



# north lake tahoe

Chamber | CVB | Resort Association

**Agenda and Meeting Notice**  
**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday September 5, 2012 – 8:30 am – 11 a.m.**  
**Tahoe City Public Utilities District**

### NLTRA Mission

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

### Meeting Ground Rules

*Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments*

### **ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED**

#### **A. CALL TO ORDER - ESTABLISH QUORUM – Chair**

#### **B. AGENDA AMENDMENTS AND APPROVAL - MOTION**

1. Agenda Additions and/or Deletions
2. Approval of Agenda

#### **C. PUBLIC FORUM**

Any person wishing to address the Board of Directors on items of interest to the Resort Association 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.

#### **D. REPORTS & ACTION ITEMS**

##### **Marketing**

3. MTRiP Update and Metric Comparison – Andy Chapman (10 minutes)
4. Olympic Bid Update – Andy Wirth (10 minutes)
5. What's New for Winter – Andy Wirth, Bill Rock, Andy Chapman (15 minutes)

##### **Membership**

6. Membership Sales Update – Deanna Frumentti (5 minutes)
7. Membership Activities and Events – Deanna Frumentti (5 minutes)

### **2012**

#### **Board Members**

**Wally Auerbach**  
*Auerbach Engineering*

**Eric Brandt**  
*Tahoe TV*

**Phil GilanFarr**  
**(Vice-Chair)**  
*CB's Pizza & Grill*

**Allen Highfield**  
**(Treasurer)**  
*The Ritz-Carlton*

**Kali Kopley**  
**(Secretary)**  
*Uncorked/Petra/Soupa*

**Alex Mourelatos**  
*Mourelatos Lakeshore Resort*

**Valli Murnane**  
*Tahoe XCountry*

**Ron Parson (Chair)**  
*Granlibakken*

**Bill Rock**  
*Northstar*

**Andy Wirth**  
*Squaw Valley/Alpine Meadows*

**Ron McIntyre**  
*RMC Consulting*  
*(Ex-Officio)*

**Jennifer Merchant**  
*Placer County*

**Julie Regan**  
*TRPA*  
*(Ex-officio)*

## Transportation/Infrastructure

8. Project updates –
  - RFP Way Finding Signage Master Site Plan
  - Transit Summit – Ron Treabess (10 minutes) see attached *Infrastructure/Transportation Activity Report p. 23*
9. TRPA Regional Plan update – Sandy Evans Hall (5 minutes)

## County Contract

10. County Contract update – Sandy Evans Hall (15 minutes)
11. Scope of Work Revision – Sandy Evans Hall **MOTION** (5 minutes)

## Strategic Goals/Master Plan

12. Revised Strategic Goals and 2012/13 Action Plan – Sandy Evans Hall **MOTION** (25 minutes)
13. Tourism Development Master Plan Review Task Force update – Ron Parson (15 minutes)

## E. DIRECTORS' COMMENTS

### F. CONSENT CALENDAR – MOTIONS (5 min)

All items (**in bold**) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no 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.

#### 14. **Board Meeting Minutes – August 1, 2012**

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

15. Joint Infrastructure/Transportation Committee – No meeting in August
16. Marketing Committee – No meeting in August
17. **Membership Advisory Committee – August 8, 2012**
18. Lodging Committee – No meeting in August
19. Conference Sales Directors Committee – No meeting in August
20. **Finance Committee – July 31, 2012; August 22, 2012**
21. **Monthly Financial Reports for May**

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

22. **Conference Sales Reports**
23. **Infrastructure/Transportation Activity Report – July**

## G. MEETING REVIEW AND STAFF DIRECTION

## H. CLOSED SESSION (If necessary)

## I. RECONVENE TO OPEN SESSION

## J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, July 27, 2012



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Jul 31, 2012

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### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,724 Units ("MTRIP Census\*\*")

		2012/13	2011/12	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (July) changed by (-5.2%)	Occupancy (July) :	64.6%	68.2%	-5.2%
North Lake Tahoe Average Daily Rate for last month (July) changed by (1.1%)	ADR (July) :	\$227	\$224	1.1%
North Lake Tahoe RevPAR for last month (July) changed by (-4.2%)	RevPAR (July) :	\$147	\$153	-4.2%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (August) changed by (-3.2%)	Occupancy (August)	51.4%	53.2%	-3.2%
North Lake Tahoe Average Daily Rate for next month (August) changed by (3.3%)	ADR (August) :	\$228	\$221	3.3%
North Lake Tahoe RevPAR for next month (August) changed by (-0.1%)	RevPAR (August) :	\$117	\$118	-0.1%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (-1.0%)	Occupancy	46.3%	46.8%	-1.0%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (-1.2%)	ADR	\$209	\$212	-1.2%
North Lake Tahoe RevPAR for the prior 6 months changed by (-2.2%)	RevPAR	\$97	\$99	-2.2%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (6.6%)	Occupancy	18.8%	17.7%	6.6%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-2.1%)	ADR	\$209	\$214	-2.1%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (4.3%)	RevPAR	\$39	\$38	4.3%
<b>e. Incremental Pacing - % Change In Rooms Booked last Calendar Month: Jul. 31, 2012 vs. Previous Year</b>				
Rooms Booked during last month (July, 2012) compared to Rooms Booked during the same period last year (July, 2011) for all arrival dates has changed by (-20.2%)	Booking Pace (July)	5.4%	6.8%	-20.2%

\* **MTRIP Census:** Total number of rooms reported by participating MTRIP properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

\*\* **Destination Census:** The total number of rooms available for rental within the community as established by the Transient Inventory Study of July 2009 and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

**DESCRIPTION:** The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst MTRIP's other participants.

As is the case in all MTRIP data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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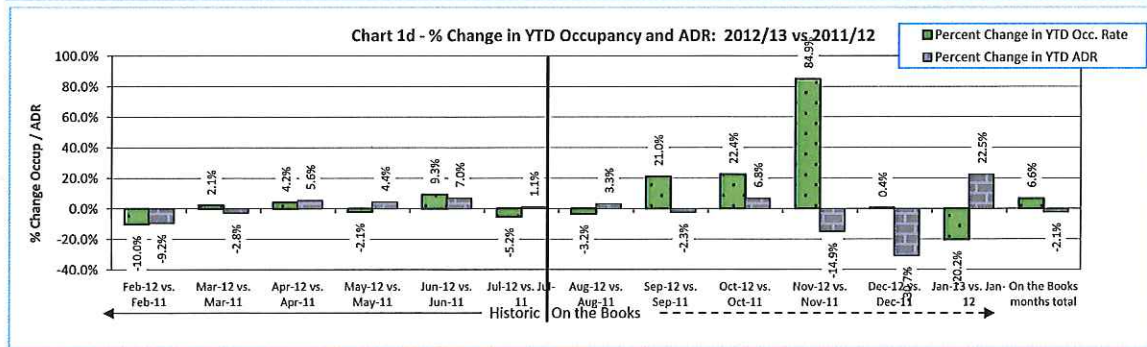
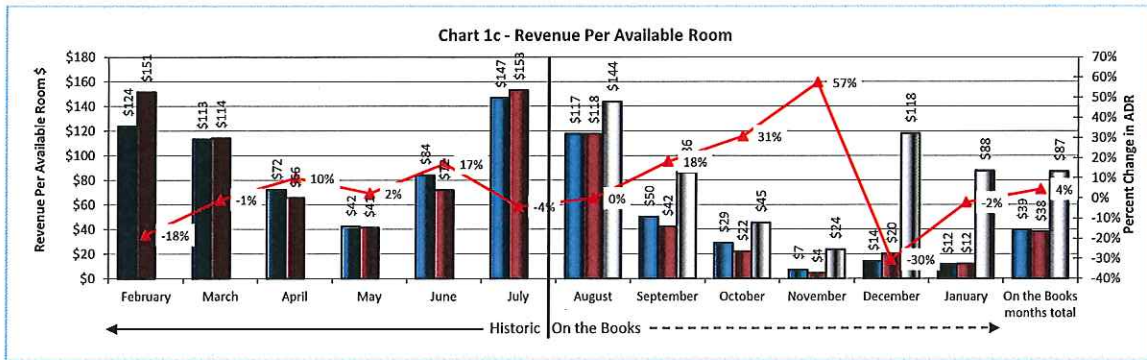
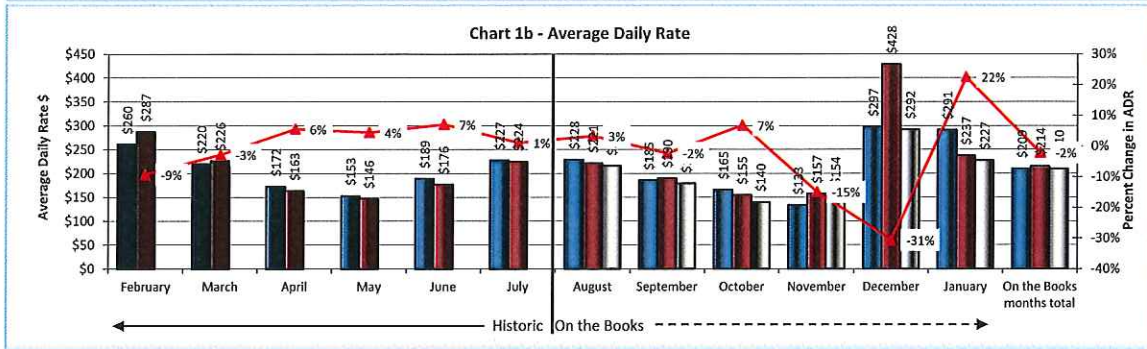
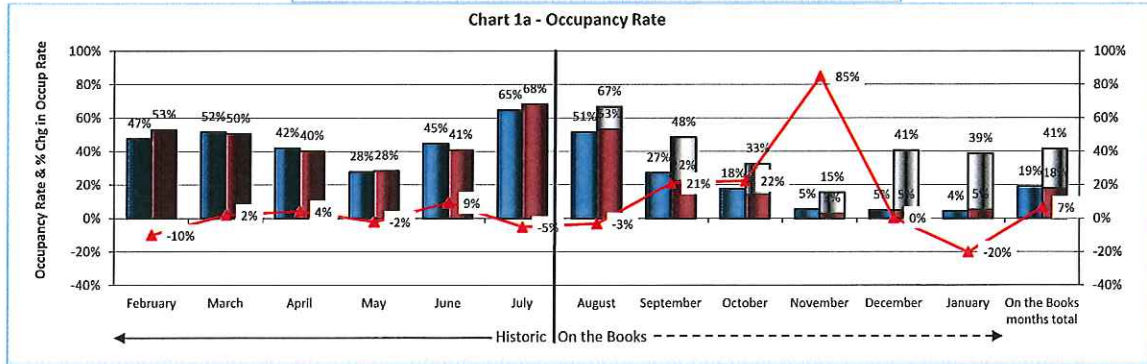
# RESERVATIONS ACTIVITY REPORT

## SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of Jul 31, 2012) vs. 2011/12 YTD (as of Jul 31, 2011) vs. 2011/12 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
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Historic Actual (2011/12 season)
  Data as of July 31, 2012 (2012/13 season)
  Data as of July 31, 2011 (2011/12 season)
  Percent Change





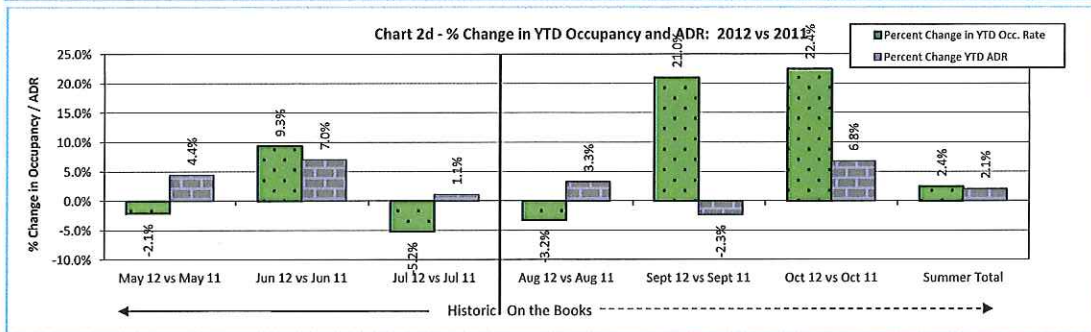
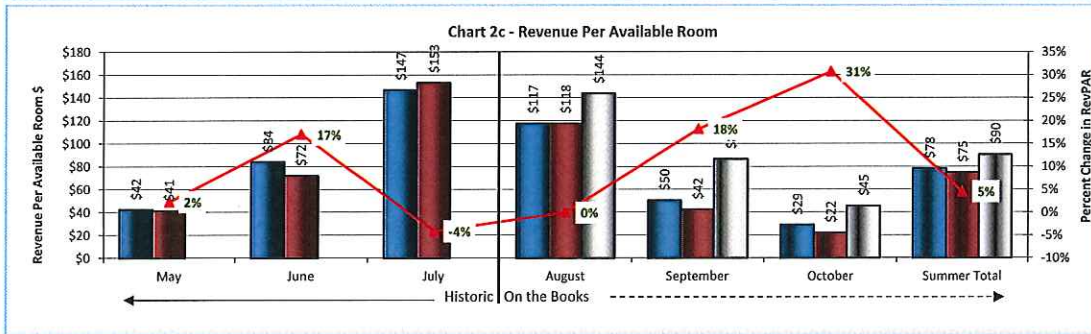
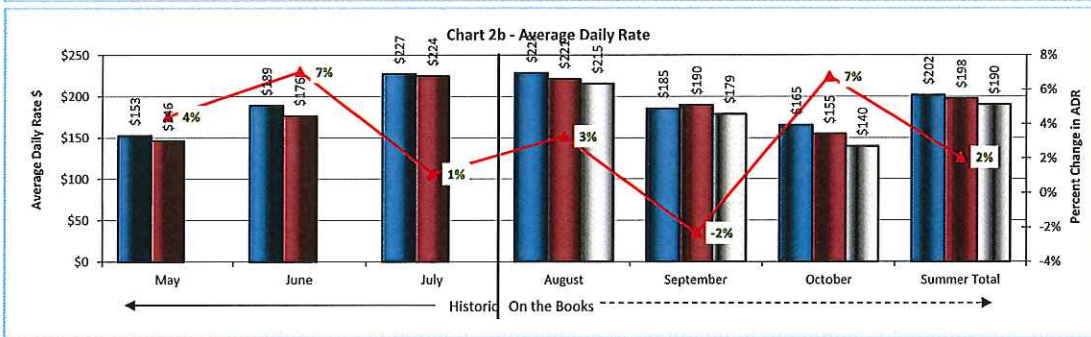
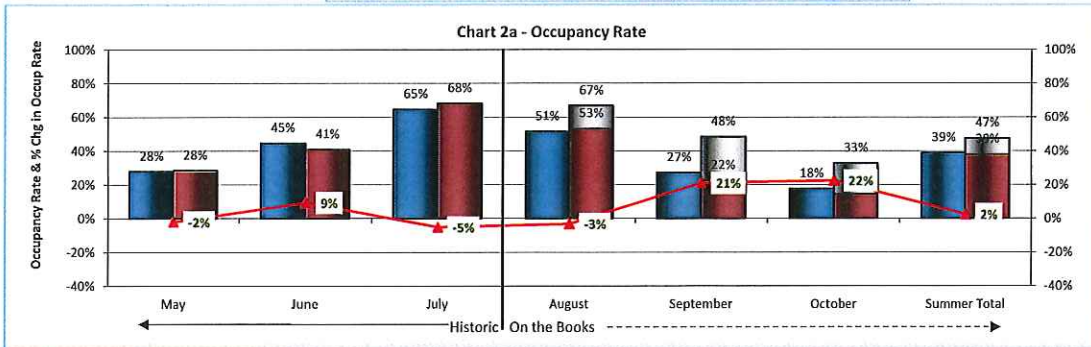
## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2012 YTD (as of Jul 31, 2012) vs. 2011 YTD (as of Jul 31, 2011) vs. 2011 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**

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Historic Actual (2011 Season)    
 Data as of July 31, 2012 (2012 Season)
 Data as of July 31, 2011 (2011 Season)    
→ Percent Change





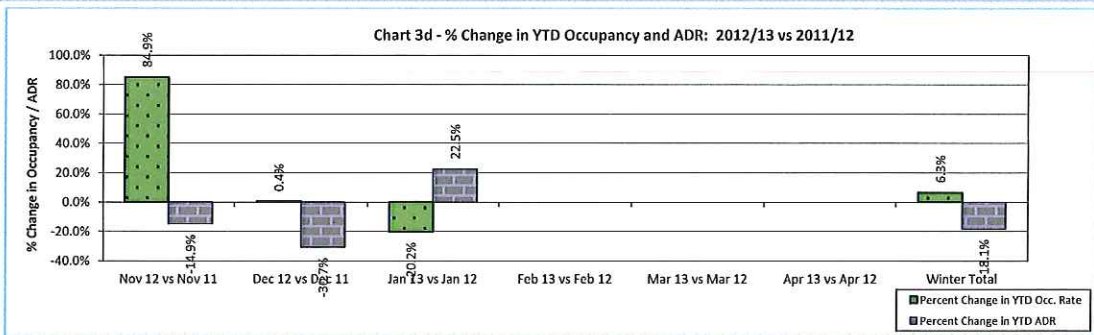
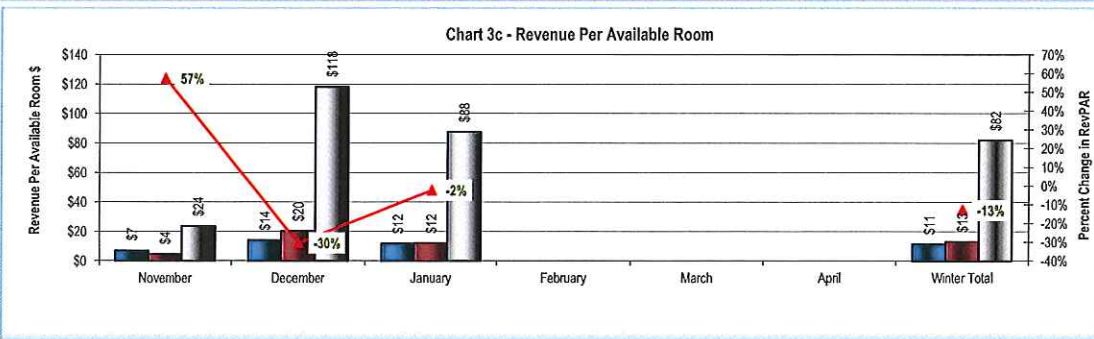
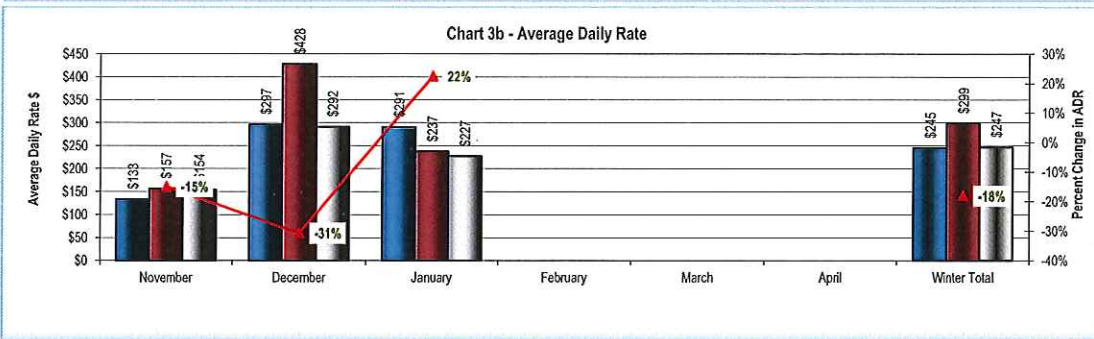
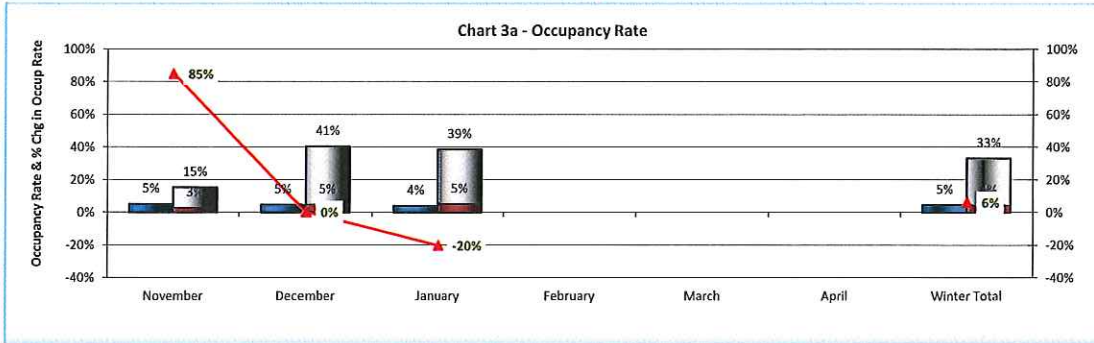
**RESERVATIONS ACTIVITY REPORT**  
**SECTION 3 - WINTER SEASON SUMMARY GRAPHS**

2012/13 YTD (as of Jul 31, 2012) vs. 2011/12 YTD (as of Jul 31, 2011) vs. 2011/12 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**

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Historic Actual (2011/12 season)  
 Data as of July 31, 2012 (2012/13 season)  
 Data as of July 31, 2011 (2011/12 season)  
 Percent Change



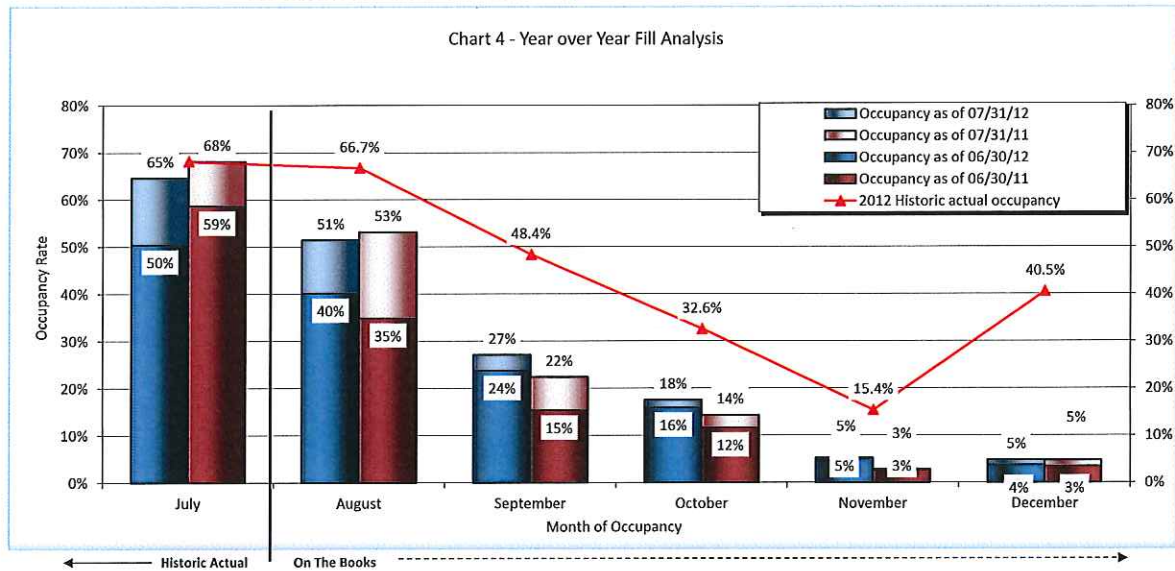


RESERVATIONS ACTIVITY REPORT  
SECTION 4 - FILL ANALYSIS

2012 Occupancy Pace as of Jul 31, 2012 and Jun 30, 2012 versus same period 2011

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF JUL 31			OCCUPANCY AS OF JUN 30			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 07/31/12	Occupancy as of 07/31/11	Absolute Change	Occupancy as of 06/30/12	Occupancy as of 06/30/11	Absolute Change	Incremental occupancy booked during Jul. 2012	Incremental occupancy booked during Jul. 2011	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
July	64.6%	68.2%	-3.5%	50.5%	58.7%	-8.2%	14.1%	9.5%	4.6%	48.9%	68.2%
August	51.4%	53.2%	-1.7%	40.2%	34.8%	5.3%	11.3%	18.3%	-7.1%	-38.5%	66.7%
September	27.1%	22.4%	4.7%	23.7%	15.3%	8.4%	3.3%	7.1%	-3.7%	-52.9%	48.4%
October	17.5%	14.3%	3.2%	15.9%	11.6%	4.3%	1.6%	2.7%	-1.0%	-39.1%	32.6%
November	5.2%	2.8%	2.4%	5.0%	2.6%	2.4%	0.2%	0.2%	0.0%	8.6%	15.4%
December	4.8%	4.7%	0.0%	3.7%	3.4%	0.3%	1.1%	1.3%	-0.3%	-18.8%	40.5%
<b>Total</b>	<b>29.4%</b>	<b>28.7%</b>	<b>0.7%</b>	<b>24.0%</b>	<b>21.9%</b>	<b>2.1%</b>	<b>5.4%</b>	<b>6.8%</b>	<b>-1.4%</b>	<b>-20.2%</b>	<b>46.7%</b>

\*\*Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

\*\*Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during month just ended.



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of Jul 31, 2012

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
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OCCUPANCY RATE	<i>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</i>				Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Occup. Rate as of:	Occup. Rate as of:	Percent	Change in		
	July 31, 2012 (2012/13 season)	July 31, 2011 (2011/12 season)	YTD Occ. Rate			
Month of Occupancy (2012/13 & 2011/12)						
February	47.5%	52.8%	-10.0%		11	
March	51.5%	50.5%	2.1%		11	
April	41.9%	40.2%	4.2%		11	
May	27.7%	28.3%	-2.1%		11	
June	44.6%	40.8%	9.3%		11	
July	64.6%	68.2%	-5.2%		11	
August	Historic Actual	51.4%	53.2%	-3.2%	66.7%	11
September	On the Books	27.1%	22.4%	21.0%	48.4%	11
October		17.5%	14.3%	22.4%	32.6%	11
November		5.2%	2.8%	84.9%	15.4%	10
December		4.8%	4.7%	0.4%	40.5%	11
January		4.1%	5.1%	-20.2%	38.6%	11
Grand total		32.4%	32.3%	0.4%	44.2%	11
Historic months total		46.3%	46.8%	-1.0%	46.8%	11
On the Books months total		18.8%	17.7%	6.6%	41.5%	11

AVERAGE DAILY RATE	<i>ADR: YTD 2012/13 VS. YTD 2011/12</i>				Historic Actual ADR (2011/12 season)	# of Properties in Sample
	ADR as of:	ADR as of:	Percent	Change in		
	July 31, 2012 (2012/13 season)	July 31, 2011 (2011/12 season)	in YTD ADR			
Month of Occupancy (2012/13 & 2011/12)						
February	\$260	\$287	-9.2%		11	
March	\$220	\$226	-2.8%		11	
April	\$172	\$163	5.6%		11	
May	\$153	\$146	4.4%		11	
June	\$189	\$176	7.0%		11	
July	Historic Actual	\$227	\$224	1.1%		11
August	On the Books	\$228	\$221	3.3%	\$215	11
September		\$185	\$190	-2.3%	\$179	11
October		\$165	\$155	6.8%	\$140	11
November		\$133	\$157	-14.9%	\$154	10
December		\$297	\$428	-30.7%	\$292	11
January		\$291	\$237	22.5%	\$227	11
Grand total		\$209	\$212	-1.5%	\$211	11
Historic months total		\$209	\$212	-1.2%	\$212	11
On the Books months total		\$209	\$214	-2.1%	\$210	11

REVENUE PER AVAILABLE ROOM	<i>REVPAR: YTD 2012/13 VS. YTD 2011/12</i>				Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	RevPAR as of:	RevPAR as of:	Percent	Change in		
	July 31, 2012 (2012/13 season)	July 31, 2011 (2011/12 season)	YTD RevPAR			
Month of Occupancy (2012/13 & 2011/12)						
February	\$124	\$151	-18.3%		11	
March	\$113	\$114	-0.8%		11	
April	\$72	\$66	10.0%		11	
May	\$42	\$41	2.3%		11	
June	\$84	\$72	17.0%		11	
July	Historic Actual	\$147	\$153	-4.2%		11
August	On the Books	\$117	\$118	-0.1%	\$144	11
September		\$50	\$42	18.2%	\$86	11
October		\$29	\$22	30.7%	\$45	11
November		\$7	\$4	57.4%	\$24	10
December		\$14	\$20	-30.4%	\$118	11
January		\$12	\$12	-2.2%	\$88	11
Grand total		\$68	\$69	-1.1%	\$93	11
Historic months total		\$97	\$99	-2.2%	\$99	11
On the Books months total		\$39	\$38	4.3%	\$87	11





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5B - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of Jul 31, 2012**

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2012 VS. YTD 2011</u>			Historic Actual Occup. Rate (2011 Season)
	Occup. Rate as of: July 31, 2012 (2012 Season)	Occup. Rate as of: July 31, 2011 (2011 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012 & 2011)				
May	27.7%	28.3%	-2.1%	
June	44.6%	40.8%	9.3%	
July <b>Historic</b>	64.6%	68.2%	-5.2%	
August <b>On the Books</b>	51.4%	53.2%	-3.2%	66.7%
September	27.1%	22.4%	21.0%	48.4%
October	17.5%	14.3%	22.4%	32.6%
Summer Total	38.8%	37.8%	2.4%	47.5%

AVERAGE DAILY RATE	<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual ADR (2011 Season)
	ADR as of: July 31, 2012 (2012 Season)	ADR as of: July 31, 2011 (2011 Season)	Percent Change YTD ADR	
Month of Occupancy (2012 & 2011)				
May	\$153	\$146	4.4%	
June	\$189	\$176	7.0%	
July <b>Historic</b>	\$227	\$224	1.1%	
August <b>On the Books</b>	\$228	\$221	3.3%	\$215
September	\$185	\$190	-2.3%	\$179
October	\$165	\$155	6.8%	\$140
Summer Total	\$202	\$198	2.1%	\$190

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual RevPAR (2011 Season)
	RevPAR as of: July 31, 2012 (2012 Season)	RevPAR as of: July 31, 2011 (2011 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2012 & 2011)				
May	\$42	\$41	2.3%	
June	\$84	\$72	17.0%	
July <b>Historic</b>	\$147	\$153	-4.2%	
August <b>On the Books</b>	\$117	\$118	-0.1%	\$144
September	\$50	\$42	18.2%	\$86
October	\$29	\$22	30.7%	\$45
Summer Total	\$78	\$75	4.5%	\$90



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5C - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of Jul 31, 2012**

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual Occup. Rate (2011/12 season)
		Occup. Rate as of: July 31, 2012 (2012/13 season)	Occup. Rate as of: July 31, 2011 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	5.2%	2.8%	84.9%	15.4%
December		4.8%	4.7%	0.4%	40.5%
January		4.1%	5.1%	-20.2%	38.6%
February					
March					
April					
Winter Total		4.6%	4.3%	6.3%	33.2%

AVERAGE DAILY RATE		<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual ADR (2011/12 season)
		ADR as of: July 31, 2012 (2012/13 season)	ADR as of: July 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$133	\$157	-14.9%	\$154
December		\$297	\$428	-30.7%	\$292
January		\$291	\$237	22.5%	\$227
February					
March					
April					
Winter Total		\$245	\$299	-18.1%	\$247

REVENUE PER AVAILABLE ROOM		<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual RevPAR (2011/12 season)
		RevPAR as of: July 31, 2012 (2012/13 season)	RevPAR as of: July 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$7	\$4	57.4%	\$24
December		\$14	\$20	-30.4%	\$118
January		\$12	\$12	-2.2%	\$88
February					
March					
April					
Winter Total		\$11	\$13	-12.9%	\$82



1325 Airmotive Way, Suite 290  
Reno, NV 89502  
(775) 622-3345

**Chair Brian Krolicki**  
*Lt. Governor State of Nevada*  
**Vice Chair Hawley MacLean**  
*MacLean Financial Group*  
**Treasurer Glenn Hibl**  
*The CFO Group*  
**Secretary Dan Allen**  
*ITS Logistics*  
**Jon Killoran**  
*Chief Executive Officer*

**Krys Bart**  
*Reno Tahoe Airport Authority*  
**Bruce Breslow**  
*Nevada Department of Motor Vehicles*  
**Nicholas Butler**  
*Umpqua Bank*  
**Blaise Carrig**  
*Vail Resorts*  
**Nancy Cushing**  
*Squaw Valley USA*  
**Carolyn Wallace Dee**  
*Squaw Valley USA*  
**Andy Gabel**  
*Olympian*  
**Jeff Hamilton**  
*Olympian*  
**Toni Harsh**  
*Valley Building Company*  
**Chris Kassity**  
*McDonald's*  
**John Krmptic**  
*KLS Design*  
**Limin Liu**  
*UNR Olympian*  
**Tamara McKinney**  
*Olympian*  
**Gregory Peek**  
*ERGS, Inc.*  
**Michael Pennington**  
*Community Services Agency & Development Corp.*  
**Daron Rahlves**  
*Olympian*  
**Rossi Ralenkotter**  
*Las Vegas Convention & Visitors Authority*  
**Tony Sanchez**  
*NV Energy*  
**Jim Simon**  
*Porter-Simon Attorneys at Law*  
**Steven Trounday**  
*Navegante Group*  
**Andy Wirth**  
*Squaw Valley USA*  
**Stephen Woodbury**  
*Nevada Commission on Tourism*  
**Larry Young**  
*Ward-Young Architects*

August 23, 2012

Sandy Evans Hall  
CEO/Executive Director  
North Lake Tahoe Resort Association

Dear Sandy,

On behalf of the Reno Tahoe Winter Games Coalition (RTWGC), we again thank the North Lake Tahoe Resort Association (NLTRA) for contributing \$25,000 to our effort to bring the next North American Olympic Winter Games to the region.

Having just wrapped up our quarterly financial reporting, we are providing you with a summary of how those funds were used:

The RTWGC paid \$8,000 to Ecosign for their contracted work in identifying potential Alpine men's downhill and Nordic competition locations. This amount comprised one-half of the full \$16,000 contract.

We paid \$13,000 to Anne Warner Cribbs, Olympian and president/CEO of the Bay Area Sports Organizing Committee (BASOC), for contracted consulting services. Anne set up numerous opportunities for RTWGC leadership and other regional stakeholders to meet with top United States Olympic Committee (USOC) leadership, met with and assisted RTWGC Venue and Transportation committees with their planning, provided overall guidance and support to the RTWGC Executive Council and CEO Jon Killoran, and began working on the formation of the Lake Tahoe Winter Games Exploratory Committee (LTWGEC) with RTWGC leadership's full support. The full amount of Anne's six month RTWGC contract was \$30,000.


Anne was also reimbursed \$2,815.17 for expenses incurred during that time.

RTWGC also covered all expenses incurred in filing corporate documents, non-profit application documents and social media licenses for the LTWGEC. These expenses totaled \$758.90.

The remaining \$425.93 offset RTWGC costs for attending SportAccord last May. The RTWGC team was able to further raise awareness for the region's sports tourism opportunities during this major sports conference.

While the USOC has decided not to pursue a 2022 Olympic Winter Games bid, the RTWGC intends to continue its mission to have Reno-Tahoe recognized as a world-class sports destination and future home of the Winter Games. We look forward to working with the NLTRA on these worthwhile goals.

Best regards,

  
Brian K. Krolicki  
Lieutenant Governor  
Chairman of the Board

  
Jon Killoran  
Chief Executive Officer

**Tahoe Agency Funds Report**

**North Lake Tahoe Resort Association**

	<b>Expense</b>	<b>Total</b>
50% of Ecosign Venue Survey Contracts	\$8,000.00	
43% of Anne Cribbs Consulting Contract	\$13,000.00	\$21,000.00
100% of Anne Cribbs Expenses	\$2,815.17	\$23,815.17
100% of Lake Tahoe Winter Games	\$758.90	\$24,574.07
Exploratory Committee Start Up Costs		
7% of SportAccord Conference costs	\$425.93	\$25,000.00

**Lake Tahoe visitors Authority**

	<b>Expense</b>	<b>Total</b>
50% of Ecosign Venue Survey Contracts	\$8,000.00	
57% of Anne Cribbs Consulting Contract	\$17,000.00	\$25,000.00



September 1, 2012

**Subject:** Membership Update

**From:** Deanna Frumenti, Membership Manager

**Decisions and Considerations:**

- No decision is being requested from the Board
- Staff will provide an oral status report at the meeting

**2012 August Membership Update:**

**For the month of August we had 10 new members:**

Uprising Paragliding  
Daisy Day Care  
Aviva Inn (formally Lake of the Sky Inn)  
Adrift Tahoe  
Tightlines Guide Service  
Tahoe Bear Box Co.  
Dudley Braun, Property Manager  
Sawtooth Ridge  
North Lake Dog Camp  
Morning Glory

**4 write-offs:**

Mark Twain's Theatre  
North Shore Hawaiian Grill  
Old Brockway Golf Course  
Tahoe Family Solutions

**Reason:**

Out of Business  
Out of Business  
Feels the NLTRA involvement in the purchase of the Tahoe City Golf Course was inappropriate  
Their Board would not approve funds for any memberships

**15 renewing members:**

Le Bistro  
Pullen Realty Group  
Sunny Day Guide  
Tahoe-Truckee Unified School District  
Expedia  
Captain Chris' Fishing Charters  
West Orthodontics  
McBride-Stavis Appraisers  
The Potlatch  
Clearwater Day Spa  
Truckee Tahoe Community Foundation  
SnowFest!  
Squaw Valley Public Service District  
Switchback P.R & Marketing  
Sierra Community College

### **August Focus**

This month was spent going door to door talking to all restaurants, retail shops, and activities about current trends, opportunities, and challenges that are emerging in North Lake Tahoe. This interaction was also used to heavily promote the Official North Lake Tahoe Visitors Guide (Winter Edition), and the cut-off date to be a member featured in it.

### **Interesting Discussions**

I have found that many business owners (members and non-members) have admitted to not clearly understanding what a Chamber is, and what it does. This has created an opportunity for the Chamber to articulate to everyone who we are, what we do, and how we work for local businesses. (Description attached)

### **Marketing Campaign**

In an effort to effectively communicate with members and non-members the benefits of membership, the Chamber has begun a public relations campaign. Over the next few months, several press releases are being sent to the media and the benefits are being reinforced in internal communications.

### **New Business Welcome**

As another membership benefit, we will be promoting new businesses. A New Business Welcome is getting as many people together at the same place and time to infuse money into a particular local member's business, to truly support the local economy. The idea is to start with new businesses, announcing their opening and asking the business community to come out to support them at a specific day to welcome the new business owner.

### **Business Directory**

The Chamber sent out usernames and passwords to all current members encouraging them to view their business listing online. The email contained instructions on how to login to the Members Only section and asked that the business update their information so that each listing is being represented correctly.

### **Membership Luncheon**

In mid October the annual membership luncheon will be held at the North Lake Tahoe Event Center in Kings Beach. The topic will be the marketing of the winter season from a state, regional, local, and ski resort perspective.



## **What is a Chamber, and what does it do?**

A chamber is an organization of businesses seeking to further their collective interests, while advancing their community, region, state or nation. Business owners in towns, cities and other territories voluntarily form these local societies/networks to advocate on behalf of the community at large, economic prosperity and business interests. We are a business-led civic and economic advancement membership operating in North Lake Tahoe. The North Lake Tahoe Chamber Membership area starts in Tahoma California and runs along North Lake Tahoe to Incline Village Nevada. We represent the businesses in North Lake Tahoe, their needs, interests, community, and economic prosperity.

People who haven't been part of a local chamber often think we're part of the government, or a charity, or we just host golf tournaments and cocktail parties. They don't realize how we help their businesses be more successful by connecting them with clients and customers, representing their interests to elected officials, and keeping them abreast of trends and changes affecting them.

### **Our Mission**

“To take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural and civic welfare of the greater North Lake Tahoe community.”

### **Our 5 Areas of Discipline**

#### **Refer and Promote Member Businesses**

Our business is to drive business your way, year-round. We want to inform as many customers as possible about your products and services and give you opportunities to stand out.

#### **Networking Opportunities**

A very real way to maximize your Chamber membership is to build, and sustain solid relationships with other members. The Chamber offers a wide array of programs and networking opportunities for different tastes and pleasures. Whether you are business to business, or business to consumer, these events can help brand you and help educate others on your services.

### **Advocacy**

Advocacy provides you and your business with a voice. Whether through the presentation of simple statements or in-depth campaigns on issues important to you, advocacy makes sure that your point of view is represented and clearly heard by the community and decision-makers. The voice that advocacy ensures becomes the power to affect change as your issues reach the forefront of the public agenda. Effective advocacy that the North Lake Tahoe Chamber can provide is a vehicle for finding your voice and driving it forward towards a positive reaction. The Chamber of Commerce seeks to provide the active support of advocacy, building respect for your views, and promoting the voices of the people and organizations that place their trust in us.

### **Education and Resources**

The Chamber offers frequent Classes, Workshops, Webinars and Seminars on many aspects of business. Visit our Chamber Calendar on [GoTahoeNorth.com](http://GoTahoeNorth.com) for information and dates on upcoming Professional Development classes. Also, as a member you have access to business resources such as our communication series which includes our weekly e-newsletters, reports, business templates, labor law updates, podcasts, great online articles, online classes, and more...

### **Community Development**

The Chamber mission is to improve the economic, cultural and civic welfare of the greater North Lake Tahoe community. This includes Workforce training and development, sidewalk beautification and other enhancements to the physical appearance of our region, transportation solutions, education, healthcare, environment protection and sustainable business practices.





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Chamber | CVB | Resort Association

North Lake Tahoe's #1 Resource for Business & Community Information

## **Event and Education Schedule**

### September

- |    |  |     |
|----|--|-----|
| 13 | Mixer-North Lake Tahoe Bonanza<br>Incline Village                        | 5-7 |
| 18 | ChamberEd Class: Networking<br>At Resort at Squaw Creek before the mixer | 4-5 |
| 18 | Mixer-Resort at Squaw Creek<br>Holiday Mixer                             | 5-7 |
| 20 | Mixer- Incline Village Community Hospital                                | 5-7 |



August 21, 2012

Placer County CEO David Boesch  
Placer County Analyst Jennifer Merchant  
Placer County Supervisor Jennifer Montgomery

David, Jennifer and Supervisor Montgomery,

I'm writing this letter in regards to the proposed budget numbers that we have received from the CEO's office for TOT expenditures for 2012/2013. Thank you for providing those numbers so that we can move forward with our contract language and our organization's budget.

On behalf of our board of directors, I do need to express our concern with the process inherent in some of the budgeted mandates. We have not been included in discussions on how some of the county numbers were determined, where they differ from our recommendations. As partners and advisors to the Placer County Board of Supervisors, our board recommends a different process moving forward; one that involves and engages the expertise of our board and staff in finding solutions, ensures fiduciary accountability, and advises the county board on the best and most effective use of the lodging tax revenues that we generate in E. Placer County.

Over the last five years, the Transient Occupancy Tax has been utilized by county staff to some extent (20%) to pay for county services not originally intended by the local proponents and enshrined in the Board of Supervisor approved North Lake Tahoe Resort Association's mission. Specific funding line items have been added to the NLTRA managed budget, without input from the NLTRA Board and outside of a process to ensure oversight by that board. These line items include: Baseline TART services, POPs officers, sheriff services, dental clinic, snow removal, Placer County Film Board, Auburn Welcome Center, and new this year, funding for local business associations. Each year, we have identified these concerns to county staff and moved forward with the budget and worked to improve the process to ensure the Board of Supervisors and E. Placer County are best served. Each year, we have been assured that the absence of process was a temporary condition and the funding for each line item was temporary and would be phased back as county fiscal conditions improved. Unfortunately, we have not been able to resolve this issue again this year.

While each of the added line items may have a nexus to the NLTRA mission of tourism development, we have not been provided with adequate rationale to allow us to make a recommendation. If we had a process where these came to our board as requests for funding, with appropriate financial data and reporting metrics, there is a good chance that they would be funded. At the very least, we would request that we be at the table to discuss these items with the CEO's office so that we can truly understand the need and be able to help determine the best solution. When we are excluded from the process, it begs the question of the NLTRA board's existence.

The funding of local business associations, for example, is an issue that we believe should have been processed with our board first. By delivering us a mandate, with a number that seems arbitrary, you have set a precedent for other similar organizations seeking funding. There are a total of five business associations that we work with, all of which receive marketing grants annually of \$10,000 as well as opportunity to apply for event grants from a pool of \$50,000. The precedent being set allows business

associations to bypass review by the NLTRA board by approaching the Board of Supervisors with a request and working with the CEO's staff to generate a funding line item. We have not been included in a discussion of oversight, governance, term and conditions of funding, or whether the amount is even connected to the organization's budget or need. Other associations such as the West Shore Business Association have sought similar funding in the past but were denied and we are concerned that our destination marketing budget will continue to erode if all business associations are treated equally. Our objective with the 50% of TOT that we receive for marketing is to drive destination travel and group business to North Lake Tahoe. While we agree that there is value in the production of community 'satisfier' events, such as those produced by the business associations, we have not been involved in judging the value as it fits our objective.

As your contractor for executing the budget, we are willing to move forward with the budget numbers provided by the CEO's office. As your trusted advisors, representing the interests of the TOT collecting businesses, we recommend that this budget with line items that have not been fully evaluated by the NLTRA board be implemented for this year only. In the next year, we respectfully request that the Board of Supervisors and NLTRA Board, along with their staff, revisit the process of decision making as it relates to all of the county services and funding of entities not directly related to the NLTRA's mission of destination marketing, visitor services, infrastructure development, and transportation enhancements. We truly want this to be a valuable partnership for both parties and we are committed to our role as advisors on the highest and best use of public dollars for the North Lake Tahoe region.

Sincerely,

Sandy Evans Hall  
CEO/Executive Director  
North Lake Tahoe Chamber/CVB/Resort Association



## **Staff Report Board**

**Subject:** Approval of addition of 1995 Tourism Development Master Plan review to the Scope of Work for 2012/13 with attached proposed timeline

**From:** Sandy Evans Hall through Executive Board

### **Decision Considerations:**

- A Task Force of Board Members and staff will be convened to review chapters and make recommendations of selected studies/inventories that need to be updated
- RFPs will go out for studies
- Public notification and comment will take place after initial first review is completed
- County and key partners will be involved at every step of the review
- Final document is expected at the end of this fiscal year
- County staff have requested the addition of this to the Scope of Work

### **Strategic Plan/Master Plan Alignment:**

Board agreed at Board Retreat and in Chairman's goals that this review is needed and will be done this year in order to provide direction for the next 20 years.

**Staff Recommendation:** Approve addition per county request into the Scope of Work

## Attachment A



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### North Lake Tahoe Resort Association Scope of Work— FY 2012 - 2013

#### Background

On behalf of the members and businesses in the North Lake Tahoe area of Placer County, the North Lake Tahoe Resort Association (NLTRA) values its relationship and partnership with Placer County. The NLTRA has a successful track record of investing the Transient Occupancy Tax funds (TOT) granted by the Board of Supervisors, consistent with the recommendations of the North Lake Tahoe Tourism Development Master Plan adopted by the Board of Supervisors in 1995.

Through its support of the NLTRA, and the Association's unique and effective network of partnerships, Placer County is able to significantly leverage these TOT funds to achieve an even greater level of Return on Investment (ROI) in the vital areas of marketing, transportation, and infrastructure. A continuation of this successful investment strategy is essential as part of the efforts to keep North Lake Tahoe competitive as a nationally and internationally known destination.

#### Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years, most recently in the *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates (2002-2008)* report (Dean Runyan Associates, March 2009). Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to "promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area." The NLTRA expertise, services, and programs described in this Scope of Services are consistent with this mission.

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) *provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region*; 2) *undertake activities to implement in full the NLTRA Master Plans*; and, 3) *assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise:

## **Tourism Division**

### **Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, Social Media, and Visitor Information Services**

The mission of the Tourism Division is to *"promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues and maximizing the exposure and promotion of North Lake Tahoe on a regional, national, and international level."*

The NLTRA Tourism Division recently completed a series of consumer research projects as well as began the process of reviewing our consumer brand position. This effort included committee and board workshops, customer pre and post research, and community stakeholder interviews. Additionally, through the NLT Marketing Cooperative, an advertising agency RFP and review process was completed by mid-May 2012. This information will be used to continue to refine our consumer marketing message and strengthen our brand platform. Additionally, the NLTRA continues to use our adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing "Return on Investment" (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

### **Key Performance Objectives**

Increase marketing ROI performance, including total paid clicks to the Web site; total unique visitors to the Web site and percent of lodging referrals to total visits.

- Track cost per visitor to the Web site.
- Increase the number of Web site clicks to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual "member and partners" workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

### **Group/Conference Marketing and Sales**

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization

tours (FAMs), and client relations. The Conference Sales program will go through a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business. An additional sales person was hired last year as we dedicate more resources to this important business channel.

### **Key Performance Objectives**

- The Conference Sales program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation from the Web site.
- Increase total leads and total booked revenue.

### **Leisure Marketing and Sales**

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN).

### **Key Performance Objectives**

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.

- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN)
- Increase awareness and ridership on the North Lake Tahoe Express airport service.

### **Special Events, Projects and Promotions**

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. The NLTRA Special Events Department will work with the Special Event Grant Allocation Task Force, made up of 2 Marketing Committee members, 2 Chamber Advisory Committee members, 1 Lodging Committee member and 1 NLTRA Board of Directors member, in the facilitation of the Chamber Special Event Grant Program. Special Event staff meets one-on-one with all grantees to describe special events services and support available through the NLTRA. Special Event staff continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site, [www.NorthLakeTahoeChamber.com](http://www.NorthLakeTahoeChamber.com), and other internet marketing channels.

### **Key Performance Objectives**

- Fully integrate department expertise with community and resort sponsored and/or produced events.
- Continue to make available the **Special Events Resource Guide** for event producers and promoters that includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of final event reports, as required, tracking specific measurements to determine ROI of each event.
- Work to develop or recruit a major special event with national and international television coverage, preferably in one of our initiative areas or during one of our strike zones.
- Develop special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with business association and other event producers, return on investment and consistency with Resort Association goals.

### **Autumn Food and Wine Key Performance Objectives**

Develop additional partnerships and events designed to expand the appeal and success of the Lake Tahoe Autumn Food & Wine Festival. In addition, specific measurable metrics have been incorporated to determine the effectiveness of this and other NLTRA support special event efforts. These metrics include the tracking and analysis of the following:

1. Total Event Attendance (by local, regional, and national)
2. Total Ticket Sales
3. Total Event Revenue



4. Total Web Site Visits
5. Total Web Impressions
6. Total Web Site Referrals
7. Total Public Relations Advertising Equivalency
8. Percent of Positive Media Coverage
9. Total Rooms Booked (where available)
10. Total Economic Impact
  - An Annual Report will be presented to Placer County B.O.S and staff in October regarding event strategy and funding.

**Web Site Strategies and Key Performance Objectives**

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. A significant effort was undertaken in FY 2010/11 to review and enhance the functionality and use of this important asset. Through this process, a completely revised consumer website was launched in the Fall of 2011. Additional refinements in content, navigation, and referral opportunities will continue in FY 2012/13 . .

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort.

These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

**Public and Media Relations**

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. Press kits are assembled on CD and distributed twice a year - winter and summer. Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) provides input and support to the NLTRA's Video News Release (VNR) Program, and various other electronic media efforts, to ensure a consistent and accurate depiction of

North Lake Tahoe; and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

### **Key Performance Objectives**

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the [GoTahoeNorth.com](http://GoTahoeNorth.com) Web site.

### **Visitor Information Services**

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information to enhance their stay. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience as will be measured by Net Promoter Scores through visitor intercept research, and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information. Visitor touch points are: Visitor Information Centers, lodging/property managers, visitor guides, web/mobile, TV/video and interaction with local businesses.

### **Visitor Information Centers**

- Tahoe City  
This center is open year-round, providing guests with information concerning North Lake Tahoe. It also provides referral services for North Lake Tahoe Chamber of Commerce members and gives them an opportunity to display collateral. The Center serves as a "front counter" for Chamber membership services and provides a variety of public services, such as ticket sales for a variety of area special events. The Tahoe City Visitor Information Center is moving to a new location prior to summer. The expansion of the center will allow for a gift shop, sponsorship opportunities, concierge services, library/book shop, local product sales, local gatherings, agency sharing and private business kiosks/displays.
- Reno  
The NLTRA opened a new Visitor Information Center in the Reno Tahoe International Airport in the baggage claim area. The center is open year-round. The center provides visitor and transportation information available throughout North Lake Tahoe and is shared with the North Lake Tahoe Express service. The goal to increase ridership, reduce subsidy and inform visitors of all North Lake Tahoe has to offer.
- Kings Beach (summer only)

During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267, on property owned by the California Tahoe Conservancy.

- Auburn and Truckee California Welcome Centers (displays only)  
The NLTRA is in the process of creating North Lake Tahoe specific displays in both locations. Both displays will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map.

### **Lodging Liaison**

- The Information Services Manager is responsible for meeting bi-annually with each lodging property in North Lake Tahoe to inform them of the services/benefits that the NLTRA provides. The Information Services Manager is also responsible for sending lodging properties information concerning events and business opportunities. A lodging specific newsletter will be distributed quarterly as well.

### **Guide/Activity Maps, Web/Mobile, TV/Video and Local Business Outreach**

- Official North Lake Tahoe Guide  
We are in the process of creating the guide in partnership with the Tahoe Quarterly. This guide will be distributed throughout North Lake Tahoe in lodging property guest rooms/vacation homes and Visitor Information Centers. The guide will also be located on GoTahoeNorth.com. Local area recreation guides, such as the Cross Country Skiing Guide, are being created around the NLTRA's adopted initiatives.
- Web/Mobile  
The information on GoTahoeNorth.com is being made visitor friendly through the addition of a local transportation widget and making the mobile version more user friendly by appearing differently to in-market visitors. Cards, magnets and window clings with a QR code and our web address have been created. They will be distributed to lodging properties and Chamber members to increase in-market visitation to GoTahoeNorth.com.
- TV/Video  
Currently we are researching the possibility of utilizing TV and Video in the Visitor Centers. We are also looking at partnership opportunities with local TV and video production companies.
- Local Businesses Outreach  
Local Businesses are being informed of Visitor Information offered by the NLTRA through: a 10-Day Event Calendar distributed weekly to all lodging properties and chamber members, Ski-Reports during the ski season, weekly updates in Biz Bytes and presentations at NLTRA Committee and other Organizational meetings.

### **Key Performance Indicators**

- Track the number of visitors served (walk-ins, email inquires, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.
- Work with the NLTRA Infrastructure Development program to expand the visitor information facilities serving North Lake Tahoe.
- Track Net Promoter Scores with seasonal visitor intercept research.
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.
- Increase in-market click-throughs to GoTahoeNorth.com.

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to area visitors. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience as will be measured by Net Promoter Scores through visitor intercept research, and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information. New this year will be a Visitor Information Director that will be assessing physical visitor center needs, visitor information products and distribution, mobile applications for in-market use, and relationships with lodging providers for product delivery.

The Tahoe City Visitor Information Center (open year-round) also provides referral services for NLTRA/North Lake Tahoe Chamber of Commerce member businesses and gives members an opportunity to display their collateral. The Center serves as a "front counter" for Chamber membership services and provides a variety of public services, such as the sale of tickets for a variety of area special events. During the peak summer season, the NLTRA operates a Visitor Information facility in Kings Beach, located at North Tahoe Beach, near the intersection of highways 28 and 267, on property owned by the California Tahoe Conservancy. The NLTRA will also continue to provide support to the Placer County Visitor Council's California Welcome Center in Auburn. This Center dedicates exhibit space and information services to promote North Lake Tahoe. New this year is a lease with the Reno-Tahoe International Airport for a space that will provide a Welcome Center for North Lake Tahoe as well as greater exposure and location for the North Lake Tahoe Express service with a goal of increasing ridership and reducing subsidy.

### **Key Performance Indicators**

- Track the number of visitors served (walk-ins, email inquires, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.
- Work with the NLTRA Infrastructure Development program to expand the visitor information facilities serving North Lake Tahoe.
- Track Net Promoter Scores with seasonal visitor intercept research
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Center in Truckee.

## **Community Marketing Program**

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA's community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the **Resorts and Towns of North Lake Tahoe** component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted **Community Marketing Program Grant Funding Criteria**. The funding criteria are included in Attachment D. An important focus of the Community Marketing Program is to provide funds to local business associations to assist with marketing collateral and/or events that increase the vitality of the various commercial core areas. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

## **Key Performance Objectives**

- Improve the quality and distribution of "in market" visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.

## **Support for Other Marketing Programs**

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the Placer County Visitor Council's California Welcoming Center.

## **Visitor Support Services (Transportation) and Infrastructure Development (Capital Investment Projects)**

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plans and 5-year Strategic Goals to *Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe's Tourism-based Economy*.

In the spring of 2012, the NLTRA completed and adopted the annual update of its **Integrated Infrastructure and Transportation Work Plan** and **Long Range Funding Plan**. The Integrated Work Plan is an "action plan" for FY-2012/13 that includes project priorities, descriptions, lead agencies and identifies project partners. It also estimates funding requirements, suggests time frames for project completion, and quantifies "flexible funding" requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period 2012-2022.

### **Visitor Support Services (Transportation)**

The Visitor Support Services allocation provides funding for the NLTRA's contributions to the operation of Placer County's Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY-2012/13, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its "base level services." TART base level funding will be reduced as funding is restored from other sources.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and a portion of the summer Nightrider services, and the winter ski shuttle to Sugar Bowl/Donner Summit. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District (TTD). Additional transit services for 2012/13 will include the North Lake Tahoe Water Shuttle pilot program, which will initially be funded as an infrastructure project through the TTD, and a possible coordinated ski shuttle program with the ski area operators.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the "Tahoe City Three Lane Program" and a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for traffic management in downtown Tahoe City each Thursday morning (to assist the flow of traffic in and out of the Tahoe City Farmer's Market), and traffic management efforts in downtown Kings Beach on busy Saturdays. Other possible traffic management times will continue to be reviewed.

### **Key Performance Objectives**

- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA.
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.
- Reduce traffic congestion during peak periods of visitor movement.
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.

### **Infrastructure Development (Capital Investment Projects)**

Consistent with the direction and goals of the adopted NLTRA Master Plans, the 5-year Strategic goals, and the projects specifically listed in the adopted *FY-2012/13 Integrated Infrastructure and Transportation Work Plan*, this department will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

In recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals, the NLTRA will continue establishing a reserve from Infrastructure Account funds to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Infrastructure Account funds which require application, committee review, and NLTRA Board of Directors approval and concurrence from the Placer CEO.

### **Key Performance Objectives**

- Achieve measurable progress in the implementation of infrastructure projects for which funds have been budgeted in the FY-2012/13 Integrated Work Plan.

### **Research and Planning**

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of Infrastructure and Transportation projects, or efforts to further implementation of the adopted NLTRA Master Plans and 5-year Strategic Goals. More specific research and planning projects are listed in Attachment A-2.

### **Resort Association Administration/Management Team**

The NLTRA is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

### **Other NLTRA Services and Activities**

#### **Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe**

The NLTRA continues its active involvement with efforts by the TRPA to complete work on a Regional Plan Update and amendments to North Lake Tahoe's Community Plans. This is a planning process with significant ramifications for the North Lake Tahoe Chamber/CVB/Resort Association membership and our many partners, including Placer County.

## **Specific NLTRA/Chamber Regional Plan Update Activities**

### **Key Performance**

- Continue efforts to ensure the TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.
- Continue to work in cooperation with Placer County and other partners to support economic development goals as they align with the mission as defined in the 1995 Tourism Development Master Plan.

## **Legislative Advocacy**

### **Key Performance Objectives**

- Work with County Executive Officer to insure that NLTRA legislative platform, as needed, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
- Continue advocacy efforts to support securing one or more new sources of federal transit operating funds for Lake Tahoe.

## **Maintaining and Developing Partnerships**

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

## **Partnerships with Placer County and Related Agencies**

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County as it benefits the businesses and economic vitality of the North Lake Tahoe region. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Planning, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Council, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).



**Review of the 1995 Tourism Development Master Plan**

Over the course of the 2012/2013 contract year, the NLTRA Board of Directors through their appointed task force will be reviewing the 1995 Tourism Development Master Plan. This may involve studies such as a current competitive set analysis, a future trend analysis, etc. as determined by the task force, and approved by funding by the NLTRA board and Placer County Board of Supervisors. There would be a planned community input process prior to any possible revisions or updates to the existing document.



## Plan and Timeline for Review of the 1995 North Lake Tahoe Tourism Development Master Plan

Month	Project	Who	Cost
August	Form MP Review Task Force and divide up areas of review, identify key stakeholders and fundamental truths of existing plan	Kali, Ron P., Ron M., Alex, Ron T., Jennifer, Phil	
September	Develop RFP for studies needed and/or technical assistance	Ron T.	
	Report to Board of Directors on progress	Sandy	
October	Request funding for RFP from joint Infrastructure/Transportation	Sandy	Est. \$40,000
November	Take funding request before NLTRA Board and P.C. Board of Supervisors for approval	Sandy	
January	Review reports and recommendations with MC Review Task Force and determine public input process and integration	Task Force	
February	Outreach to selected individuals and groups	Task Force, staff	
March - June	Adjust Master Plan to reflect all input from studies and community outreach	Task Force, staff	
June	NLTRA Board and P.C. Board of Supervisors endorse Master Plan review		
July	Distribute copies to key partners		Est. \$10,000