, 2016 11:02 AM
To: Ron Treabess
Cc: Larry Marple; Duane Whitelaw; Pam Berger; John Bergmann
Subject: RE: Grant with NLTRA

Ron,

Since I arrived and started work as the Administrative Manager at the NTPUD back in March, one of the tasks that I've undertaken is to review our various grants, including the \$135,000 grant for the wayfinding signage project. In response to your invitation to request a grant extension should that be necessary I propose the following justification for a grant extension and reallocation and repurposing of grant funding.

In reviewing the application for NLTRA funding that was submitted by Tracey Towner, I noticed that a significant portion of the requested amount of funds was identified to improvements to the regional park's Par Course stations. I agree that the stations do need some work but I have visited the course at various times during the day and week and have seen infrequent use of the course to justify spending the amount of money requested in the application. Instead, I would like to do the following:

1) Purchase and install a "LifeTrail" circuit system which is an advanced wellness system to provide functional fitness for active, older adults. This type of system provides exercise stations, similar to a Par Course, but is made of durable metal (aluminum and steel) and includes informational signage to instruct a user in the correct use of the equipment from basic to advanced skills and shows the benefits of the use of each equipment. Active adults consist of the Baby Boomer population which will grow demographically for another 10-15 years. The typically are actively involved with their health and want to be outdoors and participate in healthy activities. The "LifeTrail" circuit, or similar, will provide a destination in our regional park for active adults, a significant portion of our population and visitors to the region, to come visit and recreate in a safe location. Additionally, this type of system has activity stations that can be incorporated into the circuit that are wheelchair-accessible and meet ADA guidelines providing a greater range of recreational activities to our population. An estimated cost to purchase and install an all-inclusive circuit containing 7 stations and 21 activity panels is approximately \$70,000. Included in the estimated cost is the purchase of equipment, clearing of trails and creating ADA-compliant pathways and equipment installation.

2) Signage within the regional park is outdated and often no longer apply to trails, activities or locations within the park. Signs that were for both summer and winter trails no longer provide correct information. Current signage can be found on trails that no longer exist or have been altered due to conflicts with more recent park improvements including the disc golf and the TreeTop Adventure Course. Lastly, the park shares boundaries with other agencies including the Forest Service which has signs that are very old and almost illegible. I would like to utilize the remaining funds from this grant to install an updated park wayfinding signage beginning at the park entrance on Donner Road. The park entrance would have an overview, aerial map showing park amenities and would also have an informational kiosk next to it which would be used to inform visitors of current activities in the park and display informational brochures and pocket maps. Moving into the park and up to the parking areas, signs would be placed throughout directing visitors to the major amenities in the park such as athletic fields, playground, picnic area, shade structures, bike trail, trails, and park concessionaires. While the directional signs can be informative, the majority of the signs will identify park amenities but we will also identify the major trails in the park including bike, summer and winter uses. Lastly, the existing Nature Trail and accompanying signs no longer identify the current flora, fauna and animals found in the park. Many of the signs are broken or missing or are located in an area that the nature item they identify is not present. I'd like to generate an informational brochure that lists and identifies the various flora, fauna and animals found in the park region and provide that to visitors via a rack at the kiosk near the park entrance. The visitor would then be able to create their own self-guided tour utilizing the brochure and a "checklist" to mark the various elements of nature that they encounter during their visit to the park. This would provide an interactive and educational element to a visit to the North Tahoe Regional Park.

3) Lastly, I would ask the grant deadline for this grant be extended to June 30, 2017. Purchasing the "LifeTrail" equipment can be accomplished at any time and is often less expensive during the fall and winter months. Unfortunately, when winter sets in the installation of the fitness equipment cannot be done due to the October deadline for digging. In order to

properly bid the various aspects of this project and ensure the most competitive pricing is received, extending the performance period to June 30, 2017 enables the NTPUD to accomplish this.

I feel that this request meets the NLTRA goals as defined in the Tourism Master Plan and provides recreational and natural activities to our park users while providing improved directional signage for trails that link to the greater North lake tahoe trail system. I do have some preliminary wayfinding sign information including design, style and proposed placement as it relates to this grant that I can share with the CI/T on the 29th. I hope that these revisions to the original grant application can be accomplished as I feel that these changes will provide a better, more useful and enjoyable experience to our park visitors including those that are coming to the park from out of the area to take in the TreeTop Adventure Course. Having these additional amenities in the park when they visit will encourage them to use them during the length of their stay and may even bring them back in the future.

Should you have any questions or need further information, please feel free to contact me. I look forward to a positive response from the NLTRA on our request.

Regards,

Loren R. Holt, Administrative Manager
North Tahoe Public Utility District
(530) 546-4212
(530) 553-5485 – Direct

**Parks
Make
Life
Better!**





**MEMORANDUM OF AGREEMENT
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE NORTH TAHOE
PUBLIC UTILITY DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the North Tahoe Public Utility District (Grantee) regarding use of Placer County TOT monies to assist in funding the North Tahoe Regional Park Trail and Wayfinding Signage.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantee do hereby agree as follows:

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the North Tahoe Regional Park Trail and Wayfinding Signage Upgrade. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's Infrastructure Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides an Infrastructure grant of up to \$135,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by November 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
15. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers:
18. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
19. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced Infrastructure Funding Application, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties.


In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.



President/CEO
North Lake Tahoe Resort Association

9/3/15

Date



Project Manager
(Grantee)

8/12/15

Date

North Lake Tahoe Resort Association

Infrastructure Project/Program

FUNDING APPLICATION

PROJECT INFORMATION

1. **Project/program name:** NORTH TAHOE REGIONAL PARK TRAIL & SIGNAGE UPGRADE

Brief description of the project:

The North Tahoe Regional Park is roughly 40 years old. As this 120+ acre facility developed, there were numerous trails and amenities built by both the North Tahoe Public Utility District and local volunteers. Volunteer labor, shared resources, bartering and searching for used parts built this beautiful park into the hidden treasure we have today. There are at least 3 miles of trails that traverse the entire park leading to the National Forest, Highway 267, the surrounding neighborhoods and beyond. A portion of these trails is dedicated to a well-used par course. Although showing signs of aging, this par course is popular among locals and tourists alike. Winding its way through the par course is a nature trail that provides vintage interpretive signs that are difficult to read, or just gone.

The signs on most trails are the handmade wooden variety made by staff during winter months in the 1970's. There are numerous amenities not mentioned on the signs due to the ongoing and continued expansion of the facility over the years. Some of the existing signs give outdated information and some are beyond repair. Sign design and replacement is estimated at well over \$50,000.

The number of visitors has increased tenfold over the past 10 years. With this increase in visits comes the need for interpretive signage. In addition to the need for new signs, many places on the trails are washed out, have exposed roots, or are overgrown and in need of repair. These repairs are estimated at \$150,000, including the replacement of par course equipment. In addition to the information in the park, it is difficult for folks from out of town to actually find the park. Signage on the main highway is another area of concern. Countless park visitors are sent on a detour by their GPS. Better signage will eliminate this issue as well.

FINANCIAL INFORMATION

1. **Total project cost:**

| Project costs for Trail Upgrades at North Tahoe Regional Park | | | | |
|---|--------|----------|----------|-----------------------|
| Task | Number | Cost per | Subtotal | Timeline - completion |
| Signage study | 1 | 5,000 | \$5,000 | 9/1/2015 |
| New Directional Signs | 10 | 1,200 | \$12,000 | 1/1/2016 |
| New Interpretive Signs | 10 | 3,500 | \$35,000 | 1/1/2016 |
| Par Course Stations | 15 | 5,000 | \$75,000 | 5/1/2016 |
| Trail Improvements List | 1 | 45,000 | \$45,000 | 5/1/2016 |

| | | | | |
|----------------------------|---|--------|------------------|----------|
| Contingency | 1 | 17,000 | \$17,000 | 5/1/2016 |
| Total project costs | | | \$189,000 | |

2. **Total TOT funds required** \$135,000 over three years
3. **Other funding sources** NTPUD CFD 94, Friends of the Park, Donations, In-kind Labor
4. **Will the project require future funding?** NO **What is the source of future financial support?** NTPUD **Will this include all maintenance / operational needs?** Future funding for both maintenance and operations of these amenities will be provided by NTPUD.
5. **Provide project proforma and implementation schedule.** Planning starts 9-1-2015 until the completion of the project in May of 2016.
6. **How will project cost overruns or operating cost shortfalls be funded?** NTPUD will absorb any cost overruns by instituting a 10% contingency fund for the entire project. If shortfalls become a problem, the project will be scaled back to reach targeted spending.

QUALIFICATIONS OF PROJECT SPONSOR

- 1 Tracey Towner, Park and Facility Manager North Tahoe Public Utility District
- 2 NTPUD has a proven track record of maintaining and operating parks, beaches, an event center and an office complex. NTPUD possesses excellent financial status.
- 3 The NTPUD has built and maintained many grant funded projects in the past as evidenced by the Tahoe Vista Recreation Area, Boat Launch, Parking and Picnic Area, the North Tahoe Event Center, the Artificial Turf Soccer Field, the Playground, and the pending Dog Park.
- 4 The main objective of this project is to improve the outdoor recreation experiences for both locals and visitors alike by providing easy access to trails and amenities within the park.

ECONOMIC IMPACT OF PROJECT

- 1 **Estimated number of annual users:** 25,000-40,000 visitors per year depending on snow fall. Summer and winter are the peak seasons; however, a great portion of the facility is used by local and visiting teams during spring, summer, fall and winter. Weekends 15,000-20,000 Weekdays: 10,000 to 15,000
- 2 **Number of additional visitors to be attracted as a result of project/program:** 5,000-10,000. 75% local/25% out of area
- 3 **Projected expenditures by out of area attendees (per capita)**
Hotel \$150/night Restaurant \$100/night Other \$200/day
- 4 **How will the project improve or enhance service to the visitor?** This project has the potential of attracting visitors for fall color tours. Yes, there are beautiful colors in the fall along these trails. It will improve the overall quality of the visitor experience to the NTRP during the winter months by clearly directing the Nordic skiers to their destination.

COMMUNITY IMPACT

- 1 **What geographic portion of North Lake Tahoe will benefit the greatest from this project?** The Nevada State Line to Dollar Point.
- 2 **What region-wide tourism benefits will be created?** Enhanced local trails that connect to the larger and longer trails that circumnavigate the basin are likely to bring in more cross country skiers and more hikers. First time visitors will enjoy an enhanced leisure experience that entices them back to the area. Signage will alleviate any confusion when connecting to trails outside the park that circumnavigate the park connecting to regional trails with ease.
- 3 **Will local resources be used to create, design, construct this project?** The plan is to use local talent when possible in every aspect of the project From trail building to installation of signs and amenities, the revenue from this project will stay local as much as possible.
- 4 **What types of businesses will receive the greatest economic impact?** Hotels, restaurants, retailers. **Are they supportive of this project?** Yes
- 5 **Will the project require the addition of governmental service?** No additional government services are required with the exception of ongoing maintenance and operations, which the North Tahoe Public Utility District is poised to take on.
- 6 **Document the community support for the project.** Supporters include Boys and Girls Club, Boy Scouts, Girl Scouts, Tahoe Adventure Company, Tahoe Expedition Academy.

NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application...

The idea of trail improvement for both Nordic and hiking trails in the North Tahoe Regional Park follows the direction of the North Lake Tahoe Resort Association Strategic Plan: **“Trail development and signage for providing Nordic skiing throughout the region. Improvement in convenience for first-time visitors, through improved signage, information dissemination, and transportation services.”**

The trails in the NTRP provide for both hiking and cross country skiing. These human powered sports are extremely popular with locals and visitors alike. The park is an excellent place to interface with National Forest Land, Placer County Trails, and CTC open space. This request for funding zeros in on the NLTRA’s goal to *“ensure the long-term enhancement of our natural and human environment, and historical and cultural heritage. ... providing an improved visitor experience and quality of life for residents in the North Lake Tahoe area.”*

In addition to adding in new trail signage and upgraded trails, adding the par course training facility will draw local athletes as well as regional and collegiate sports training programs. Numerous locals use the par course as a part of their daily workout routine.

OTHER

List other benefits or elements that should be considered by the Resort Association in evaluating this request.

The NTPUD has been successful at coordinating volunteer hours and garnering community support for park upgrade projects including building trails, gardening, building tables, and the new dog park. The Tahoe Expedition Academy and the Boy Scouts are both groups that have expressed a willingness to help build this project. Improvements to the trails will be coordinated with volunteers. This gives the local community an opportunity to give back.

This application reflects the need for the upgrade of the facility and combines three projects previously applied for by the NTPUD. These projects included, the Wayfinding Signs and Kiosk for the Regional Park, the par course upgrades, and the Ramada repairs. The combined total of these applications was \$275,000. The NTPUD has completed both the new kiosk and the Ramada repairs as a part of the facility upgrade project undertaken by district staff.

TOT Project Funding Strategy Guidelines (weighting system)

120 Points Maximum Score

Criteria of High Importance: (most weight)

- Projects that support NLTRA key core function areas and strategic goals. 30 points max
 - Human Powered Sports and Activities 12
 - Regional Transportation Vision
 - Advancement of Tourism Economy called for in Community Plans 8
- Projects that are within highest priority Work Plan Project Groupings 30 points max
 - Trails (highest) 10
 - Recreation Amenities 10
 - Tourism-Based Redevelopment 5
 - Transportation Services

Criteria of Importance: (average weight)

- Projects that support other Work Plan Project Groupings 15 points max
 - Wayfinding Signage Museums/Cultural Centers 8
 - Special Events/Regional 0
 - Parks 7
 - Transportation Infrastructure
- Projects that support environmental improvement 15 points max 15
- Projects that have matching funds available 15 points max 10
- Projects that have all other funding sources in place 15 points max 15
- Other Criteria for Consideration (some weight)
 - Percentage of TOT budget required by project request 3
 - Percentage of project budget to be provided by TOT 3
 - TOT request necessary for “gap” funding 0
 - TOT request necessary to leverage additional funding 0
 - Project request effect on geographic distribution of capital investment funds 5

Total score: 111 out of 120.

This sheet was very helpful when writing for the grant.

Revised timeline for NLTRA Grant Application 2014



Project/program name: NORTH TAHOE REGIONAL PARK TRAIL & SIGNAGE UPGRADE

Project Applicant: North Tahoe Public Utility District

FINANCIAL INFORMATION

The original project request was for a three year project. This timeline shows the project completed in a single fiscal year.

1. Total project cost:

| Project costs for Trail Upgrades at North Tahoe Regional Park | | | | |
|---|--------|----------|------------------|--------------------------|
| Task | Number | Cost per | Subtotal | Revised Timeline |
| Signage study | 1 | 5,000 | \$5,000 | Completed by: 7/1/2015 |
| New Directional Signs | 10 | 1,200 | \$12,000 | Completed by: 9/1/2016 |
| New Interpretive Signs | 10 | 3,500 | \$35,000 | Completed by: 11/15/2016 |
| Par Course Stations | 15 | 5,000 | \$75,000 | Completed by: 5/1/2016 |
| Trail Improvement | 1 | 45,000 | \$45,000 | Completed by: 10/1/2016 |
| Contingency | 1 | 17,000 | \$17,000 | 6/15/2016 |
| Total project costs | | | \$189,000 | |

1. **Total TOT funds required** \$135,000

2. **Other funding sources** \$54,000

NTPUD CFD 94, Friends of the Park, In-kind Labor

Where applicable, all new signs will conform with the North Lake Tahoe Community Wayfinding Signage Design Standards Manual as revised May 2013.

TOT Project Funding Strategy Guidelines (weighting system)
120 Points Maximum Score

Criteria of High Importance: (most weight)

- **Projects that support NLTRA key core function areas and strategic goals. 30 points max**
 - **Human Powered Sports and Activities** 12
 - **Regional Transportation Vision**
 - **Advancement of Tourism Economy called for in Community Plans** 8
- **Projects that are within highest priority Work Plan Project Groupings 30 points max**
 - **Trails (highest)** 10
 - **Recreation Amenities** 10
 - **Tourism-Based Redevelopment** 5
 - **Transportation Services**

Criteria of Importance: (average weight)

- **Projects that support other Work Plan Project Groupings 15 points max**
 - **Wayfinding Signage Museums/Cultural Centers** 8
 - **Special Events/Regional** 0
 - **Parks** 7
 - **Transportation Infrastructure**
- **Projects that support environmental improvement 15 points max** 15
- **Projects that have matching funds available 15 points max** 10
- **Projects that have all other funding sources in place 15 points max** 15
- **Other Criteria for Consideration (some weight)**
 - **Percentage of TOT budget required by project request** 3
 - **Percentage of project budget to be provided by TOT** 3
 - **TOT request necessary for “gap” funding** 0
 - **TOT request necessary to leverage additional funding** 0
 - **Project request effect on geographic distribution of capital investment funds** 5

Total score: 111 out of 120.

This sheet was very helpful when writing for the grant.



Project/program name: NORTH TAHOE REGIONAL PARK TRAIL & SIGNAGE UPGRADE

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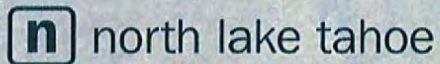
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2. **Other funding sources** \$54,000

NTPUD CFD 94, Friends of the Park, In-kind Labor

Where applicable, all new signs will conform with the North Lake Tahoe Community Wayfinding Signage Design Standards Manual as revised May 2013.

2016-17 Work Plan Six Month Progress Report



Marketing Strategic Goals

By 2020 we will have increased Destination Visitors (visitors arriving from outside of the drive market) year round to North Lake Tahoe by 10% in summer and winter over summer and winter of 2014-15.

By 2020, we will have developed and implemented three-year marketing strategies to adapt to short and long term market dynamics (ie: events, climate change, demographics)

Marketing Challenges and At Risk Performance Indicators

Advertising

- Increase number of travelers arriving by air by 3% into Reno - Significant increases YOY into Reno Tahoe International Airport. As of November 2016, CYTD passenger numbers are up 6.5% YOY, number of flights are up 13% and seats are up 8.1%
- Number of lodging referrals increased by 5% during Sept/Oct over 2014-15 – 2014-15 Sept/Oct: 8780/1681 respectively vs. 2016-17 3943/1008 respectively
- Organic search increased by 15% - 2016: 53,986 vs. 2015: 45,877 Website Sessions - Increased 17.68% (Sept-Oct YOY)
- Direct traffic to GoTahoeNorth.com increased by 10% - 2016 – 383,393 vs. 360,035 for 6.65% increase YOY – still believe that we can meet this goal.

Marketing Challenges and At Risk Performance Indicators

Advertising (continued)

- Unique visitors increased by 8% - 2016: 311,808 vs. 2015: 286,780 for 8.73% increase YOY
- Lower average age of website user by 2.5 years – Not tracked until 2016 so no YOY data at this time
- Increase participation in specific in-market marketing initiatives by 15% - 2016: 61,684 vs. 2015: 19,402 for a 218% increase YOY in first two programs
- Reduce bounce rate of the website by 5% - 2016: 24.5% vs. 2015: 23.5% for a 4.52% increase.

Marketing Challenges and At Risk Performance Indicators

Public Relations – Social Media

- Increase blog's Unique Visitors per Month by 10% - Current UVM is 1,150
 - Increase referrals from blog to other GoTahoeNorth.com pages by 5% - This is challenging to track, where appropriate, links are provided
 - Increase social media engagement in nonstop flight markets by 5% - Current followers are 17,754
 - Increase newsletter click-through by 7% - Current open rate is 12% average, click through is 4%. Conducted re-design with greater content links to increase click through
- 

Marketing Challenges and At Risk Performance Indicators

Public Relations – Social Media (continued)

- Reach share of voice mix of 55% extensive mention, 30% significant mention, and 15% brief mention – tracking is in progress
 - Increase media clips out of drive market by 10% - on target to meet this goal
 - Grow message penetration of stories by 10% in each of the brand pillars (Family, Hotel, Wellness, Recreation, and Food, Culture & Dining) – on track to increase coverage
 - Increase social media followers by 10% - YTD increase of 8.5%. Well on our way to achieving this goal.
- 

Marketing Challenges and At Risk Performance Indicators

Public Relations – Social Media (continued)

- Increase social media engagement midweek by 5% - Mid-week social media advertising efforts are up 50.22% YTD and this engagement has driven a 13% fan increase on Facebook alone.
- Increase social media engagement around secret season content by 5% - Increased our social media content in Sept/Oct 2016 by 50% with 85% out mid week
- Increase media placements of secret season travel by 10% - By boosting posts related to website deals, and advertising push on social media, "secret season" placement increased 25% YTD.


Marketing Challenges and At Risk Performance Indicators

Leisure Sales

- Host two travel trade FAMs per year, one with a summer focus and one with a winter focus – hosted 5 in summer /fall and will host 4 in the winter
- Conduct at least 15 annual Leisure Sales site inspections and sales missions promoting North Lake Tahoe – have conducted 4 site inspections and 7 sales missions
- Increase product placement in wholesale and tour operator sales channels by 10% - don't measure until EOY, however predicting that we will exceed the goal
- Create a travel industry page that connects directly to GoTahoeNorth.com to highlight the year round destination – in progress, may not be fully active by July 1


Marketing Challenges and At Risk Performance Indicators

Leisure Sales

- Create a leisure sales tracking program with OTAs and tour operators – challenged by participation of properties and OTA/Tour Operator ability to break out NLT
 - Increase newsletter database of travel agents located outside the four hour drive market by 20% - Have already increased by >20% with a TA Connect program
 - Increase midweek occupancy by 7% - looking at Lodging Barometer mid-week projections, the average Wednesday occupancy fell from 48% to 44%
- 

Marketing Challenges and At Risk Performance Indicators

Conference Sales

- Increase TOT associated with actualized group and meetings businesses from outside our drive market by 5% - 15/16 = \$2,402,211 16/17 YTD = \$2,102,451 We are on pace to meet this goal
 - Increase total leads generated from outside our drive market by 5% - 15/16 = 47 16/17 YTD = 77 We have already surpassed this goal. Our strategic partnerships with HPN and Cvent been helpful in increasing those numbers
- 

Marketing Challenges and At Risk Performance Indicators

Conference Sales (continued)

- Increase total booked revenue from outside our drive market by 5% - 15/16 = \$1,300,000 16/17 YTD = \$597,000 We are pacing slightly behind goal but confident we will reach it
- Increase group leads in Sept/Oct and May/June by 5% - 15/16 = 26 16/17 YTD = 60 We have already surpassed this goal. Our strategic partnerships with HPN and Cvent been helpful in increasing those numbers
- Increase group bookings in Sept/Oct and May/June by 5% - 15/16 = 16 bookings for those periods 16/17 YTD = 12 We will meet this goal with 5 more bookings

Marketing Challenges and At Risk Performance Indicators

Events

- One or more new events with national and international television coverage held during a strike zone – 3 year contract with Spartan, Women's World Cup
- Book a minimum of 2 sporting or music events or festivals for early June and/or mid October – Spartan World Championships – October, Tahoe Film Festival in early December 2016 and No Barriers in June 2017 – continuing to work with Bart at IVCBVB on other sporting events for June



Visitor Information Strategic Goal

By 2020, we will have increased Visitor Information Distribution via collateral and technology to a broader audience by 20% over 2014-15

Visitor Information Challenges and At Risk Performance Indicators

- Increase Outreach to visitors through Visitor Centers and Events by 2% - Currently at 2.06% increase in Tahoe City, Kings Beach is not doing well – need to look at impact of construction – with events we should meet this goal
 - Reach out to an additional 5,000 visitors at events – currently at 4,150
 - Print and distribute 20,000 maps – printed 25,000 this year
 - Increase visitation to GoTahoeNorth.com (in market) by 10%– currently at 22% increase
 - Increase email responses by 5% - already increased by 108%
- 

Visitor Information Challenges and At Risk Performance Indicators

- Improve 50% (51) of lodging listings on GoTahoeNorth.com with the input of lodging constituents – have already updated 30% of the listings
- Distribute information to lodging twice a month – currently sending out one-sheets to all lodging at least twice a month with upcoming events and activity information
- Conduct bi-annual customer service training with staff of 100 local businesses (500 employees) - Video training will be marketed and distributed in January 2017. As a first time program, we may not meet the goal set for this year

Transportation and Capital Investments Strategic Goals

By 2020, we will have taken a leadership role to support funding to implement the Transit vision.

By 2020, We will have advised the Placer County Board of supervisors and supported tourist serving infrastructure in North lake Tahoe as identified in the 2015 Tourism Development Master Plan.

Transportation Challenges and At Risk Performance Indicators

- **Measure M Presentations – Met Goal (20 v. 5) but still challenged with the measure not passing**
- **Transportation Summit Attendance – Will Not Meet Goal (40 v. 75)**
- **Passengers per Service Hour – At this point, TART is ahead of last year with ridership in excess of 2% growth**

Capital Investment Challenges and At Risk Performance Indicators

- **Installation of 15 Wayfinding Signs – may not meet goal, challenges with CalTrans, funding**
- **15 miles of Trail design and construction – will meet goal with over 37 miles of trail in progress**
- **Project contracts – Will meet goal – changes with County responsibility**

Organization Capacity Strategic Goals

By 2020, we will have strengthened the Chamber of Commerce through Economic Development and Advocacy programs, seeking solutions to business challenges, and increasing community engagement by 20% over 2014-15.

By 2020, we will have an improved relationship with Placer County.

By 2020, we will have supported expanded TOT and/or non-TOT funding to accomplish strategic goals.

Organization Capacity – Chamber of Commerce Challenges and At Risk Performance Indicators

- Increase net membership revenue by 5% over end of year revenue from 2015/16 - May not meet this goal, but expect to end year with net positive
- Make 5 presentations to local organizations about the NLTRA/Chamber – Plan to meet this goal over the next 6 months
- Survey a minimum of 200 businesses about their challenges, needs, and programs of value – Survey will be sent in January
- Generate \$8100 in Sponsorship Revenue - will strive to meet this goal with remaining event schedule

Chamber of Commerce Challenges and At Risk Performance Indicators

The following Performance Indicators have been deleted from the Membership Manager's responsibility due to 5 months transition time lost:

- Maintain attrition of membership at 15% or less
- Generate net income of \$35,050 on all Membership Activities and Events

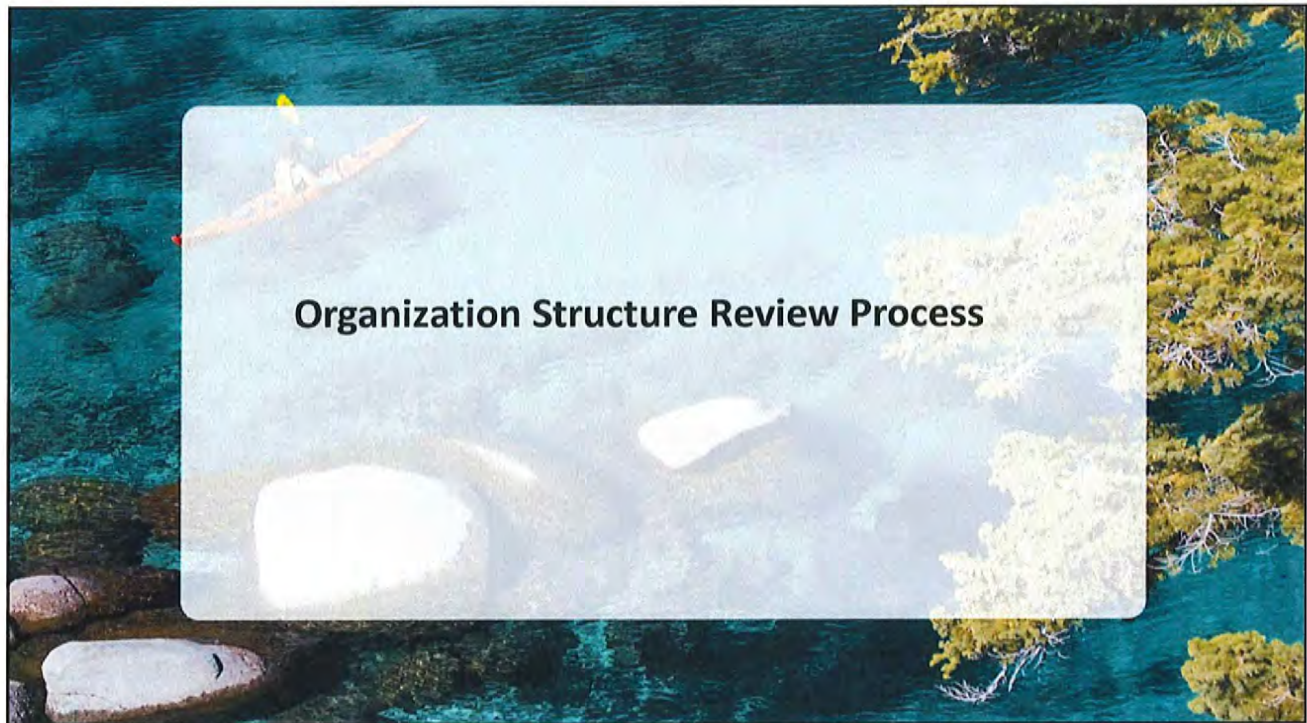
Organization Capacity Challenges and At Risk Performance Indicators

Improved relationship with Placer County

- Compliance with Placer County/NLTRA agreement – Making efforts to comply, sometimes late with Committee Packet materials

Expanding TOT and/or non-TOT funding to support goals

- Present 5 educational presentations for Measure M – Met this goal with 20 presentations - Currently leading discussions about transportation and marketing funding



Organization Structure Review Process

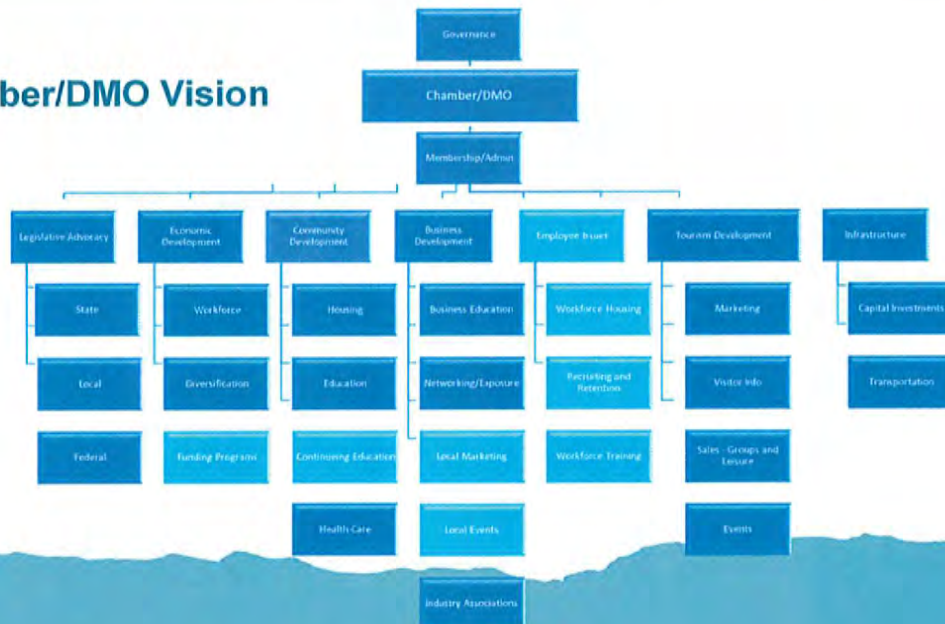
5 Subcommittees working simultaneously:

- Chamber Subcommittee – vision, gap analysis: survey & focus groups; shared functions with Business Associations and protocols; 5 year funding plan
- Board Governance Subcommittee – reviewing bylaws, best practices, meet with Chamber group
- Contract Subcommittee – have not started yet – will be meeting in January
- Marketing Subcommittee – competitive analysis, identify funding need, TBID discussion
- CI/T Subcommittee – DONE (contract function to County)

Chamber Subcommittee Progress and Next Steps

- Current environment analysis, overlaps or shared opportunities identified - October
- Vision for future organization – November
- Survey development and distribution planned - December
- Conduct survey and focus groups – January/February
- Review feedback – consolidate, assess and analyze
- Identify gaps and opportunities – February/March
- Formulate recommendations for a 5 year plan – March
- Final Report - April

Chamber/DMO Vision



Board Governance Progress and Next Steps

- **Board of Directors:** Number of seats, representation, County role on Board, Ex-Officio seats
- **Committee Structure:** Number of standing committees, Board Member seats on committees, County role on Committees
- **Other Bylaw issues**

Next Steps:

- **Develop recommendations for changes to Board of Directors**
- **Implement approved changes to the Bylaws – membership approval**

Marketing Competitive Analysis Progress

- **Collecting specific data on expenditures and effectiveness of the following resorts:**
 - South Lake Tahoe
 - Mammoth
 - Santa Cruz
 - Park City, UT
 - Breckenridge, CO
 - Whistler, BC
- **Data to include: Sales Tax, Lodging Tax, staffing, Ave. length of stay, Occupancy, ADR, RevPAR, and more.**

Marketing Competitive Analysis – Next Steps

- Identify any competitive disadvantages, or gaps in marketing expectations from stakeholders
- Identify reallocation of funds or additional funds that may be needed
- Review information with lodging partners
- Invite Civitas to review pros/cons of a TBID



On behalf of the subcommittee, thank you for your input! As a token of our appreciation, we will enter your name into a drawing for a \$100 cash prize, or a one-night stay at Mourelatos Lakeshore Resort!

(Answers are required on questions with an asterisk *)

1. Please select the category below that best describes your business. (Check all that apply)

- ☐ Arts and Culture
- ☐ Lodging
- ☐ Property Management
- ☐ Real Estate
- ☐ Restaurant
- ☐ Retail
- ☐ Recreation
- ☐ Transportation
- ☐ Professional Services
- ☐ Non-Profit Organization
- ☐ Health Care
- ☐ Government
- ☐ Education
- ☐ Other (please specify)

2. Location of your business. (Check all that apply)

- ☐ West Shore
- ☐ Tahoe City
- ☐ Carnelian Bay
- ☐ Tahoe Vista
- ☐ Kings Beach
- ☐ Crystal Bay
- ☐ Incline Village
- ☐ Northstar
- ☐ Squaw Valley/Alpine Meadows
- ☐ Truckee
- ☐ Other (please explain)

3. Length of time in business.

- ☐ 1-5 years
- ☐ 6-10 years
- ☐ 11-20 years
- ☐ 21 plus years

4. Which best describes how your business operates? (Check all that apply)

- ☐ Storefront
- ☐ Commercial building in the region
- ☐ Shared work space
- ☐ Web-based business
- ☐ Remote business with headquarters elsewhere
- ☐ Other (please explain)

5. Indicate the association(s) that your business is a current member of. (Check all that apply)

- ☐ North Lake Tahoe Chamber/CVB/Resort Association (NLTRA)
- ☐ North Tahoe Business Association (NTBA)
- ☐ Tahoe City Downtown Association (TCDA)
- ☐ West Shore Business Association (WSA)
- ☐ Northstar Village Retail
- ☐ Squaw Valley Business Association
- ☐ Incline Community Business Association (ICBA)
- ☐ Truckee Chamber of Commerce
- ☐ Truckee Downtown Merchants Association
- ☐ Donner Summit Association
- ☐ Contractors Association of Truckee Tahoe (CATT)
- ☐ Other (please explain)

6. What is the service you value most from being a member of the North Lake Tahoe Chamber/CVB/Resort Association? (Skip this question if not a member)

7. If you are not currently a member of the North Lake Tahoe Chamber/CVB/Resort Association, why?

8. If you would like more information about becoming a member of the North Lake Tahoe Chamber/CVB/Resort Association, please enter your contact information, below:

* 9. What is the biggest area of improvement you would like to see in the North Lake Tahoe Chamber/CVB/Resort Association?

10. Please rate each of the following existing or potential Economic Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|--|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Economic Development (such as fee reductions or waivers, TAUs, added coverage or density) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Economic Diversification (such as business incubator subsidies, low cost loans or grants for certain types of businesses) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Programs to assist with Construction, Health Department, or other required permits | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Greater access to Capital/Loans | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Business Counseling | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

11. Please rate each of the following existing or potential Workforce Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|-------------------------|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Workforce Recruitment | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Workforce Retention | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Workforce Training | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Workforce Housing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Internship Programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Foreign Worker Programs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

12. Please rate each of the following existing or potential Community Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | Slightly Important | 1 Not Important |
|---|-----------------------|-----------------------|---------------------------|-----------------------|-----------------------|
| Housing | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Health Care | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Forest Health Impacts | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Fire Danger-Emergency Evacuation Plans | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Partnerships between Business and Education (local schools) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Continuing Education | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmental Stewardship | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

13. Please rate each of the following existing or potential Business Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|---|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Networking Opportunities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Business Promotion and Exposure | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Business Education | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Marketing Resources for Businesses | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Shop Local Promotion | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Environmentally Friendly Business Practices | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

14. Please rate each of the following existing or potential Legislative Advocacy opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|--|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Regulatory Costs - State and Local | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increased Employee Costs (health care, workers comp, minimum wage) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Advocacy for Business-Friendly Legislation - State and Local | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Advocacy for Business-Friendly Legislation - Federal | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provide Information on New Regulations | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

15. Please rate each of the following existing or potential Tourism Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|--|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Marketing the North Lake Tahoe Desitnation | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Regional Events | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Local Community Marketing (specific to geographic location ie: Kings Beach) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Visitor Services (visitor centers, visitor guides, hospitality training) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increase Air Service in Reno and Sacramento | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Increase Destination Visitors (arrive by air or drive long distances, stay longer) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Group and Conference Sales | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Geotourism Focus | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

16. Please rate each of the following existing or potential Infrastructure Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|---|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Public Transportation Hours of Operation/Frequency | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Venues for Indoor Activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Venues for Outdoor Activities | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Traffic Management (coning for additional lanes during busy time) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Improved broadband and Cellular Service | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| More Public Parking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Trail Development and Maintenance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

17. Please rate each of the following existing or potential program AREAS in order of importance for your business from 1-5, with 5 being the MOST important.

| | 5 Most Important | 4 Very Important | 3 Moderately Important | 2 Slightly Important | 1 Not Important |
|-------------------------------|-----------------------|-----------------------|---------------------------|-------------------------|-----------------------|
| Economic Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Workforce Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Community Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Business Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Legislative Advocacy | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Tourism Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Infrastructure Development | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other (please explain)

* 18. What are the most significant opportunities you see for your business in the next 5 years?

* 19. What are the most significant challenges you face in doing business in the region?

* 20. How do you believe the North Lake Tahoe Chamber/CVB/Resort Association might play a role in helping to improve or solve any or all of these challenges?

21. Please provide your contact information if you would like to be entered into the drawing for \$100 or a one-night stay at Mourelatos Lakeshore Resort! Otherwise, this information is optional:



Finance Staff Report

Date: 12/30/16

TO: Board of Directors (BOD)

FROM: Al Priester, Director of Finance and Human Resources

RE: November 2016 Financial Statements

North Lake Tahoe Resort Association (NLTRA) November 2016 Financials in the BOD packet for the January 4, 2017 meeting include: Financial Highlights, a Summary Balance Sheet and Profit & Loss. The November financials presented to the NLTRA Finance Committee on December 22, 2016, including a detailed Balance Sheet, November and YTD Profit & Loss, A/R and A/P Agings, a YTD Profit & Loss by Class, a YTD Profit & Loss Budget vs Actual for each Class and a YTD Profit & Loss YOY Comparison for each Class are available online @ NLTRA.org.

Important points to note are:

- Cash flow remains very strong with cash on hand at \$826,150. As noted in the fiscal 15-16 audit, this exceeds the FDIC Insurance limits of \$250,000. We are requesting a board resolution to open two accounts at two different financial institutions to alleviate this risk.
- Non-Membership A/R over 120 days delinquent remains at approximately the same balance as October, but has been reduced by 17% in December. A/R over 90 days delinquent are deemed collectible with no reserve being established. The TOT A/R is money due back to NLTRA and will be resolved with the Fund Balance Recon with the County which was accomplished in December and will be reflected in December's financials.
- Membership A/R over 120 days delinquent is \$3,385 at November 30th, down 77% from \$14,775 at October 31st due to aggressive write downs. We are waiting through the holidays to address additional write downs.
- A/P at November 30st have been reduced to \$21,880, a 29% reduction from October, and the lowest level this year.
- Equity balances will be adjusted at resolution of the Fund Balance Recon with the County. This was accomplished in December and will be reflected in December's financials.

- October had a profit of \$143,882 which translates to expenditures under budget for the month. The year to date reflects we are under budget by \$326,758. We will be performing a re-forecast of the budget in January after December financials have been formulated.
- Revenues for Membership and Non-Retail VIC income have debit balances. This was due to non-recurring adjustments both minor in materiality.
- Acct 5953 Summer Traffic Management has a debit balance. This was due to a refund from CHP for a 15-16 expense and will be refunded to the County in conjunction with the Fund Balance Recon with the County.
- The Profit and Loss by Class is useful in gauging where each Department is in relation to their budget. All are under budget YTD.

Action requested: Approval of the November 2016 Financials as approved by the Finance Committee at their December 22, 2016 meeting which recognizes that equity balances will change with the conclusion of the Fund Balance Recon with the County.



Financial Numbers to Know!

Month: December 2016

Assets

| | |
|---------------------|---------------------|
| Cash | \$826,150.20 |
| Accounts Receivable | \$127,442.59 |
| Inventory | \$32,061.64 |
| Fixed Assets | \$2,388.24 |
| Prepaid Expenses | \$8,747.02 |
| TOTAL ASSETS | \$996,789.69 |

Liabilities

| | |
|-------------------------------|---------------------|
| Accounts Payable | \$24,312.45 |
| Salary/Wages Payable | \$107,184.49 |
| Accrued Expenses/Deferred Rev | \$55,850.42 |
| Equity | \$809,442.33 |
| TOTAL LIABILITIES | \$996,789.69 |

North Lake Tahoe Resort Association

BALANCE SHEET

Nov 30, 2016

Assets

Current Assets

| | |
|---------------------------------|-------------------|
| Cash | \$ 826,150.20 |
| Quickbooks Accounts Receivable | 48,202.38 |
| A/R - TOT | 32,581.00 |
| WebLink Accounts Receivable | 13,570.00 |
| AR Other | 1,598.66 |
| Allowance for Doubtful Accounts | 3,301.75 |
| Receivable from NLTMC | 27,835.00 |
| Inventory | 32,061.64 |
| Security Deposits | 50.00 |
| Undeposited Funds | 303.80 |
| Total Current Assets | 985,654.43 |

| | |
|-------------------------------------|-----------------|
| Property Plant & Equipment | 171,811.91 |
| Accum. Depr. - Furn & Fix | (169,423.67) |
| Total Property and Equipment | 2,388.24 |

| | |
|------------------|----------|
| Prepaid Expenses | 8,747.02 |
|------------------|----------|

| | |
|---------------------|----------------------|
| Total Assets | \$ 996,789.69 |
|---------------------|----------------------|

Liabilities and Stockholders' Equity

Current Liabilities

| | |
|----------------------------------|-------------------|
| Accounts Payable | \$ 21,880.00 |
| Credit Card Payable | 1,710.38 |
| Salaries/Wages/Payroll Liability | 107,184.49 |
| Sales and Use Tax Payable | 722.07 |
| Accrued Expenses | 12,000.00 |
| Deferred Revenue- Member Dues | 38,075.42 |
| Deferred Rev - Conference | 5,775.00 |
| Total Current Liabilities | 187,347.36 |

| | |
|--------------------------|-------------------|
| Total Liabilities | 187,347.36 |
|--------------------------|-------------------|

Stockholders' Equity

| | |
|------------------------------|------------|
| Unrestricted Net Assets | 78,244.22 |
| Designated Marketing Reserve | 254,324.57 |
| Cash Flow Reserve | 100,083.91 |
| Marketing Cash Reserve | 50,031.45 |
| Net Income | 326,758.18 |

| | |
|-----------------------------------|-------------------|
| Total Stockholders' Equity | 809,442.33 |
|-----------------------------------|-------------------|

| | |
|---|----------------------|
| Total Liabilities and Stockholders' Equity | \$ 996,789.69 |
|---|----------------------|

North Lake Tahoe Resort Association
STATEMENT OF INCOME
month and 5 Months Ended Nov 30, 2016

| | Month Ended Nov 30, 2016 | 5 Months Ended Nov 30, 2016 |
|---------------------------------|-----------------------------|--------------------------------|
| Revenue | | |
| County of Placer TOT Funding | \$ 314,665.00 | \$ 1,573,325.00 |
| Membership Ann/Conf Dues | 11,209.08 | 55,181.63 |
| New Member Fees | 0.00 | 450.00 |
| Revenues-Membership Activities | (605.00) | 4,113.00 |
| Revenue-Tue AM Breakfast Club | 300.00 | 2,475.00 |
| Revenue - Sponsorships | 0.00 | 1,000.00 |
| Non-retail VIC income | (1,082.55) | 3,280.08 |
| Commissions | 6,689.22 | 91,154.83 |
| Merchandise Sales | 3,792.51 | 44,047.64 |
| Total Revenue | 334,968.26 | 1,775,027.18 |
| Cost of Goods Sold | 2,044.18 | 22,471.55 |
| Gross Profit | 332,924.08 | 1,752,555.63 |
| Expenses | | |
| Salaries & Wages | 92,942.60 | 540,553.44 |
| Rent | 14,312.01 | 68,861.21 |
| Telephone | 1,908.04 | 11,524.00 |
| Mail - USPS | 793.13 | 2,618.35 |
| Insurance/Bonding | 572.59 | 3,123.46 |
| Supplies | 1,109.15 | 5,649.38 |
| Visitor Communications - Other | 0.00 | (109.00) |
| Depreciation | 115.07 | 575.35 |
| Equipment Support & Maintenance | 795.00 | 6,615.92 |
| Taxes, Licenses & Fees | 527.75 | 5,379.38 |
| Equipment Rental/Leasing | 0.00 | 4,742.26 |
| Training Seminars | 0.00 | 2,672.72 |
| Training Video Series | 0.00 | 7,534.05 |
| Sales CRM/CMS | 0.00 | 2,373.94 |
| Professional Fees | 0.00 | 37,780.00 |
| Research & Planning Membership | 0.00 | 3,000.00 |
| Research & Planning | 750.00 | 3,818.55 |
| Transportation Projects | 0.00 | (1,593.65) |
| Programs | 1,500.00 | 3,700.00 |
| Autumn Food & Wine | 0.00 | 27,792.86 |
| Sponsorship | 6,450.00 | 206,621.28 |
| Membership Activities | 549.06 | 6,737.35 |
| Tuesday Morning Breakfast Club | 472.50 | 3,412.50 |
| Classified Ads | 0.00 | 275.00 |
| Promotions/Giveaways | 0.00 | 32.14 |
| Market Study Reports/Research | 84.93 | 402.40 |
| Marketing Cooperative/Media | 63,250.00 | 442,750.00 |
| Non-NLT Co-Op Marketing Program | 445.67 | 887.95 |
| BACC Marketing Programs | 394.45 | 6,620.57 |
| Trade Shows/Travel | 0.00 | 15.00 |
| Associate Relations | 50.00 | 1,595.00 |
| Board Functions | 164.59 | 1,035.29 |
| Credit Card Fees | 412.65 | 2,951.55 |
| Automobile Expenses | 498.80 | 2,311.29 |
| Meals/Meetings | 314.11 | 2,213.28 |
| Dues & Subscriptions | 335.98 | 5,264.44 |
| Travel | 293.71 | 6,060.19 |
| Total Expenses | 189,041.79 | 1,425,797.45 |
| Net Income (Loss) | 143,882.29 | 326,758.18 |



Date: December 30, 2016

TO: Board of Directors

FROM: Al Priester, Director of Finance and Human Resources

RE: Discussion and Possible Approval of Resolutions to open Bank Accounts with Bank of America and US Bank.

Currently, all bank accounts of North Lake Tahoe Resort Association, Inc. (NLTRA) and North Lake Tahoe Marketing Cooperative (NLTMC) are with Bank of the West's North Lake Tahoe Branch. To implement the recommendations made by McClintock Accountancy in their audit of NLTRA Financials for Fiscal Year 2015-2016, where they noted that our balances with Bank of the West often exceed the FDIC Insurance limit of \$250,000, we are asking that the Board authorize the opening of accounts with the Tahoe City branches of Bank of America and US Bank. Each account will have four signers, Sandy Evans Hall, Ron Treabass, Al Priester and John Thompson. The accounts will be used as holding accounts, each having no more than \$250,000 at any one time, with transfers being made to our operating accounts with Bank of the West as needed. The Board Resolution necessary is attached along with the requisite affirmative statements from the Secretary of the Board in the format required by each bank.

Staff recommends that the board approve these resolutions and that the Secretary affirm such to each Bank.

WHEREAS, the Board of Directors has determined it to be in the best interest of the Corporation to increase the number of checking/savings accounts with different banking institutions, specifically Bank of America and US Bank, be it:

RESOLVED, that the Corporation execute and deliver to said banks a duly signed original of the completed banking resolution as is annexed thereto, and that the authority to transact business, including but not limited to the maintenance of savings, checking and other accounts of the Corporation, shall be as contained in said resolution with the named officers therein authorized to so act on behalf of the Corporation as specified hereto.

The undersigned hereby certifies that he/she is the duly elected and qualified Secretary and the custodian of the books and records and seal of North Lake Tahoe Resort Association, Inc., a corporation duly formed pursuant to the laws of the state of California and that the foregoing is a true record of a resolution duly adopted at a meeting of the Board of Directors of North Lake Tahoe Resort Association, Inc. and that said meeting was held in accordance with state law and the Bylaws of the above-named Corporation on January 4, 2016, and that said resolution is now in full force and effect without modification or rescission.

IN WITNESS WHEREOF, I have executed my name as Secretary and have hereunto affixed the corporate seal of the above-named Corporation this 4th day of January, 2017.

Brett Williams
Secretary of North Lake Tahoe Resort Association, Inc.

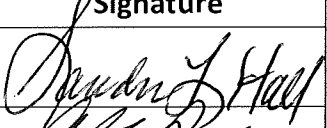
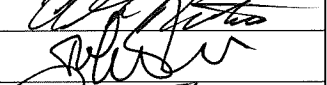


North Lake Tahoe Resort Association, Inc.

As the undersigned corporate secretary, I hereby certify the following:

The complete and correct name of the Corporation is North Lake Tahoe Resort Association, Inc.
The Corporation is duly organized, validly existing and in good standing under the laws of the State of California.

Resolution Adopted. At a meeting of the Directors of the Corporation, duly called and held on January 6, 2017 at which a quorum was present and voting, the resolutions set forth in the Resolution were adopted.

Officers. The following named person(s) are board approved authorized signers for North Lake Tahoe Resort Association, Inc.

| Name | Title | Authorization | Signature |
|------------------|-------------------------------------|---------------|---|
| Sandy Evans-Hall | CEO/Executive Director | Yes |  |
| Al Priester | Finance & HR Director | Yes |  |
| John Thompson | Tourism Director | Yes |  |
| Ron Treabess | Director of Planning & Partnerships | Yes |  |

Authorized Actions. Any one of the authorized persons listed above may open or close any checking or savings account with US Bank and sign any agreements necessary thereto and these agreements will bind the corporation.

On behalf of the Corporation, I certify that all statements and representations made herein are true and correct.

Brett Williams, Secretary

Date

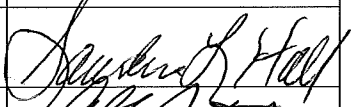
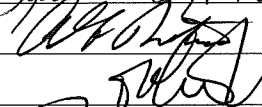

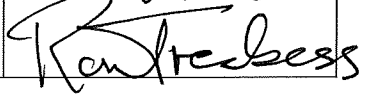
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Authorized Actions. Any one of the authorized persons listed above may open or close any checking or savings account with Bank of America and sign any agreements necessary thereto and these agreements will bind the corporation.

On behalf of the Corporation, I certify that all statements and representations made herein are true and correct.

Brett Williams, Secretary

Date



NLTRA Board Meeting – January 4, 2017

Executive Summary of Action Items

G. Action Items

1. Appointment of Board Members to Committees

- The Board members whose names appear on the list have all agreed to serve in this capacity.
- There are still two alternate positions open – these may be filled by the person that is appointed by Jennifer Montgomery.
- Ron McIntyre, a former board member and former chair of the board, has agreed to serve on the Golf Course Oversight Committee.

2. Appointment of a CEO Search Committee

- The Executive Committee outlined a representative group from Board Members to Key Partners to serve as a search committee, to assist and advise the selection of the NLTRA CEO position.
- The first meeting of this group will be directly following the NLTRA Board Meeting on January 4, 2017 at 10:30 a.m.
- Adam Wilson will chair this group.

3. Approval of Amendment to the Placer County/NLTRA contract

- As a result of the recent 2015-16 Financial Audit, an adjustment was made to bring the marketing reserve into compliance with existing policy.
- This created an amount of \$12,371 from the marketing reserves to be reallocated within the marketing budget.
- The amount of \$12,371 has been allocated to the Marketing Cooperative, to be expensed for the purposes of Public Relations/Social Media.



2017 Committee Positions for Board Members

Marketing (monthly 4th Tuesday, 2 p.m.)

Primary **Brett Williams**

Alternate _____

Lodging (monthly April, May, June, Sept, Oct, Nov, 1st Thursday, 2 p.m.)

Primary **David Tirman**

Alternate _____

BACC (monthly, 2nd Thursday, 2 p.m.)

Primary **Eric Pilcher**

Alternate **Aaron Rudnick**

Finance (monthly, 3rd Thursday, 3:30 p.m.)

Primary **Christy Beck**

Alternate **Eric Pilcher**

Capital Improvements/Transportation (monthly, 4th Monday, 1:30 p.m.)

Primary **Gary Davis**

Alternate **Aaron Rudnick**

Golf Course Oversight (Quarterly 1:30 p.m.)

Primary **Gary Davis**

Primary **Ron McIntyre**

Primary **Sandy Evans Hall**

Whistle Blower Policy Compliance Officer

Board Secretary **Brett Williams**

Primary Role: Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meetings. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

Alternate Role: Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.



STAFF REPORT

A diverse group of board members and key partners, identified by the Executive Committee, has been asked to advise and steer the search process for a new NLTRA President/CEO to replace Sandy Evans Hall.

Proposed CEO Search Committee:

- Adam Wilson (Chair) – Executive Committee
- Samir Tuma (Vice-Chair) – Executive Committee
- Christy Beck – Board Member
- Stacie Lyans – Business Association (TCDA)
- Mike Geary – Special District (Squaw Valley Public Services District)
- Andy Chapman – North Lake Tahoe Marketing Cooperative
- Alex Mourelatos – NLTRA Committee Representative
- Erin Casey – Placer County

Possible Timeline:

January: Meet and determine budget and process, determine RFP for Executive Search Firm, review and identify posting locations, review and update job description

February: Recommend Executive Search Firm, finalize all posting locations and collateral materials

March: Preliminary interviews, vetting of candidates, narrow list of finalists

April: Final interviews, selection of finalist

May: Contract and benefit negotiation with finalist

June: New CEO to start – 1 month overlap with existing CEO

Possible Tactics:

1. Executive Search Firm RFP – SearchWide and Bristol & Associates (DMO and hospitality industry expertise); Jorgensen Consulting and Waverly Partners, LLC (Chamber and economic development expertise)
2. Association postings:
 - DMAI – Destination Marketing Associations International
 - DMA West – Destination Marketing Associations of the West
 - ACCE – American Chamber of Commerce Executives

- WACE – Western Association of Chamber Executives
 - Glen Shepard – National Chamber openings
3. Other recommendations from Search Committee and Board of Directors

Staff Recommendation: Approve the members of the Search Committee as proposed above to begin meeting on January 4, 2017 at 10:30 a.m.

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
Updated 12/15/2016

| NLTRA Budget Income | Marketing | Conference | Visitor Info | TOTALS |
|--|---------------------|-------------------|-------------------|---------------------|
| Placer County TOT Revenue | \$2,625,682 | \$ 363,600 | \$ 299,923 | \$ 3,289,205 |
| Reserve recalculation allocation | \$12,371 | | | \$ 12,371 |
| Other revenue | | \$ 135,000 | \$ 75,000 | \$ 210,000 |
| Total revenue | \$ 2,638,053 | \$ 498,600 | \$ 374,923 | \$ 3,511,576 |
| NON PROGRAM EXPENSES | | | | |
| Personnel/Overhead Cap - Direct Costs | | | | \$ 848,478 |
| G+A Cap - Indirect Costs | | | | \$ 553,727 |
| SUBTOTAL | | | | \$ 1,402,205 |
| PROGRAM EXPENSES | | | | |
| Training Video Series | \$ 15,000 | | \$ 5,000 | \$ 20,000 |
| Sales CRM / CMS | \$ 21,000 | | | \$ 21,000 |
| Community Marketing Programs | \$ 80,000 | | | \$ 80,000 |
| Marketing Cooperative/Media | \$ 1,167,371 | \$ 110,000 | | \$ 1,277,371 |
| Collateral Programs | | | \$ 5,000 | \$ 5,000 |
| Conference NTPUD/Event Center | | \$ 8,000 | | \$ 8,000 |
| Research & Planning | \$ 10,000 | | | \$ 10,000 |
| SUBTOTAL | \$ 1,293,371 | \$ 118,000 | \$ 10,000 | \$ 1,421,371 |
| SPECIAL EVENTS - Breakdown attached | | | | |
| SUBTOTAL | \$ 524,000 | | | \$ 524,000 |
| OTHER PROGRAMS | | | | |
| Transportation Marketing | \$ 48,000 | | | |
| Cross Country/Nordic | \$ 6,000 | | | |
| High Notes | \$ 20,000 | | | |
| Bike Tahoe | \$ 4,000 | | | |
| Performance Review | \$ 6,000 | | | |
| BACC Product Campaigns | \$ 80,000 | | | |
| SUBTOTAL | \$ 164,000 | | | \$ 164,000 |
| TOTAL | \$1,981,371 | \$ 236,000 | \$ 20,000 | \$ 3,511,576 |

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, or following Committee and Board action

| North Lake Tahoe Marketing Cooperative Budget | | |
|---|-----------|------------------|
| Revenue Sources | | |
| NLTRA | \$ | 1,265,000 |
| IVCBVB | \$ | 735,000 |
| TOTAL | \$ | 2,000,000 |

| COOPERATIVE DIRECT EXPENSES | |
|------------------------------------|---------------------|
| Public Relations/Social Media | \$ 160,371 |
| Leisure Sales | \$ 177,500 |
| Conference Sales | \$ 217,000 |
| Website Content Management | \$ 47,000 |
| Consumer Marketing | \$ 1,022,600 |
| COOPERATIVE PROGRAM EXPENSE | |
| Sierra Ski Marketing Council | \$ 80,000 |
| Regional Air Service Committee | \$ 100,000 |
| Research | \$ 75,000 |
| DestiMetrics | \$ 29,900 |
| CRM/CMS Upgrade | \$ 10,000 |
| VisitingLakeTahoe.com | \$ 36,000 |
| Photography/Video | \$ 25,000 |
| Fulfillment | \$ 10,000 |
| Website Maintenance | \$ 10,000 |
| Email Marketing | \$ 12,000 |
| TOTAL | \$ 2,012,371 |

ATTACHMENT A-3
FY 2016-17 LAKE TAHOE TOURISM MARKETING BUDGET
DRAFT 4/26/2016

SPECIAL EVENTS BREAKDOWN

| | | |
|--------------------------------------|----|----------------|
| Spartan World Championship | \$ | 210,000 |
| Tough Mudder | \$ | 50,000 |
| WinterWonderGrass Sponsorship | \$ | 15,000 |
| Autumn Food & Wine + Sponsorship | \$ | 30,000 |
| Amgen Tour of California Sponsorship | \$ | 27,000 |
| Human Powered Sports Series | \$ | 25,000 |
| Sky Run Sponsorship | \$ | 10,000 |
| Tahoe Summit La Cross Sponsorship | \$ | 5,000 |
| July 4th Sponsorship | \$ | 40,000 |
| Event Development Opportunities* | \$ | 112,000 |
| Sub total | \$ | <u>524,000</u> |

*Tentitive / Pending Special Events / tab 2