



Marketing Staff Report

Date: June 1, 2016

To: Board of Directors

From: JT Thompson, Tourism Director

RE: Marketing Update

DestiMetrics:

As of the end of April 2016, we continue to see a double digit year over year (YOY) increases in occupancy and RevPAR, with a modest increase in daily rates. The month of April saw a YOY increase in Occupancy of **27.9%**. The entire region is seeing continued growth and this booking trend looks like it will continue into the summer months. Average Daily Rate (ADR) for the month of April rose from \$153 in April 2015 to \$190 in April 2016, a strong 24% increase, followed by a 58% increase in RevPAR over the same period.

Marketing Agency Selection:

After months of searching by a sub-committee and staff, interviewing and obtaining reference checks, the North Lake Tahoe Cooperative Marketing Committee has unanimously selected Augustine Ideas to take over our marketing services and has requested staff to enter into negotiations and prepare a contract for NLTRA and IVCBVB board's approval by the end of June 2016.

We did have some great proposals and presentations to select from, which extended the process, but in the end the committee felt that Augustine brought the most to the table.

Attached you will find the committee recommendation, committee brief, an outline of Augustine Ideas reference checks, an initial scope of work and proposed billing schedule.

Autumn Food & Wine Event:

With the changes in California Alcohol Beverage Control (ABC) regulations, we have had to rethink our position with this event, and how it is operated. I have attached the memo that was provided to the Marketing Committee for discussion on May 24, along with the motion from the committee to move forward with Option B for one year, and begin negotiations following the 2016 event to move forward with Option C in future years.

Executive Summary

Data based on a sample of up to 10 properties in the North Lake Tahoe destination, representing up to 1176 Units (DestiMetrics Census**) and 36.42% of 3229 total units in the North Lake Tahoe destination (Destination Census***)

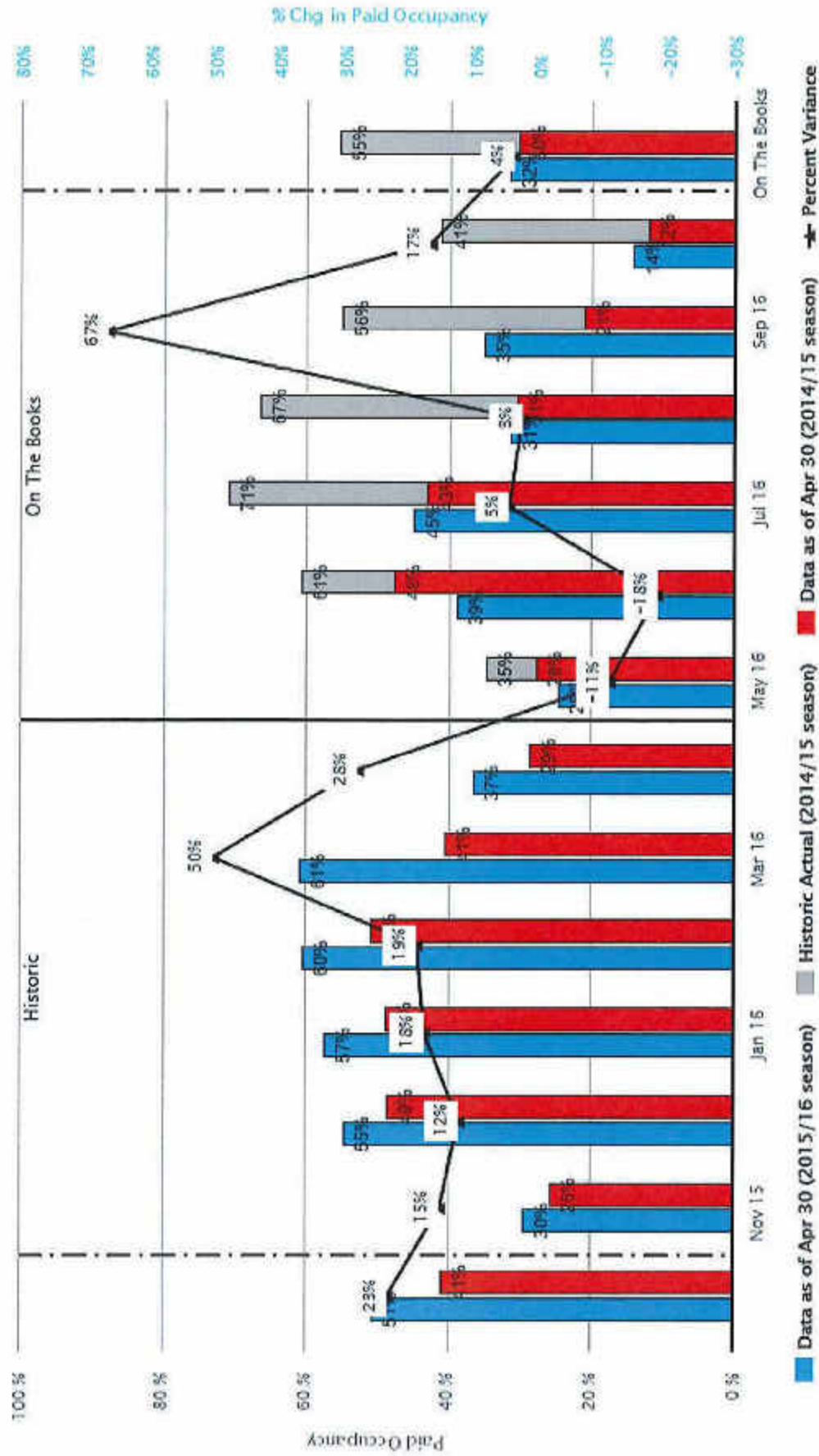
Last Month Performance: Current YTD vs. Previous YTD	2015/16	2014/15	Year over Year % Variance
North Lake Tahoe Occupancy for last month (Apr) changed by (27.9%)	Occupancy (Apr) : 35.6%	28.6%	27.9%
North Lake Tahoe ADR for last month (Apr) changed by (24.1%)	ADR (Apr) : \$ 190	\$ 153	24.1%
North Lake Tahoe RevPAR for last month (Apr) changed by (58.7%)	RevPAR (Apr) : \$ 69	\$ 44	58.7%
Next Month Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for next month (May) changed by (-10.8%)	Occupancy (May) : 24.8%	27.8%	-10.8%
North Lake Tahoe ADR for next month (May) changed by (11.0%)	ADR (May) : \$ 189	\$ 170	11.0%
North Lake Tahoe RevPAR for next month (May) changed by (-1.1%)	RevPAR (May) : \$ 47	\$ 47	-1.1%
Historical 6 Month Actual Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the past 6 months changed by (23.3%)	Occupancy : 50.5%	41.0%	23.3%
North Lake Tahoe ADR for the past 6 months changed by (5.5%)	ADR : \$ 268	\$ 249	5.5%
North Lake Tahoe RevPAR for the past 6 months changed by (31.2%)	RevPAR : \$ 134	\$ 102	31.2%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD			
North Lake Tahoe Occupancy for the future 6 months changed by (4.0%)	Occupancy : 31.6%	30.3%	4.0%
North Lake Tahoe ADR for the future 6 months changed by (5.3%)	ADR : \$ 246	\$ 234	5.3%
North Lake Tahoe RevPAR for the future 6 months changed by (9.5%)	RevPAR : \$ 78	\$ 71	9.5%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Apr 30, 2016 vs. Previous Year			
Rooms Booked during last month (Apr, 16) compared to Rooms Booked during the same period last year (Apr, 15) for all arrival dates has changed by (20.1%)	Booking Pace (Apr)	6.0%	20.1%

* DestiMetrics Census: Total number of rooms reported by participating DestiMetrics 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 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) for 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: the current YTD occupancy, the last YTD occupancy, the 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 compiled 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 as-a-service 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 DestiMetrics' other participants. As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except where aggregated with other data and indistinguishable as a result.

North Lake Tahoe Paid Occupancy (Most Recent Data)

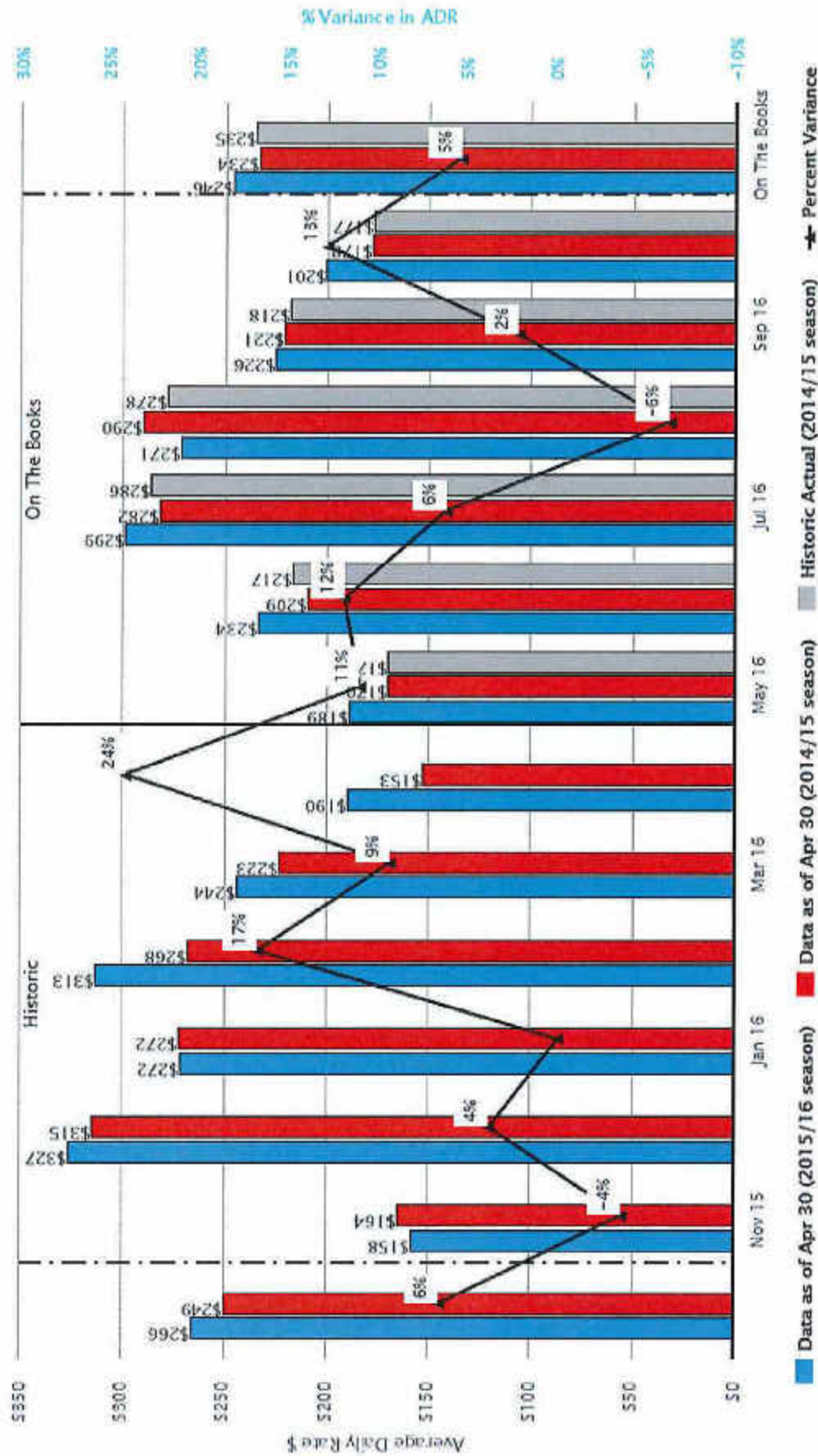
Res Activity Outlook as of Apr 30, 2016



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North Lake Tahoe Average Daily Rate (Most Recent Data)

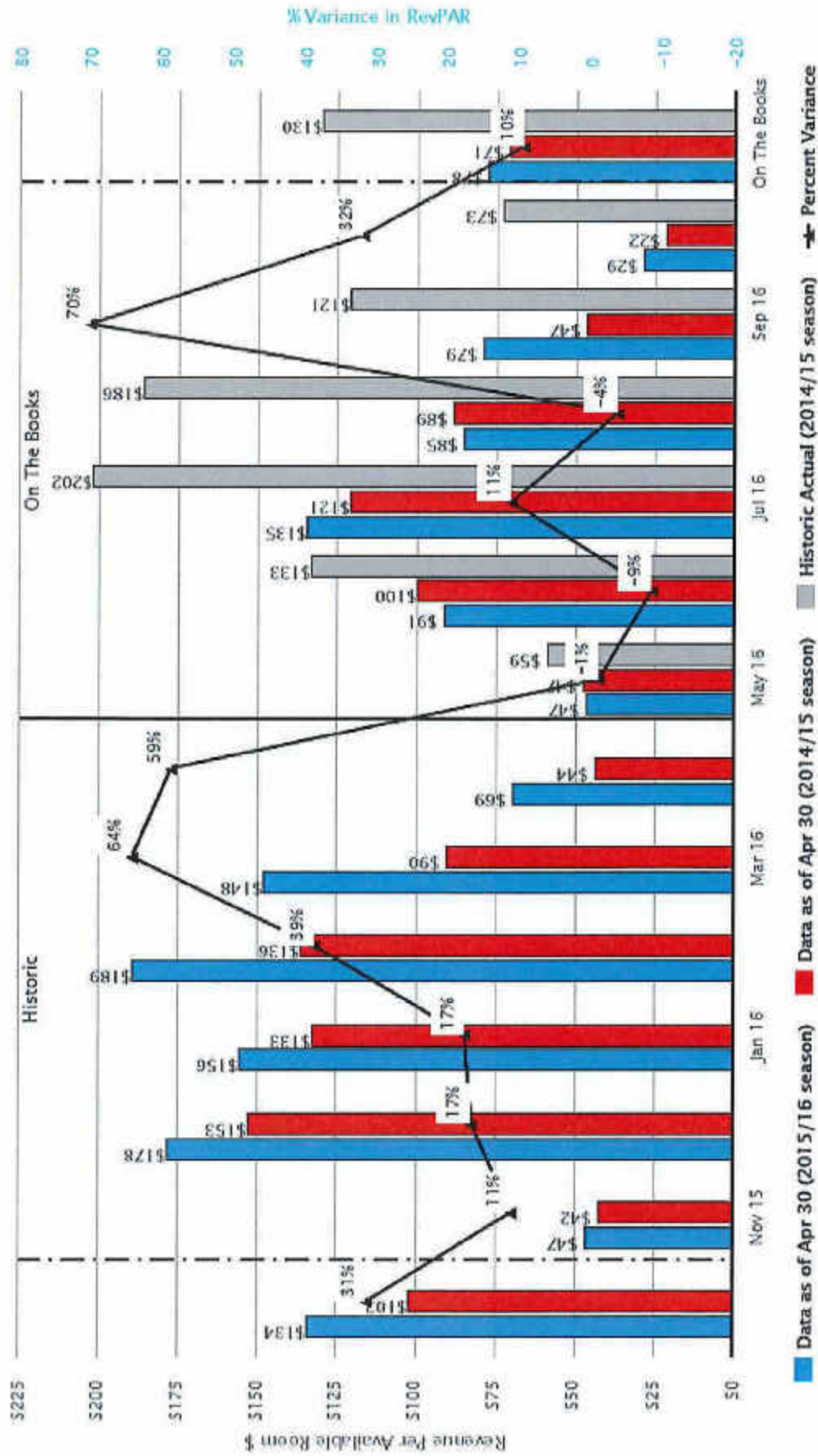
Res Activity Outlook as of Apr 30, 2016



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North Lake Tahoe Revenue Per Available Room (Most Recent Data)

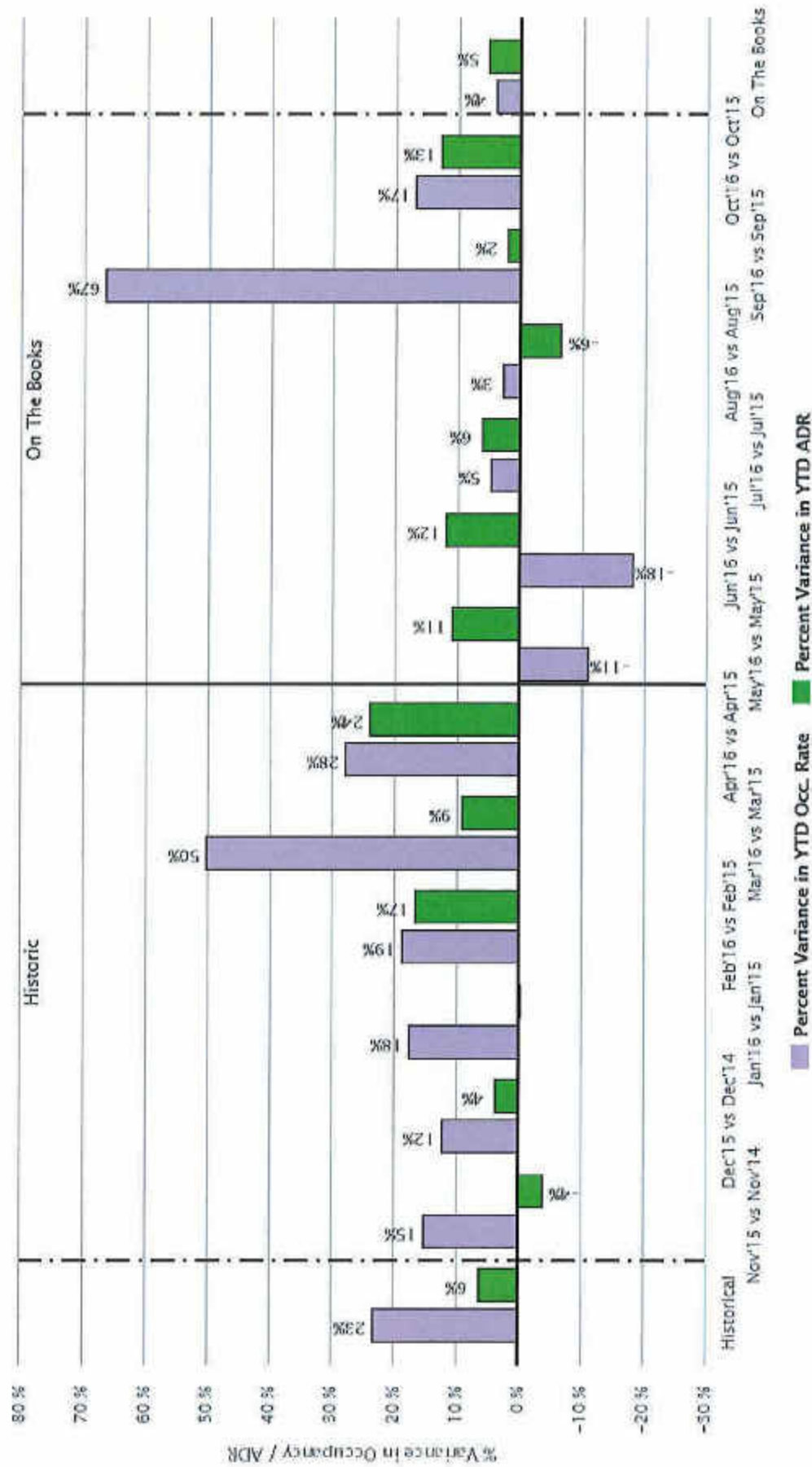
Res Activity Outlook as of Apr 30, 2016



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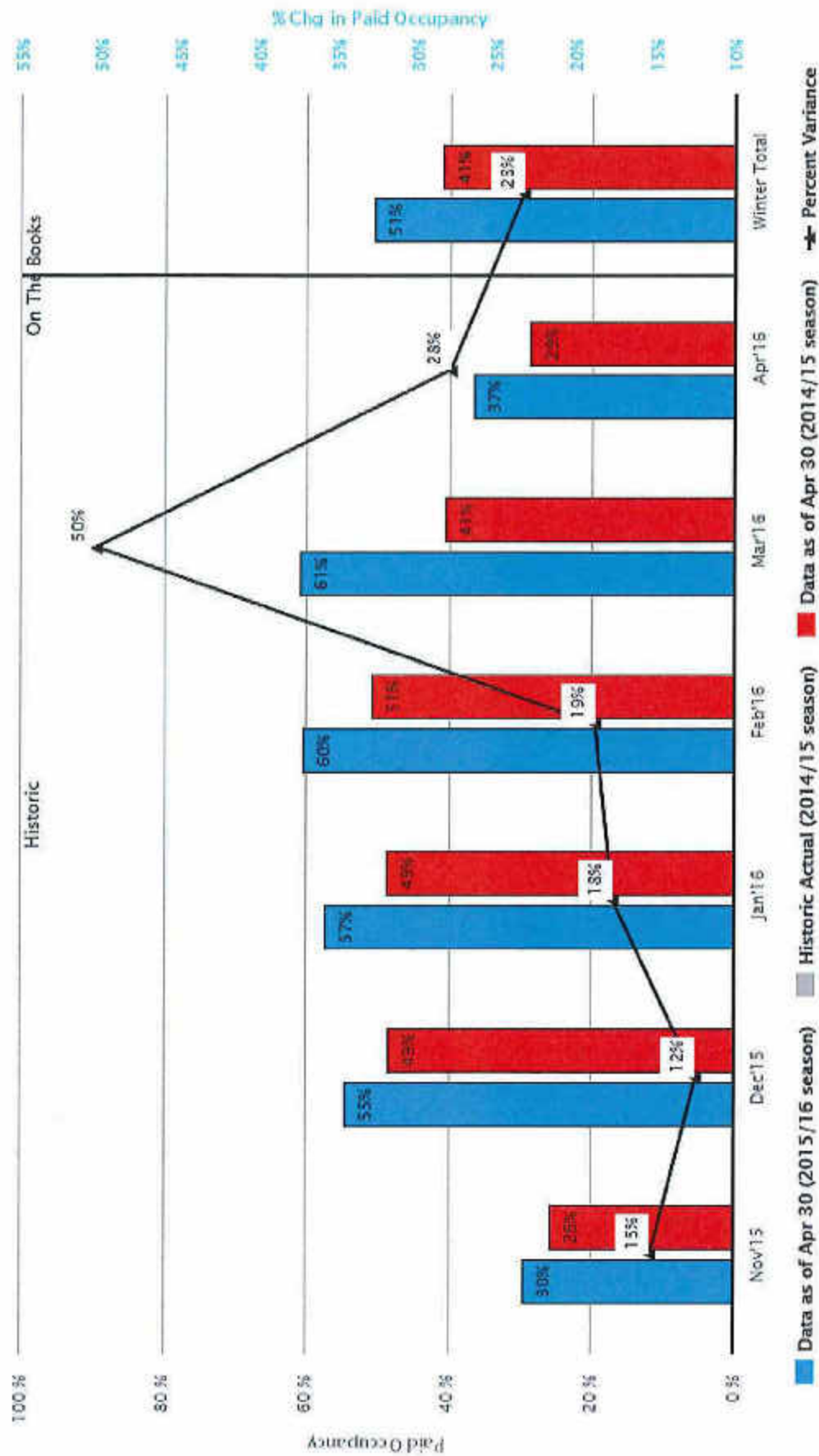
North Lake Tahoe Variance in YTD Occupancy and ADR

Res Activity Outlook 2015/16 vs 2014/15



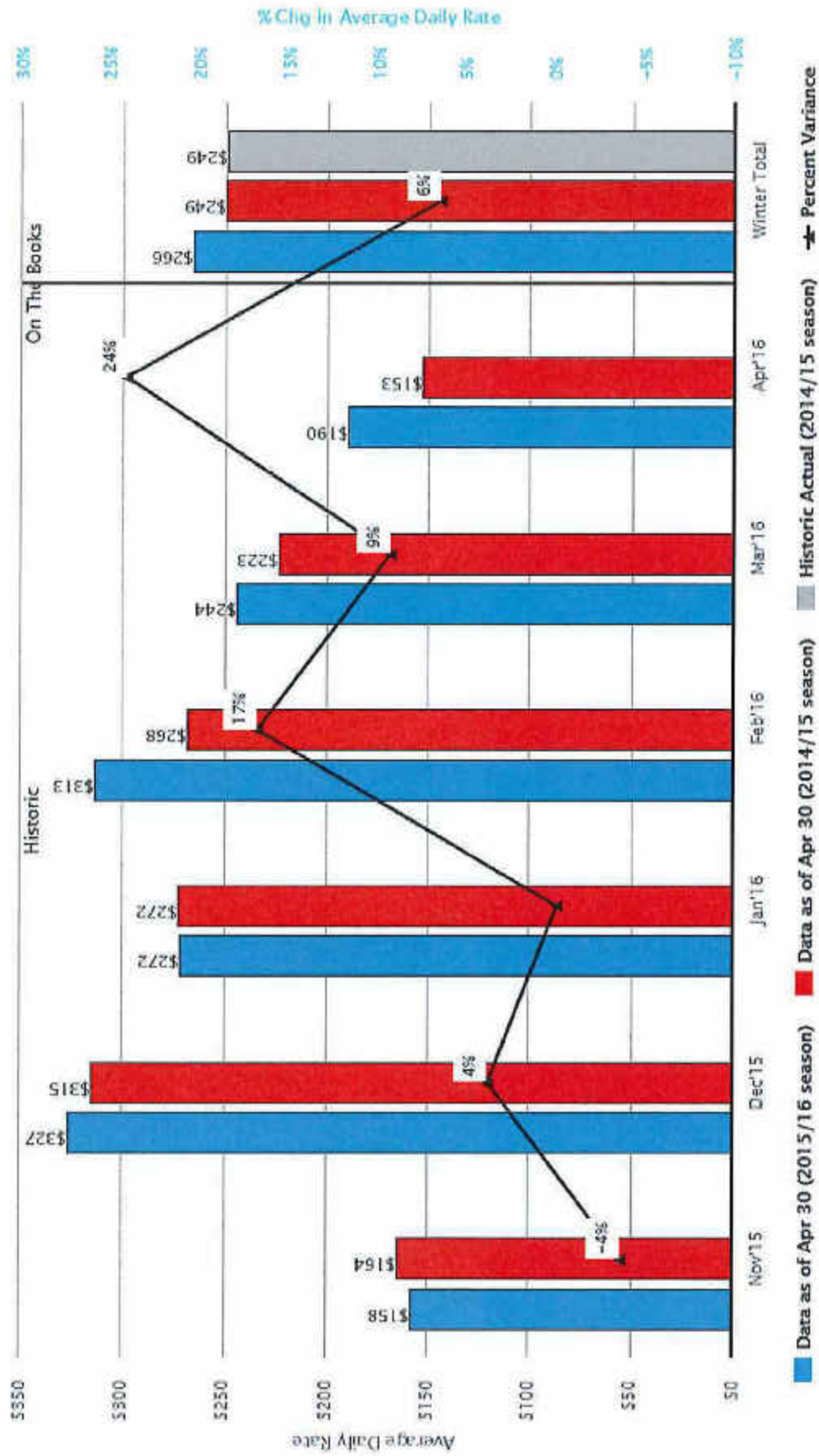
North Lake Tahoe Paid Occupancy (Winter-to-date)

Res Activity Outlook as of Apr 30, 2016



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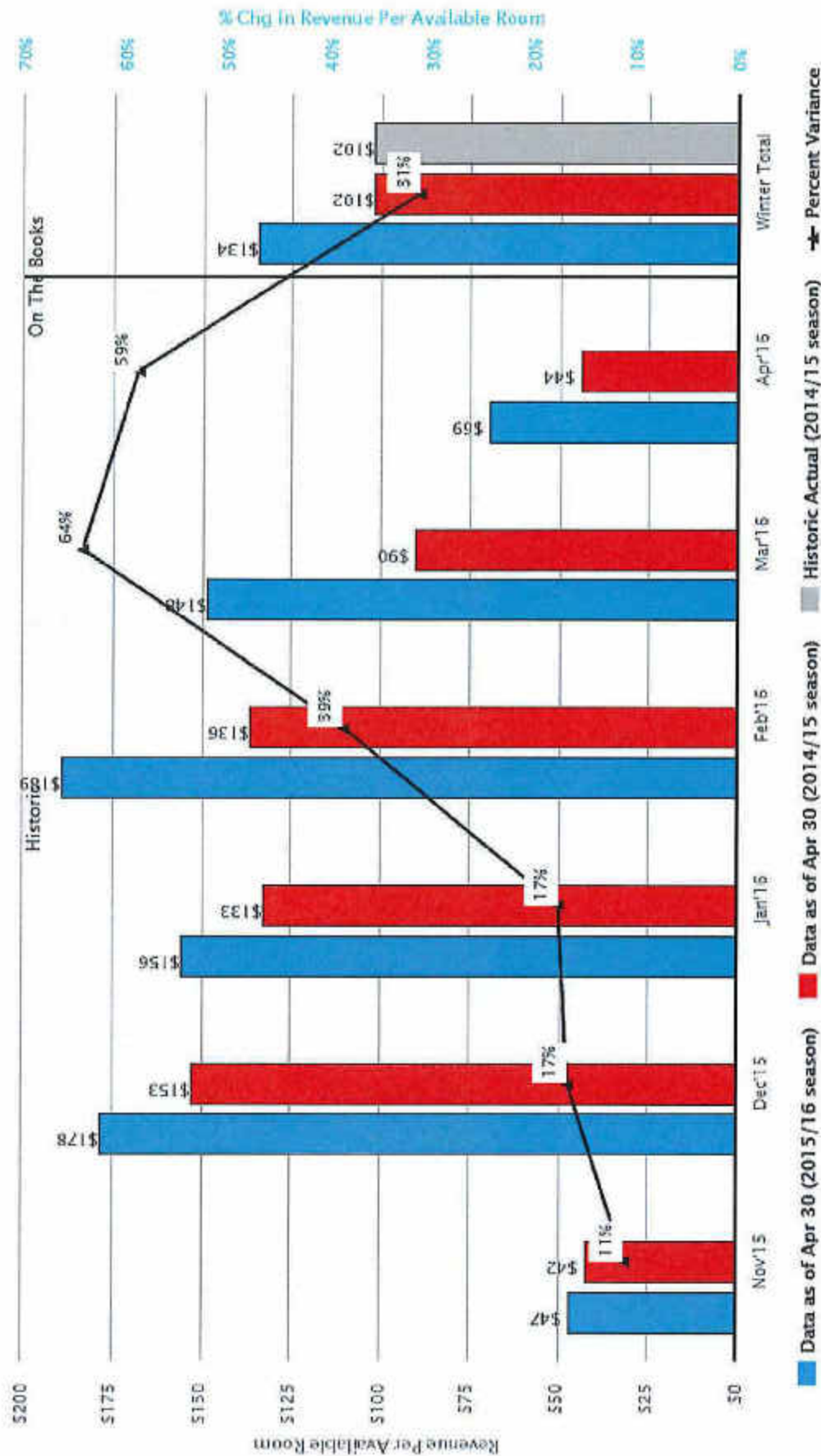
North Lake Tahoe Average Daily Rate (Winter-to-date)
Res Activity Outlook as of Apr 30, 2016



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North Lake Tahoe Revenue Per Available Room (Winter-to-date)

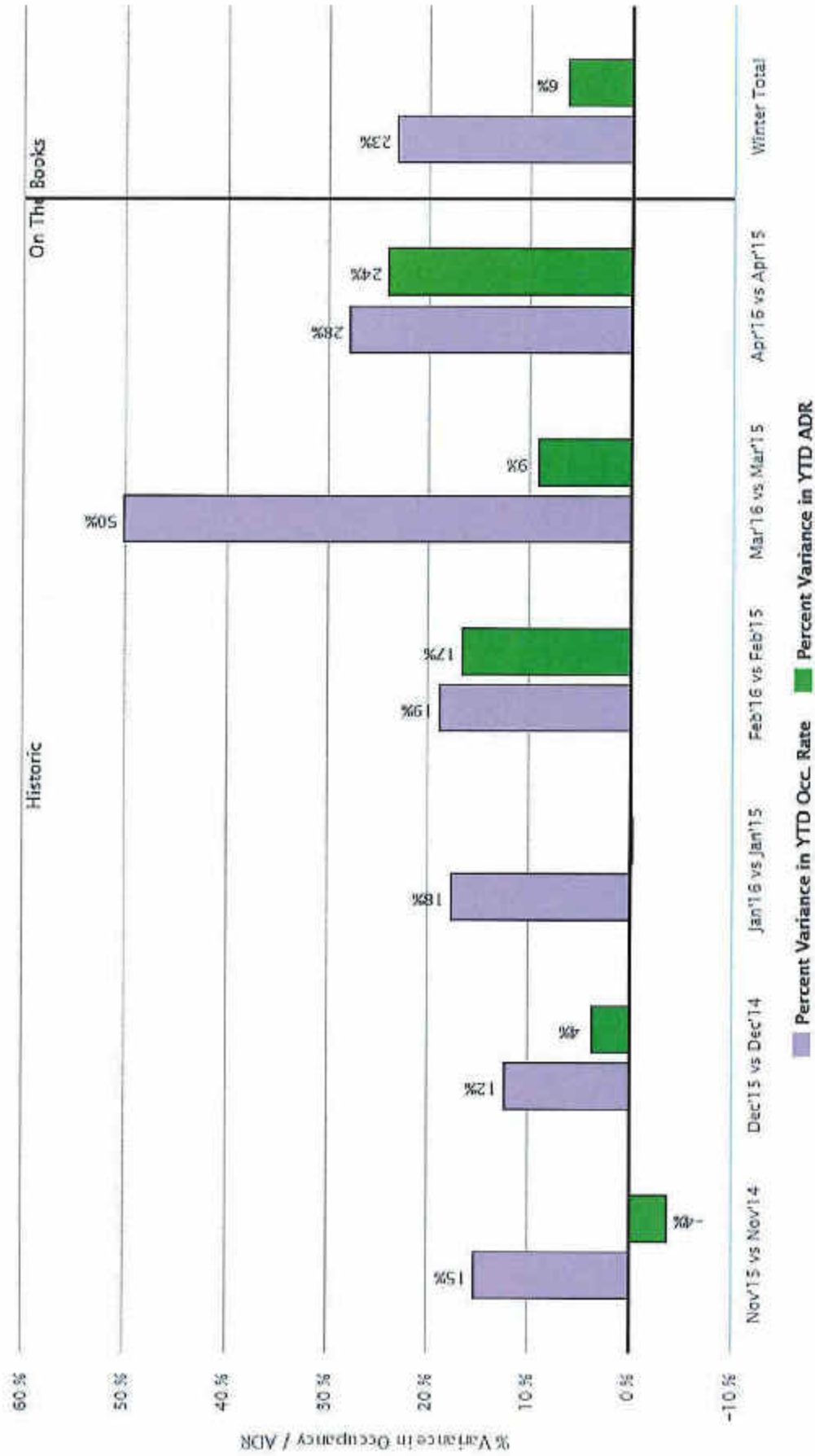
Res Activity Outlook as of Apr 30, 2016



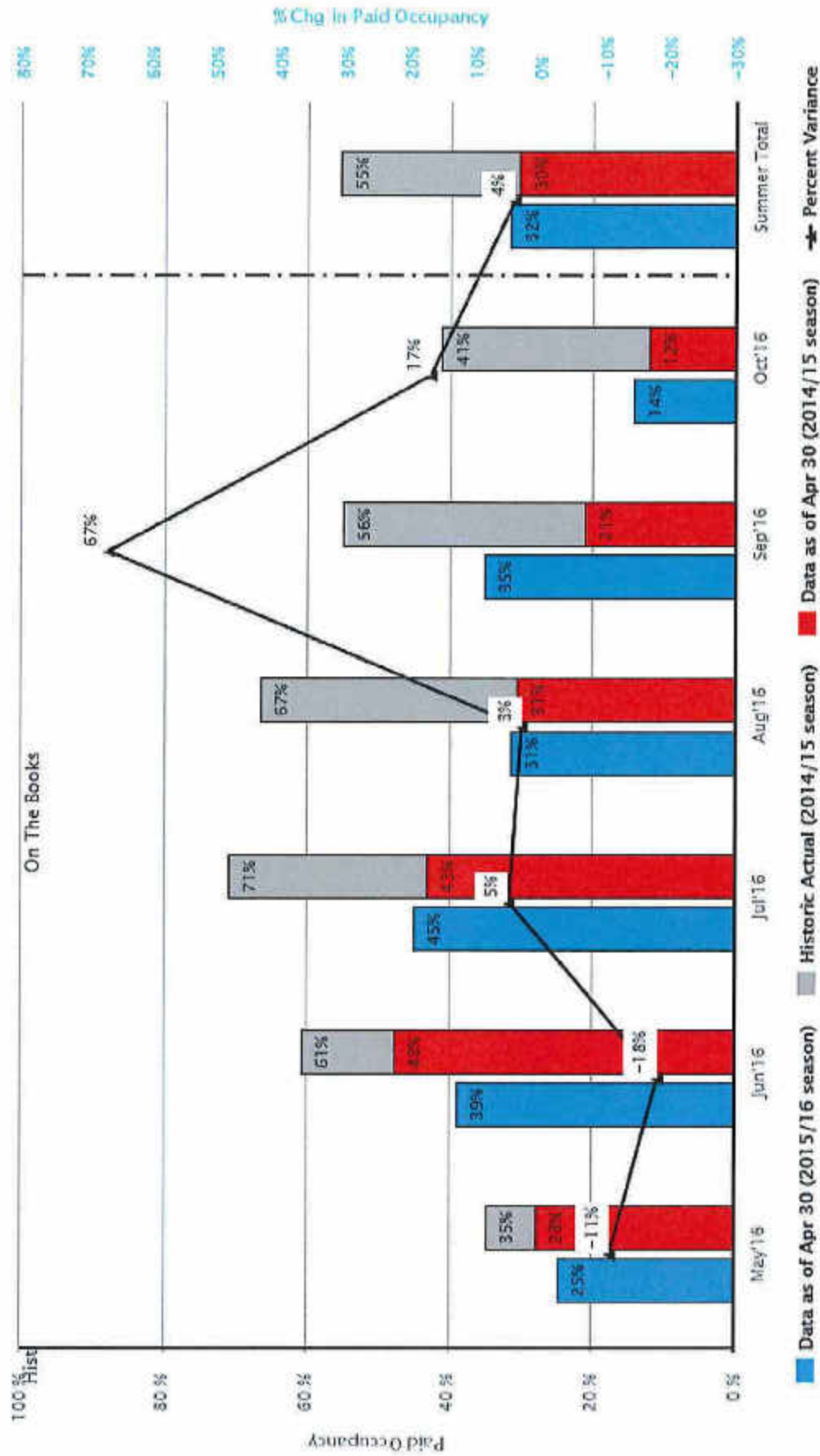
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North Lake Tahoe Variance in YTD Occupancy and ADR (Winter-to-date)

Res Activity Outlook as of Apr 30, 2016



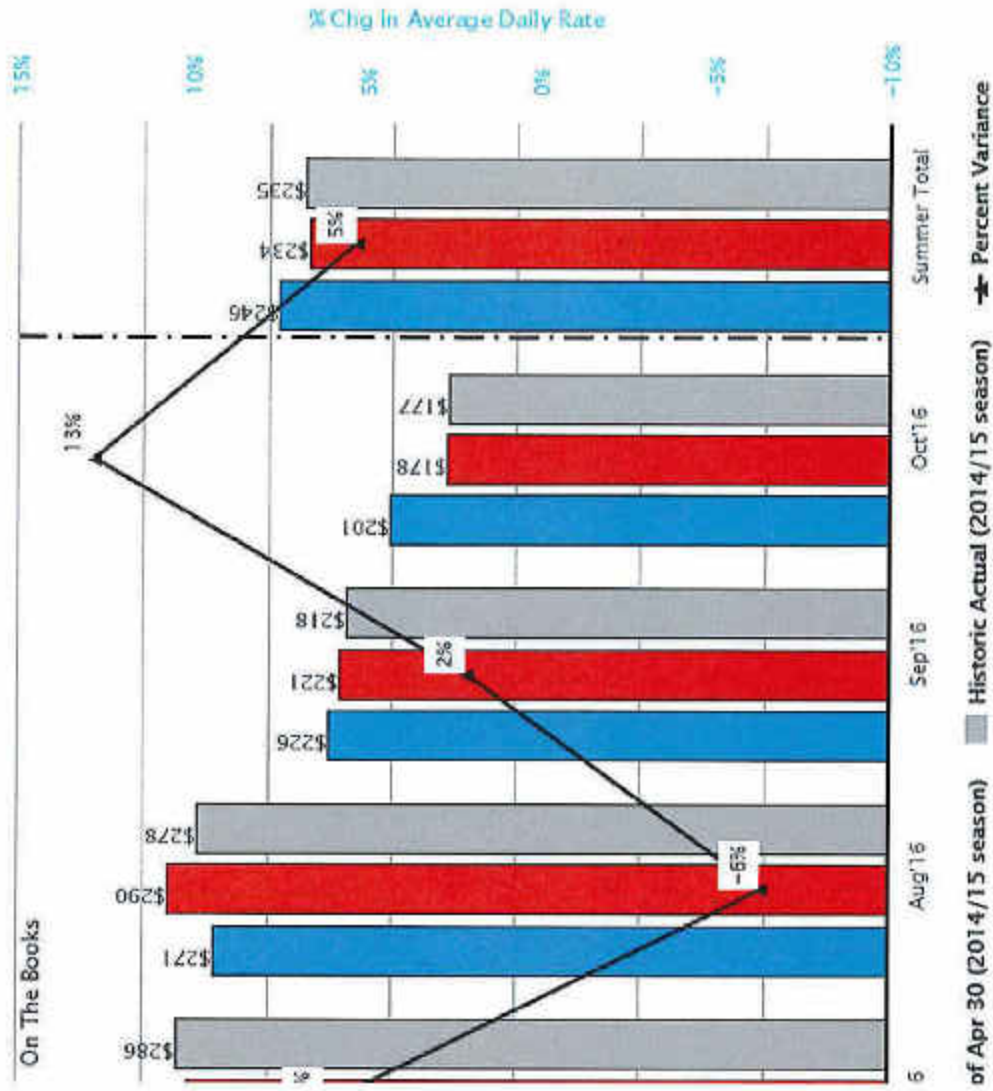
North Lake Tahoe Paid Occupancy (Summer-to-date)
Res Activity Outlook as of Apr 30, 2016



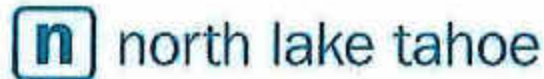
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North Lake Tahoe Average Daily Rate (Summer-to-date)

Res Activity Outlook as of Apr 30, 2016



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Staff Outline for Cooperative Marketing Committee Recommendation

Subject: Review of Sub-Committee findings on Agency of Record Request for Proposal (RFP) Process

From: JT Thompson, Tourism Director

Date: May 16, 2016

Agenda: Item F

Considerations for Cooperative Marketing Committees recommendation to Respective Board of Directors:

- -- The above mentioned Sub-Committee of the North Lake Tahoe Cooperative Marketing Committee (NLTMC) consists of four (4) representatives of the NLTMC.
 - Christine Horvath – Squaw Valley / Alpine Meadows
 - Sandy Evans Hall – NLTRA
 - Brian Lang – Hyatt Regency Lake Tahoe
 - Bill Wood – Crystal Bay Casino
- -- RFP was sent out in February 2016, with responses due on March 4, 2016. Of the eleven (11) proposal submittals, six (6) were initially requested to present to the sub-committee. Following up with the initial presentations, the sub-committee conducted two (2) additional presentation meetings and narrowed down their decision to three (3) finalists.
- -- The following are the three finalists.
 - School of Thought
 - Stan Can Design / Mortimer Creative / EXL Media
 - Augustine Ideas
- -- The finalist presentations are attached for your review
- -- Staff will share the finalist procedure, vote outcome and final recommendation to the full committee for discussion and possible action and recommendation to the respective board of directors.



COMMITTEE: Marketing Coop
MEETING DATE: May 16 2016
BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 4.1 M/S/C (Chapman/Wood) (7/0) to approve the agenda as stated.
- 5.1 M/S/C (Bacon/Lang) (6/0 – Horvath abstained) to approve the Coop Meeting Minutes from January 27, 2016
- 6.2 M/S/C (Chapman/Evans Hall) (7/0) to accept the sub-committee recommendations of starting the negotiation process with Augustine Ideas.

BOARD APPROVAL/DIRECTION REQUESTED:



Augustine Ideas Reference Check

KEY:

CV – Conejo Valley Tourism Improvement District
YOS – Yosemite/Mariposa County Tourism Bureau
DT – Discover Torrance
DNA – Downtown Napa Association

Services to each DMO:

CV – Full service agency Ad buy/PR/Creative/Social Media/Website

YOS – Over all 7-8 out of 10 (18-20 months) Used 3rd party for media buying. Overall pleased with performance and execution. Terry stated that they are not perfect, but work through obstacles professionally and he values their respect as a client. In the end they know and realize that the client has the final say in all decisions.

DT – 12-14 months. They do everything for DT. The TIB committee eliminated all in-house staff and only retains a coordinator/admin. They are very happy with all of their services to date.

DNA – They cover creative/ad buy (most)/event development is #1 – From the events / Social Media research & planning/media FAM and press relations. "They do a great job for us!" Craig was very enthusiastic about everything they do from day 1.

Questions for References:

Do they remain creative after 12-18-24 months?

CV – Strength of theirs

YOS – biggest challenge is copywriting. Trying to get the Yosemite "feeling" into the copy has been a challenge for them. In the end they (YOS) have just been going with John Muir quotes.

DT – Very happy with what they have been able to do in such a short time.

DNA – Very creative and always on

How are they at conflict resolution?

CV – Very responsive

YOS – Invoicing issues / responsive to get things right / client focused / have had differences of opinion, and articulated their position very well during these discussions. In the end, client is always right.

DT – No issues at all / Very responsive with all their needs

DNA – The only issue that he stated was a conflict with an AI staff member. Within four month the issue was resolved

How are they at meeting deadlines?

CV – Always

YOS – Good 90% of the time. They had issues with a couple of ad buys, but changed the procedure immediately and it solved the issue.

DT – Very good. They chase Linda to make sure everything is done and approved appropriately.

DNA – Always

Do they always show respect to the client needs?

CV – A neighboring DMO was developing a TBID and asked AI for a proposal for their AOR services. AI called CV and asked them if it would be a conflict. It was, and AI did not submit.

YOS – Client is always right

DT – Very! They come down and present at EVERY board meeting and other meetings if/when needed.

DNA – Yes. Note example above about one of their staff members.

What has their account management turnover been like?

CV – Very stable – Carolyn is acct rep. Only noticed when they added staff, not taking away from them.

YOS – Acct manager has stayed the same Lindsay. Some of the minions below her have changed, but never saw any repercussions from this.

DT – No issues

DNA – No issues / Minimal "seem to keep their staff happy."

What have your experiences been like with their PR services?

CV – Cutting edge/ Very happy

YOS – N/A – They used them for sponsorships 2 of the 4 that were contracted for, but none have materialized to date.

DT – Love it. They handle all media inquiries, press trips and fairs as needed.

DNA – Most excited when I asked this question. Very happy with everything they do PR wise. "It's their strength on our account."

Questions for Augustine:

Who will lead our account?

Kim Erickson – she was brought on to our account due to Alana's band width with a "food" client is going to grow and they wanted to make sure we had everything we needed. He apologized to me for not allowing her to talk during the last presentation. Says she is very smart, competent and outspoken. We will see that if we move forward with them.

Will we be working with different representatives for various tasks?

Yes – but Kim will coordinate that internally.

If so, who for what?

They will bring in anyone they feel is valuable to the discussion and/or task.

NLTMC AOR RFP Finalist Scoring

Company Name	Principal	Email	Phone	CM1	CM2	CM3	CM4	Total	Average
School of Thought	Tom and Joe		415-433-4033	73	76.5	67.5	76	293	73
Stan Can Design/Mort/EXL	Stan Byers	stanbyers@me.com	775-813-7602	61.5	69.5	71.5	57.5	260	65
Augustine Ideas	Keith Sherman	ksherman@augustineideas.com	916-774-9600	86	80	78.5	84	328.5	82

CM = Committee Member

I-6

Scope of Work

WITHIN 30 DAYS

- Account on-boarding
- Conduct in-market discovery
- Conduct website discovery
- Begin primary research study
- Determine creative/collateral needs
- Finalize budget
- Present paid media plan

..... WITHIN 30 DAYS WITHIN 45 DAYS WITHIN 60 DAYS WITHIN 90 DAYS WITHIN 6 MONTHS WITHIN 12 MONTHS
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Scope of Work

WITHIN 45 DAYS

Present creative concepts (fall)



Scope of Work

WITHIN 60 DAYS

Present:

- Key learnings from the discovery and research
 - Brand analysis, promise and positioning
- Creative concepts (winter)
- Key learnings from website discovery
 - SEO evaluation report
 - Recommended web revisions/site map
- Recommended partnerships and promotions

Launch fall creative concepts

.....
WITHIN 30 DAYS

.....
WITHIN 45 DAYS

.....
WITHIN 60 DAYS

.....
WITHIN 90 DAYS

.....
WITHIN 6 MONTHS

.....
WITHIN 12 MONTHS

Scope of Work

WITHIN 90 DAYS

- Relaunch website
- Launch new winter creative

WITHIN 30 DAYS

WITHIN 45 DAYS

WITHIN 60 DAYS

WITHIN 90 DAYS

WITHIN 6 MONTHS

WITHIN 12 MONTHS

Scope of Work

WITHIN 6 MONTHS

- Present creative concepts (spring and summer)
- Produce collateral required for leisure travelers, meeting and group planners, trade shows, events
- Launch welcome email series
- Launch targeted audience email campaigns (leisure and group)
- Produce and distribute brand book to stakeholders and partners

WITHIN 30 DAYS

WITHIN 45 DAYS

WITHIN 60 DAYS

WITHIN 90 DAYS

WITHIN 6 MONTHS

WITHIN 12 MONTHS

Scope of Work

WITHIN 12 MONTHS

- Launch spring and summer campaigns
- Produce and present Annual Report including 12-month STR analysis
- Produce FY 17/18 annual marketing plan (integrating sections from all agency partners)

.....
WITHIN 30 DAYS

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WITHIN 45 DAYS

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WITHIN 60 DAYS

.....
WITHIN 90 DAYS

.....
WITHIN 6 MONTHS

.....
WITHIN 12 MONTHS

Billing

No Surprises Here

FEES:

Account Service @ \$7,000/month

Includes all:

- Account management
- Client meetings,* conference calls, presentations
- Strategic planning
- Monthly results reporting

* Includes one in-market meeting per month (weather permitting)

Billing

No Surprises Here

MEDIA:

13% commission

Includes all:

- Media research
- Media planning and placement
- Proof of performance
- Monthly analytics and reports

Billing

No Surprises Here

CREATIVE & PRODUCTION:

- Estimates will be presented for review/approval for all creative projects
- Monthly budget recaps will be presented
- Outside purchases will be marked up by 15%

TRAVEL:

Travel to and from North Lake Tahoe for the Discovery and monthly board meetings will not be billed.



Creative

Creative Strategy

Promote North Lake Tahoe as a year round destination, leveraging its unique seasonality and diverse product offering to attract leisure travelers, meeting planners and event planners. Additionally we will create and maintain an emotional connection with the audience that goes above and beyond the product offering.



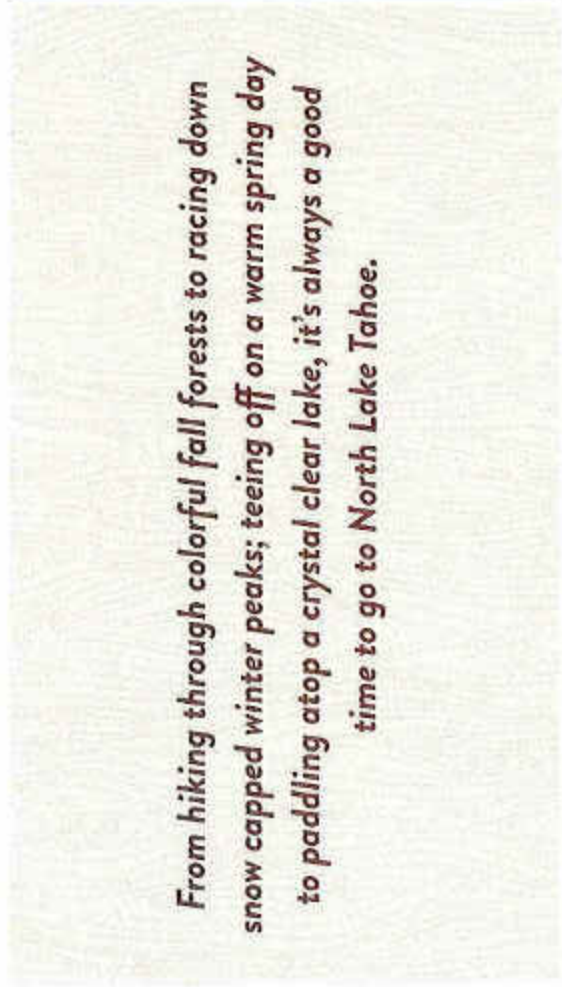
CREATIVE ERIC

Concept 1 *True North*

True North is often referred to as the internal compass that successfully guides you through life. Let True North guide you to the ultimate outdoor destination: North Lake Tahoe. Lake Tahoe is world renowned for crystal blue water, invigorating winter activities, spring and summer hiking, fall biking and more.











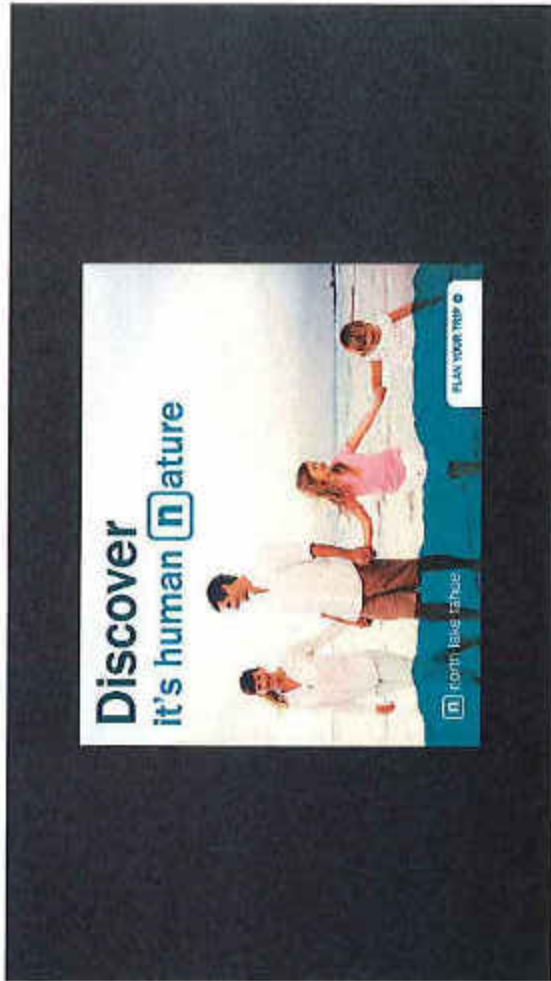
Concept 3 Human Nature

Human nature is a powerful force. It's that innate sense of purpose that draws us in, captivates us and is so instinctive to who we are. North Lake Tahoe creates that kind of reaction—its breathtaking landscape, countless year-round activities and all-season appeal makes this a destination that is more than a place to visit, it's naturally part of who we are.

North Lake Tahoe—It's Human Nature.









May 19, 2016

To: Marketing Committee

From: JT Thompson, Judy Laverty

RE: New ABC Laws as it Pertains to Autumn Food & Wine

In view of the recent changes to the Alcoholic Beverage Control Board laws regarding alcoholic beverage donations to non-profits, the Events Department is challenged with major changes in the logistics and operations of the alcohol portion of Autumn Food & Wine.

In summary, the Northstar team cannot solicit, receive, pour, touch or store donated alcoholic beverages on behalf of the NLTRA. This means we would have to hire staff to manage all solicitations to all wineries, breweries, and spirits suppliers, do all follow up, accept and store wine shipments in the office (which is not temperature controlled) staff, pour and manage all alcoholic beverages served at all seminars, dinners, events and the grand tasting on Sunday. Northstar can no longer market the event if it included our major liquor supplier logos, etc. The NLTRA would have to take over a majority of the marketing, promotion and build the AFW webpages and contract with a ticketing agency such as Eventbrite or Activity Tickets.

The NLTRA would also have to handle all ticket sales, sponsor revenues, accounting, bank account and reimburse Northstar for labor, site fees, equipment rental, and set up of non-alcohol related venues. It bears saying that the event does not make a profit and has not reached break even for the 8 years that Northstar has been under contract with NLTRA, nor did it make a profit for the 10 years prior to that.

Essentially what this does is to put the NLTRA back in the event production business, which is the opposite of the direction given to staff by the board of directors about 7 years ago.

We have conceptualized a number of options going forward to make sure this legacy event continues to be produced and to keep it on a very high level of professionalism.

- A. Continue to be Presenting Owners and commit to an annual site fee of \$25,000 to \$30,000 in addition to:**
1. Contract one additional staff from June 1 to September 30 dedicated solely to handle all aspects of the soliciting, handling, communications, delivery and follow up with all alcoholic beverages and fulfill all alcohol sponsor deliverables for the event.
COST: 680 hours = \$34,000
 2. Outsource the landing page to web content manager with ongoing updates and additions.
Estimated cost would be approximately \$500.
 3. Build ticketing page on Eventbrite or Activity Tickets = 40 hours = \$1,400

4. Implement marketing plan developed by Northstar. NLTRA staff to handle all buys and direct social and PR plans, 40 hours = \$1,400.
5. Implement accounting procedures to receive ticket and sponsorship revenues, handle all accounts payable and follow up to Northstar – NLTRA special event and finance departments.

ESTIMATED TOTAL COST TO NLTRA INCLUDING SITE FEE: \$67,300

B. License the event to Northstar to be sole operator of the event, and remove the NLTRA from the need to provide the non-profit status of the event. NLTRA to retain ownership and naming rights of the event.

1. The NLTRA, for an annual site fee (to be determined) and payable to Northstar, will become the presenting owner in perpetuity. NLTRA will remove itself from obtaining the ABC special event liquor license, which allows Northstar to purchase alcohol through their normal channels as they do for their other alcohol related events.
2. Northstar to staff, manage, and implement all aspects for the event including solicitation of all participating wineries, distilleries, restaurants, vendors, sponsorships and the like.
3. Northstar to implement and manage all ticket sales, revenues, accounts payable, accounts receivables. Northstar to retain all revenues and be responsible for all expense.
4. Northstar will develop AFW webpage on their site, and manage and pay for all marketing, media, social and PR for the event. NLTRA will support the event with in-kind social and PR and a landing page on GTN with a link to Northstar.
5. Northstar to warehouse all liquor related items.
6. As in the past, Northstar will manage all equipment rentals, set up tear down and all logistics of the event.
7. Northstar to handle the auction donations, staffing of the auction itself, people's choice balloting and other aspects of the event.
8. NLTRA to retain ownership of all kitchen equipment and the expense to store it. Northstar to be responsible for inventory in and out of storage, loading, transporting and cleaning of equipment. Northstar to be responsible for replacement of any missing or broken items and replacements to be of equal quality and value i.e.: KitchenAid or All Clad. Northstar to be responsible for maintenance and refurbishing of demo kitchens as needed.

ESTIMATED COST TO NLTRA: \$60,000 including site fee and partial cost of operations.

C. The NLTRA can sell the event outright to Northstar, for a pre-determined fee and the NLTRA will pay a presenting sponsor fee each year in perpetuity.

1. The NLTRA will no longer own the event, but will ensure the event continues to operate through a contract executed with Northstar. NLTRA will be the only and exclusive presenting sponsor.
2. Northstar to handle every aspect of the event including solicitation of wineries, restaurants, vendors; staffing, set up, tear down, operations, logistics, ticketing, web development, marketing, advertising, revenues and accounts payable.
3. Northstar to do all event program development including seminars, special events, speakers, etc.
4. Northstar to purchase all NLTRA owned kitchen equipment at an agreed price and be responsible for storage and maintenance of said equipment at their expense.

ESTIMATED COST TO NLTRA: Unknown.



Date: June 1, 2016

To: Board of Directors

From: Ginger Karl, Chamber Membership Director

RE: Upcoming Chamber Events & Other News

Chamber Calendar 2016-Looking Ahead

June 3-**Ribbon Cutting** (4pm)-Incline Village Visitor Center-Artist Loft-4:00pm-6:00pm
June 7-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
June 8-**ChamberED**- presented by The Abbi Agency, "Brand Storytelling"-North Lake Tahoe Visitor Center, Tahoe City-12:00pm, Lunch sponsored by *Tahoe House Bakery*
June 8-10-**North Shore Business Walks** w Tahoe Prosperity Center
June 14-**Summer Recreation Luncheon**-Sunnyside Deck, Music w Jeff Leep Entertainment-11:30am
June 14-**Chamber Mixer**-Tuesdays Bluesdays, Squaw Valley-5:00pm-7:00pm
June 29-**Ambassadors Meeting**-Tahoe Central Market & Deli, Kings Beach-12:00pm
July 5-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
July 21-**Chamber Mixer**-Tahoe Time Plaza, Incline Village-5:00pm-7:00pm
July 31-August 3-**W.A.C.E. Academy**-Sacramento
August 2-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
August 31-**Ambassadors Meeting**-Location TBD-12:00pm
September 6-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
September 14-**Ambassador Happy Hour**-River Grill, Tahoe City-5:00pm-6:00pm
September 21 & 22-**Special Event Grant Presentations to BACC**
September 23-**Tourism Summit**-North Tahoe Event Center, Kings Beach-8:30am-12:30pm
September 28-**Ambassadors Meeting**-Location TBD-12:00pm
October 4-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
October 21-**Annual Membership Luncheon**-North Tahoe Event Center, Kings Beach-11:30am
October 26-**Ambassadors Meeting**-Location TBD-12:00pm
October 27-**Chamber Mixer**-Incline Village Hospital-Halloween Theme-5:00pm-7:00pm
November 1-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
November 17-**Chamber Mixer**-Northstar Joint Mixer w Truckee Chamber-5:00pm-7:00pm
November 30-**Ambassadors Meeting**-Location TBD-12:00pm
December 6-**Breakfast Club**-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
December 9-**Chamber Mixer**-Sunnyside Toys for Tots-5:00pm-7:00pm
December 15-**Winter Rec Après Ski Event**-Moe's Original BBQ-5:00pm-7:00pm
February 1-3, 2017-**W.A.C.E. Annual Conference**-Los Angeles
February 26, 2017-**North Lake Tahoe Bridal Faire**-Squaw Valley-11:00am-3:00pm

Other News:

-MVP Business of the Month, June-Incline Village Visitor Center

-BACC Marketing Committee NLWI report is placed in the BACC section of the BOD packet. This report provides the current status of all BACC campaigns for the Marketing Committee. The BACC Report has been added to the monthly Marketing Committee agenda.

-Tech Summit saw 50 attendees and was an overall excellent and informative event. The North Lake Tahoe Chamber will look at hosting a Tech Summit at the same time each year moving forward.

Current ChamberED Schedule aligned with Strategic Goals:

-January-ChamberED, The Abbi Agency

-May-Tech Summit, Various Speakers

-June-ChamberEd, The Abbi Agency

-September-Tourism Summit, Visit California



Join us for a Ribbon Cutting

Friday, June 3rd - 4:00PM

Local Artist Loft

The Incline Village Visitor Center is proud to launch our Local Artist Loft featuring three artists. Experience Lake Tahoe from the disciplines of oil painter Monica Piper Johnson, photographer Rob Retting and bronze sculptures by June Towill Brown. Visit with the creators at our artist's reception on Friday, June 3rd, from 4pm-6pm.

n north lake tahoe



June 1, 2016

Subject: Long Range Capital Investment Plan Update

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- This will be a verbal update on the progress of the Long Range Capital Investment Plan development.
- See Agenda item D. 2. Capital Investment/Transportation Committee meeting brief minutes for Committee recommended direction.
- No Board action is necessary at this time



Staff Report for Board

Subject: Organization Structure Task Force Recommendations

From: Sandy Evans Hall – May 26, 2016

Decision Considerations:

- Special thanks to the following people that participated on the Organization Structure Task Force:
 - Adam Wilson
 - Alex Mourelatos
 - Andy Chapman
 - Brett Williams
 - Caroline Ross
 - Cindy Gustafson
 - David Tirman
 - Drane Whitelaw
 - Jim Phelan
 - Joy Doyle
 - Keith Vogt
 - Mike Salmon
 - Mike Staudenmayer
 - Randy Hill
 - Stacy Caldwell
 - Ron Treabess
- Lauren O'Brien with Swift Communications facilitated all four meetings held in February, March, April, and May
- Funding for Lauren's work came from the Capital Investment Research and Planning budget with monies remaining from the Master Plan Budget
- The following are recommendations for structure modification:

Marketing – DMO

- Work with Marketing subcommittee to:
 - Define strategy and role for the DMO
 - Include strategy for collaboration
 - Evaluate the DMO spend – comparing apples to apples with other destinations
 - Strengthen DMO role to be more competitive
 - Identify \$s needed to do job – vision
 - Strategic focus on expanding alternative resources for long term vision

- Consider TBD and/or TOT to raise additional funds
- Expand sponsorships and grants to raise funds

Chamber

- Work with small subcommittee to:
 - Vision the role of a healthy, strong Chamber
 - Expanded role to include Community Development, Economic Development, and Legislative Advocacy
 - Increase representation of industries on board
 - Explore geographic tiers for membership
 - Define role of Business Associations v. Chamber
 - Create a strategic plan and funding plan
 - Identify partners and the role of the County
 - Organization structure options
 - Chamber role stays within NLTRA – add staff
 - Chamber is separate from NLTRA and strengthened with existing business associations

Transportation and Capital Investments

- Work with subcommittee of the CI/T Committee to review:
 - Moving transit dollars to County once CI/T Committee has advised funding allocation and approved by the Board of Supervisors
 - Continuing to advise BOS on Transportation Improvements and Capital Investments as NLTRA does currently
 - Providing advocacy on all Transportation Improvements and Capital Investments
 - Moving advocacy for transit to TMA board with a NLTRA seat at the table
 - Moving administration activities to the County to include creating and filing of documents, contracts and monitoring of contract compliance with vendors
 - Define role for the NLTRA – Desire to maintain advisory/funding role
 - Desire to keep local vision, goals, deployment of dollars
 - Voicing what to do with funds
 - Advocacy through the life cycle of the project
 - Desire to keep advocacy role
 - Define who is responsible for community outreach
 - Define how to partner with County for Administration
 - Address fear of losing advisory or advocacy functions
 - Admin in and of itself provides some layer of advocacy – entity to go to

- o Cost effectiveness of switching
- o Ombudsman or champion role may still be needed

Contracts

- Work with subcommittee (Jennifer, Erin, David R., Sandy NETRA board members)
 - Longer term contract – 3-5 years understanding that budget will change annually
 - Simplify contract into distinct pieces: DMO, Transportation and Capital Investments
 - o Consider starting from scratch
 - Structural suggestions:
 - o Move to a work scope that creates trust, good faith, and partnership tone
 - o Measure against goals and objectives
 - o Look to see what the underlying problems are (within existing contract) and try to solve those problems outside of the contract
 - o Define service levels
 - o Create a link to Operating Procedures rather than putting language in the contract on how to do things – or create a separate Operating Agreement as an attachment to the contract that would not change often

Governance

- Work with subcommittee of the Board and Community to:
 - Consider one of three scenarios
 - o 1) 1 Organization: Combination Chamber/Visitor Bureau – 1 Board
 - o 2) 1 Organization: Chamber of Commerce and Visitor Bureau – 2 Boards (there could be a consistent base for both, with added members with diverse expertise or representation for each)
 - o 3) 2 Organizations: 2 boards (no shared base)
 - Determine board size (11-15 recommended)
 - Nominated slate or Election (trend is towards nominated slate)
 - Increase number of At Large seats for flexibility, possibly make the General seat an At Large seat again
 - County representation: If Elected Official – voting privileges, if County Staff – Ex Officio/Consulting

Branding

- Work with Governance Committee above to:
 - Change the name of the organization from NITRA – the Resort Association does not describe the clear function of the organization and is the source of confusion
 - If Option 1 or 2 is chosen above, North Tahoe Chamber Bureau could be the shortened name for the North Tahoe Chamber of Commerce and Visitors Bureau. Other options include Chamber & Tourism Office or Tourism Office and Chamber.
 - Visit North Lake Tahoe was also popular – It could be the Visit North Lake Tahoe Chamber/Bureau.

NLTRA

ORGANIZATIONAL STRUCTURE TASK FORCE

Agenda

- Welcome
- Recap of Recommendations
 - DMO
 - Chamber
 - Infrastructure & Transp
 - Contracts
- Governance Discussion → Recommendations
- Branding Discussion → Recommendations
- Close/next steps



Task Force

Elements We Will Consider Over Next Few Months

- Organizational Model ☒
- Contracts ☒
- Governance & Brand ☒
- Other issues: Parking Lot



Timeline

- Meeting #1 – Feb. 26
 - Understanding NLTRA: model/governance
 - Competitive Models
 - What is standing out?
 - Trends, Gaps in Service, Funding Alternatives
- Meeting #2 – March 25
 - Review Meeting #1 - Recap
 - Organizational Structure Ideas/Recommendations
- Meeting #3 – April 22
 - Recap agreements from last meeting
 - Review contractual relationship with County
 - Discussion/Recommendations
- Meeting #4 – May 25
 - Review Governance Structure
 - NLTRA Current Brand
 - Comp branding
 - Discussion/Ideas
 - Final Recommendations for NLTRA Board – Recap from all 4 meetings

Task Force Recommendation Process



Seeking recommendations from task force at "high" level

Highlights of Meetings #3

- More conversation around comparable grid
 - Moved to committee
 - Updates underway
- Reviewed initial set of recommendations
 - DMO, Chamber, Transp. & Infras., Contracts
 - Clarified
 - Moved work to committees
- Did not discuss governance structure





Summary Recommendations

DMO

Chamber

Transportation & Infrastructure

Contracts

DMO Role: Recommendations

Work with Marketing subcommittee to:

- Define strategy and role for DMO
 - Include strategy for collaboration
- Evaluate DMO spend
 - applies to apples-see notes
- Strengthen DMO role to be more competitive
 - Identify \$'s needed to do job -- vision
 - Strategic focus on expanding alternative resources for long term vision
- Consider TBID and/or TOT to raise additional funds
- Expand sponsorship and grants



Chamber Role: Recommendations

Create Small subcommittee to:

- Vision and role of healthy, strong Chamber
 - Chamber expanded role to include advocacy for all business issues: housing, econ. dev., legislative advocacy
 - Representation of industries on board
 - Explore geographic tiers for membership
 - Define role of Business Associations vs. Chamber
 - Strategic plan and fundraising plan
 - Identify partner and county roles
- Organizational structure: 3 Options to be reviewed by sub-committee
 - Chamber role stays within NLTRA. Add staff member 1 FTE (high level)
 - Chamber is separate from NLTRA and strengthened with existing business associations
 - Merge the two options above with greater collaboration



Transportation & Infrastructure

Work with Subcommittee of CIT to review:



Agreement: on moving Transit improvements in this fashion

More discussion to subcommittee: Administration moving to County

* Once approved by CIT Committee, transit dollars would stay with County to support transit services.

NLTRA Transportation & Infrastructure

Work with subcommittee of CIT to:

- Define role for NLTRA
 - Desire to maintain advisory/funding role
 - Desire to keep local vision, goals, deployment of dollars
 - Voting what to do with funds
 - Through lifecycle of project
 - Desire to keep Advocacy role
 - Define who represents community voice (NLTRA, County, both?)
- Define how to partner with County for Administration
 - Address fear of losing advisory or advocacy functions
 - Admin in and of itself provides some layer of advocacy – entity to go to



Contracts

Work with Subcommittee (Jennifer, David, Sandy, NLTRA board members)

- Longer term contract (3-5 yrs.)
- Simplify contract into distinct pieces: DMO, Transp. & Infrastructure, Chamber
 - Consider starting from scratch
- Structural suggestions:
 - Move to a work scope that creates trust, good faith and partnership tone
 - Measure against goals and objectives
 - Look to see what the underlying problems are (within existing contract) and try to solve those problems (outside of the contract)
 - Define service levels
 - Create operating procedures that will monitor





Governance

Comparable Grid/Discussion
Recommendation

Comparable Governance

Organization	Board Seats	Representation	Elected/Nominated
Mammoth	9	Rest., Lodging (2), Ski, Retail, Chamber, Town Council, At-large (2)	3 appointed (Town, Ski, Chamber) 6 nominated → BOD
Aspen	25	Elected: Retail, real-estate, non-profit, restaurant, service, lodging, professional and finance Appointed: Ski, music fest, hospital, City, County, Stay Snowmass & Snowmass Tourism (ex-officio)	12 Elected 10 Appointed 3 At-large appointed by chair
Park City	22 – voting 30 total	Diverse – though seats are not "set"	Elected Includes ED of DMO County on Exec.
Breckenridge	9 – 11	Diverse – though seats are not "set"	1 Town appointed 1 BSR appointed Nominated → BOD CEO of BTO ex-officio
NLTRA	11 voting	Restaurant, Small and Large Lodging, Ski, Retail, County staff, ??	9 elected 2 appointed 1 ex-officio

Governance Recommendations

- Number of Seats (11-15)
- Nominated State using nomination committee (not elected) to Board
 - members informed and can write in
- Member Representation "pre-set"
 - Keep what we have
 - Change 1 general seat to 2 or more at large seats through same slate process
- County representation
 - Elected official voting
 - Back up county staff ex-officio
- Keep Chamber and DMQ board same



Branding

If Chamber and NLTRA under one roof— if yes,
What do you lead with?

Branding the Organization

Three options:

Lead with Chamber

- Aspen Chamber Resort Assn
- Steamboat Springs Chamber Resort Assn
- Park City Chamber Bureau

Lead with Visitor Bureau

- NLTRA
- Breckenridge Tourism Office

Separate the two (separate URL's)

- Mammoth Lakes



Steamboat Springs Chamber
<http://www.steamboatchamber.com/>

STEAMBOAT SPRINGS HIGH 58°F / LOW 34°F / FC SEARCH

DISCOVER STEAMBOAT EVENTS & ACTIVITIES PLAN YOUR TRIP SHOP & DINE LIVE & WORK



2016 CALENDAR OF EVENTS

Signature Events
 Steamboat Matinee, Fall & Fall • Matinee Roundup • Cowboy Roundup Days • Hot Air Balloon Ride & Show • All Arts Festival • Wild

The Hot Air Balloon Ride Show now 33 balloons filling the Vail Valley sky. View event

Park City Chamber of Commerce, Convention and Visitors Bureau
<https://www.visitparkcity.com/>

NO CORN MEETINGS RESOURCES & GROUPS MEDIA PLAN MEMBERS 40° BOOK ONLINE WEBGAMES

park city YES ALL THAT

Places to Stay Events Eat & Drink Things To Do Plan Your Trip



Friendly to the Entire Family





Branding Discussion

Moving to Insights/Recommendations

Closing

- Recap: Committees to review initial recommendations:
 - DMO
 - Chamber
 - Transp. & Infrastructure
 - Contracts
- Governance →
- Branding →

THANK YOU!



NLTRA Transportation & Infrastructure Current Functions

Advisory/
Funding

Grant process
Through life cycle of project
Funding
Partner relations

Admin

Contracts
Compliance
Proj. Oversight

Advocacy

Community Needs
Vision
Tracking progress

For:
Transportation Improvements & Assets
Transit
Infrastructure

Is Your Business Prepared for Workforce Challenges?

- What happens when 50,000 jobs are added in Reno/Sparks by 2019?
- What impacts will face our local businesses as the boomers retire?
- How do we prepare for workforce needs of the future?

These and other questions vital to your business' workforce needs and ongoing success are being addressed by the Tahoe Prosperity Center through its 2016 Workforce Project.



NORTH SHORE BUSINESS WALK



Wednesday June 8th
Thursday June 9th
Friday June 10th

Schedule:

Wednesday, June 8th-9:00am-12:00pm-Kings Beach, Tahoe Vista, Carnelian Bay

Wednesday, June 8th-1:00pm-4:00pm-Tahoe City, West Shore

Thursday, June 9th-9:00am-12:00pm-Incline Village

Thursday, June 9th-1:00pm-4:00pm-Squaw Valley

Friday, June 10th-1:00pm-4:00pm-Northstar

*We will be visiting your business on these dates and times to speak to business owners and managers in person to address these questions. Surveys take 2 minutes.

VOLUNTEERS NEEDED FOR BUSINESS WALKS!

To volunteer, sign-up here: <http://vols.pt/fzDuMh>

Here's how it works in 3 easy steps:

1. Click this link to go to our invitation page on VolunteerSpot: <http://vols.pt/fzDuMh>
2. Enter your email address: (You will NOT need to register an account on VolunteerSpot)
3. Sign up! Choose your spots - VolunteerSpot will send you an automated confirmation and reminders. Easy!

Monthly Report April 2016

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/16:	\$3,186,819	\$2,118,639	50%
Forecasted Commission for this Revenue:	\$176,336	\$118,339	49%
Number of Room Nights:	17015	10825	57%
Number of Delegates:	22293	6502	243%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	120	98	22%

<u>Monthly Detail/Activity</u>	<u>April-16</u>	<u>April-15</u>	
<u>Number of Groups Booked:</u>	<u>4</u>	<u>5</u>	
Revenue Booked:	\$69,219	\$166,965	-59%
Projected Commission:	\$1,841	\$6,031	-69%
Room Nights:	457	972	-53%
Number of Delegates:	153	565	-73%
		1 Corp, 1 Assn.,	
		1 Smf., 1 Govt	
Booked Group Types:	3 Corp., 1 Assn.	and 1 Society	
Lost Business, # of Groups:	6	7	

<u>Arrived in the month</u>	<u>April-16</u>	<u>* Est.</u>	<u>April-15</u>	
Number of Groups:	1		3	
Revenue Arrived:	\$111,777		\$30,642	265%
Projected Commission:	\$11,177		\$3,064	265%
Room Nights:	643		143	350%
Number of Delegates:	250		69	262%
Arrived Group Types:	1 Assn.		2 Corp, 1 Smf	

<u>Monthly Detail/Activity</u>	<u>March-16</u>	<u>March-15</u>	
<u>Number of Groups Booked:</u>	<u>6</u>	<u>3</u>	
Revenue Booked:	\$524,422	\$33,498	1466%
Projected Commission:	\$20,556	\$3,350	514%
Room Nights:	3703	280	1223%
Number of Delegates:	6045	285	2021%
Booked Group Types:	SMERF, 2	Profit	
Lost Business, # of Groups:	3	7	

<u>Arrived in the month</u>	<u>March-16</u>	<u>* Est.</u>	<u>March-15</u>	
Number of Groups:	4		3	
Revenue Arrived:	\$228,141		\$30,642	645%
Projected Commission:	\$9,135		\$3,064	198%
Room Nights:	1310		143	816%

Number of Delegates:	720	69	943%
Arrived Group Types:	3 Assn., 1 Corp.	2 Corp, 1 Smf	
Monthly Detail/Activity	<u>February-16</u>	<u>February-15</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$351,190	\$416,981	16%
Projected Commission:	\$7,690	\$32,217	-76%
Room Nights:	2118	2223	-5%
Number of Delegates:	653	902	-28%
	4 Corp., 1 Assn., 1 Incentive House, 1 Film Crew	2 Corp., 2 Smf, 1 Assn.	
Booked Group Types:			
Lost Business, # of Groups:	6	2	
<u>Arrived in the month</u>	<u>February-16</u>	<u>February-15</u>	
Number of Groups:	7	1	
Revenue Arrived:	\$234,457	\$19,368	1111%
Projected Commission:	\$11,306	\$1,936	484%
Room Nights:	709	82	785%
Number of Delegates:	302	100	202%
	4 Corp, 1 Assn., 1 TA/Incentive House, 1 Film Crew	1 Smf	
Arrived Group Types:			
Monthly Detail/Activity	<u>January-16</u>	<u>January-15</u>	
<u>Number of Groups Booked:</u>	7	2	
Revenue Booked:	\$204,738	\$109,861	86%
Projected Commission:	\$9,150	\$6,498	41%
Room Nights:	1332	833	60%
Number of Delegates:	512	325	58%
	4 Corp, 2 Assoc, 1 Film Crew	2 Assoc.	
Booked Group Types:			
Lost Business, # of Groups:	2	9	
<u>Arrived in the month</u>	<u>January-16</u>	<u>January-15</u>	
Number of Groups:	3	3	
Revenue Arrived:	\$173,010	\$29,309	490%
Projected Commission:	\$1,155	\$250	382%
Room Nights:	791	121	554%
Number of Delegates:	212	89	138%
	2 Assoc, 1 Film crew	1 Corp, 2 Assn.	
Arrived Group Types:			
Monthly Detail/Activity	<u>December-15</u>	<u>December-14</u>	

<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$60,419	\$96,912	-38%
Projected Commission:	\$2,655	\$4,564	-42%
Room Nights:	393	740	-47%
Number of Delegates:	128	540	-76%
Booked Group Types:	3 Corp, 1 Govt.	3 Smf	
Lost Business, # of Groups:	2	5	

<u>Arrived in the month</u>	<u>December-15</u>	<u>December-14</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$11,026	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	74	0	
Number of Delegates:	35	0	
Arrived Group Types:	1 Corp.	0	

Monthly Detail/Activity	<u>November-15</u>	<u>November-14</u>	
<u>Number of Groups Booked:</u>	2	5	
Revenue Booked:	\$20,326	\$225,094	-91%
Projected Commission:	\$656	\$9,249	-93%
Room Nights:	113	1360	92%
Number of Delegates:	204	1533	-87%
		1 Film, 1 Corp,	
Booked Group Types:	1 Corp, 1 Smf	1 Smf, 2 Assn.	
Lost Business, # of Groups:	5	6	

<u>Arrived in the month</u>	<u>November-15</u>	<u>November-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$12,375	
Projected Commission:	\$0	\$1,856	
Room Nights:	0	75	
Number of Delegates:	0	18	
Arrived Group Types:	0	1 Film crew	

Monthly Detail/Activity	<u>October-15</u>	<u>October-14</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$216,914	\$44,208	391%
Projected Commission:	\$16,653	\$895	1761%
Room Nights:	503	260	93%
Number of Delegates:	245	180	36%
Booked Group Types:	3 Corp., 2 Assn.	1 Corp, 3 Smf	
Lost Business, # of Groups:	2	6	

<u>Arrived in the month</u>	<u>October-15</u>	<u>October-14</u>	
Number of Groups:	4	4	
Revenue Arrived:	\$378,115	\$74,408	408%
Projected Commission:	\$37,596	\$1,160	3141%
Room Nights:	2214	510	334%
Number of Delegates:	10792	568	1800%

Arrived Group Types:	3 Corp, 1 Smf	2 Corp, 1 Assn.	
Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$18,378	\$367,511	-95%
Projected Commission:	\$693	\$28,336	-98%
Room Nights:	150	3417	-96%
Number of Delegates:	70	2115	-97%
	1 Smf, 1 Ca	2 Corp, 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	8	5	
 <u>Arrived in the month</u>	 <u>September-15</u>	 <u>September-14</u>	
Number of Groups:	9	9	
Revenue Arrived:	\$593,894	\$537,101	11%
Projected Commission:	\$20,604	\$7,879	162%
Room Nights:	3170	2782	14%
Number of Delegates:	986	1675	-41%
	2 Corp, 2	4 Assoc., 1	
	Assoc, 3 Ca	Corp, 3 Smf	
Arrived Group Types:	Assn., 2 Smf	and 1 Society	
 Monthly Detail/Activity	 <u>August-15</u>	 <u>August-14</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$40,570	\$328,584	-88%
Projected Commission:	\$3,884	\$14,879	-74%
Room Nights:	264	1453	-82%
Number of Delegates:	224	723	-69%
		4 Smf, 2 Corp.,	
Booked Group Types:	2 Corp, 1 Smf	1 Assn., 1 Govt.	
Lost Business, # of Groups:	7	6	
 <u>Arrived in the month</u>	 <u>August-15</u>	 <u>August-14</u>	
Number of Groups:	7	8	
Revenue Arrived:	\$273,081	\$44,210	518%
Projected Commission:	\$21,858	\$1,739	1167%
Room Nights:	1723	252	584%
Number of Delegates:	521	278	87%
	3 Corp., 2	2 Corp, 1	
	Assn., 2 Govt.	Assoc., 4 Smf,	
Arrived Group Types:		1 Govt.	
 Monthly Detail/Activity	 <u>July-15</u>	 <u>July-14</u>	
<u>Number of Groups Booked:</u>	4	4	
Revenue Booked:	\$119,459	\$156,104	-23%
Projected Commission:	\$3,023	\$1,075	181%
Room Nights:	850	636	34%
Number of Delegates:	10390	390	2564%

	1 Ca Assoc, 1 Corp, 1 Smf, 1 Assoc.	2 Assoc, 2 Corp	
Booked Group Types:			
Lost Business: # of Groups:	4	1	
<u>Arrived in the month</u>	<u>July-15</u>	<u>July-14</u>	
Number of Groups:	7	12	
Revenue Arrived:	\$569,373	\$546,907	4%
Projected Commission:	\$18,614	\$23,673	-21%
Room Nights:	2686	2103	28%
Number of Delegates:	1790	898	99%
	4 Corp., 1 Ca Assoc., 1 Smf, 1 Govt.	6 Smf, 2 Corp, 2 Assoc, 2 Seminars	
Arrived Group Types:			
For 2016/17:	\$1,660,771	\$2,000,000	
For 2017/18:	\$387,254	\$750,000	
NUMBER OF LEADS Generated as of 4/30/16:		163	
	YTD 3/31/16:	120	
	YTD 3/31/14:	147	

Total Number of Leads Generated in Previous Years:

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report April 2016

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/16:	\$208,893	\$738,015	-72%
Forecasted Commission for this Revenue:	\$18,500	\$30,292	-39%
Number of Room Nights:	1597	5149	69%
Number of Delegates:	797	2421	-67%
Annual Commission Projection:	\$10,000	\$30,000	-67%

<u>Monthly Detail/Activity</u>	<u>April-16</u>	<u>April-15</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>April-16</u>	<u>April-15</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$21,096
Projected Commission:	\$0	\$0
Room Nights:	0	218
Number of Delegates:	0	190
Arrived Group Types:		1 Assn.

<u>Monthly Detail/Activity</u>	<u>March-16</u>	<u>March-15</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$24,467	\$0
Projected Commission:	\$741	\$0
Room Nights:	124	0
Number of Delegates:	60	0
Booked Group Types:	2 Corp.	

<u>Arrived in the month</u>	<u>March-16</u>	<u>March-15</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$15,198
Projected Commission:	\$0	\$760
Room Nights:	0	88
Number of Delegates:	0	50
Arrived Group Types:		1 Smf.

Monthly Detail/Activity	<u>February-16</u>	<u>February-15</u>	
<u>Number of Groups Booked:</u>	0	2	
Revenue Booked:	\$0	\$43,804	
Projected Commission:	\$0	\$0	
Room Nights:	0	345	
Number of Delegates:	0	235	
Booked Group Types:		1 Corp. 1 Assoc.	
 <u>Arrived in the month</u>	 <u>February-16</u>	 <u>February-15</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$97,336	\$9,973	876%
Projected Commission:	\$14,600	\$368	3867%
Room Nights:	585	56	945%
Number of Delegates:	170	19	785%
Arrived Group Types:	1 Corp.	1 Smf., 1 Corp.	

Monthly Detail/Activity	<u>January-16</u>	<u>January-15</u>	
<u>Number of Groups Booked:</u>	0	2	
Revenue Booked:	\$0	\$21,882	
Projected Commission:	\$0	\$1,289	
Room Nights:	0	175	
Number of Delegates:	0	118	
Booked Group Types:		1 Corp. 1 Assoc.	
 <u>Arrived in the month</u>	 <u>January-16</u>	 <u>January-15</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$3,141	
Projected Commission:	\$0	\$0	
Room Nights:	0	29	
Number of Delegates:	0	15	
Arrived Group Types:		1 Smf	

Monthly Detail/Activity	<u>December-15</u>	<u>December-14</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$95,215	\$0	
Projected Commission:	\$14,282	\$0	
Room Nights:	626	0	
Number of Delegates:	170	0	
Booked Group Types:	1 Corp.		
 <u>Arrived in the month</u>	 <u>December-15</u>	 <u>December-14</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$4,179	\$0	
Projected Commission:	\$626	\$0	
Room Nights:	23	0	
Number of Delegates:	20	0	
Arrived Group Types:	1 Corp.		

Monthly Detail/Activity	<u>November-15</u>	<u>November-14</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$25,280	\$20,898	21%
Projected Commission:	\$0	\$0	
Room Nights:	241	180	34%
Number of Delegates:	150	60	150%
Booked Group Types:	1 Assn.	1 Corp.	

<u>Arrived in the month</u>	<u>November-15</u>	<u>November-14</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

Monthly Detail/Activity	<u>October-15</u>	<u>October-14</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$3,592	\$0	
Projected Commission:	\$537	\$0	
Room Nights:	20	0	
Number of Delegates:	20	0	
Booked Group Types:	1 Corp.		

<u>Arrived in the month</u>	<u>October-15</u>	<u>October-14</u>	
Number of Groups:	3	0	
Revenue Arrived:	\$16,159	\$0	
Projected Commission:	\$1,049	\$0	
Room Nights:	171	0	
Number of Delegates:	134	0	
Arrived Group Types:	1 Corp, 1 Assn., 1 Smf		

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$11,830	\$38,493	-69%
Projected Commission:	\$0	\$1,925	
Room Nights:	101	230	-56%
Number of Delegates:	96	200	-52%
Booked Group Types:	1 Co Assn., 2 Smf	1 Smf.	

<u>Arrived in the month</u>	<u>September-15</u>	<u>September-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$33,553	\$521,681	-94%
Projected Commission:	\$563	\$27,677	-98%
Room Nights:	347	3663	-91%
Number of Delegates:	132	1645	-92%
Arrived Group Types:	1 Corp., 1 Smf	2 Corp., 1 Assn., 1 Smf	

Monthly Detail/Activity	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$139,320	\$9,603	1351%
Projected Commission:	\$6,966	\$481	
Room Nights:	1220	80	1425%
Number of Delegates:	300	30	900%
Booked Group Types:	1 Asso.	2 Smf	

<u>Arrived in the month</u>	<u>August-15</u>	<u>August-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$32,748	-100%
Projected Commission:	\$0	\$4,912	-100%
Room Nights:	0	93	-100%
Number of Delegates:	0	30	-100%
Arrived Group Types:	0	1 Smf	

Monthly Detail/Activity	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf	

<u>Arrived in the month</u>	<u>July-15</u>	<u>July-14</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$30,232	\$32,748	-8%
Projected Commission:	\$1,749	\$4,912	-64%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrival Group Types:	1 Assoc., 2 Smf	1 Smf	

NUMBER OF LEADS Generated as of 4/30/16: 163

Total Number of Leads Generated in Previous Years:

2014/2015 175
2013/2014 172
2012/2013: 171
2011/2012: 119
2010/2011: 92
2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205



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NLTRA Executive Committee

Tuesday, May 24, 2016

7:30 a.m.

NLTRA Offices

Agenda

A. Open Session

1. Items for Board Agenda – June 1

a. Contract approval

Sandy shared that the contract is scheduled to be on the June 1 agenda. Staff met with Erin the week prior to provide responses to questions that she had regarding the Scope of Work. Wally asked when we would have the contract to review and Sandy said she would contact Erin to find out.

2. Strategic Discussion ideas

- a. Strategy for increasing Destination Visitor segment of market
- b. Placer Recreational Facilities Master Plan – Andy Fischer
- c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
- d. Presentation requests: Martis West/Brockway Campgrounds (May), Orthopedic Advisory Committee
- e. Homewood Development Update
- f. **Update on the Area Plans**

Crystal Jacobson will be providing an update on the Area Plan process along with the current proposed timeline for completion.

3. Financial Reports Update – Al Priester

Al shared the allocation formula that will be used for 2015/16 to share the administration expenses across all departments. The financials that were before the Finance Committee in May needed some corrections which should be in place for the board meeting.

4. Workforce Project

Contributions for the Workforce Project from the North Shore have been coming in – so far TCPUD, NLTRA, Northstar and IVCBVB have committed to provide funding. Sandy has other requests out and feels confident that the full \$20,000 will be raised. The Business Associations are helping to promote to businesses and recruit volunteers. There are open spots for board members if they would like to volunteer as well.

5. Squaw Valley Redevelopment Speaking Points

A draft of speaking points that have been edited by David Tirman were circulated. These were deemed to be in line with how past projects were treated. The Planning Commission meets on June 23 and Sandy will be available to speak on behalf of the NLTRA at that meeting. She will try to arrive early and get on the speaker's list before the list gets too long – it was felt that it would not be a good use of her time to be at the meeting all day. The speaking points will once again be sent to the board for their approval and can also be submitted in letter form to the planning commission.

6. Organization Structure Task Force – Recommendations. Best strategy for review and discussion?

It was suggested that a preliminary draft of the recommendations could be in the June 1 packet to be discussed under staff reports and that the deep discussion could take place at the retreat.

7. Board Retreat: June 28, 29, or 30? Timeframe – am or pm? Key topics? Facilitation?

The preference would be for the board retreat to be on Wednesday, June 29 from noon to 5 p.m. This date and time will need to be confirmed by the whole board at the meeting on June 1.

8. Other Business

No other business.



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June 1, 2016

Subject: Monthly Activity Report—May, 2016

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The Placer County portion of the North Tahoe Truckee Transportation Vision was approved by the Placer County Board of Supervisors at its April 19th meeting with direction to move forward with initiating the Plan.
- PCTPA Board voted unanimously to forward the updated Draft Transportation Sales Tax Expenditure Plan to all County jurisdictions for approval. After approval by a majority of jurisdictions, the PCTPA Board will consider adoption of the transportation sales tax ordinance at its June meeting.
- If adopted by PCTPA, the Placer County Board of Supervisors then acts to place the ordinance on the November ballot.
- The NLTRA Board said the NLTRA should support the County-wide sales tax measure and the suggested items in the proposed North Tahoe expenditure plan. The Board said a greater outreach should occur to North Lake Tahoe voters to help determine the order of priority with Transit, Trails, and Road maintenance expenditures that would be funded by the sales tax.
- CIT Committee recommended Board approval of the FM3 consulting firm's draft NLT voter survey and Letter of Agreement at its May 23rd meeting.
- The voter survey will then be conducted by FM3 during mid-June.

2. North Lake Tahoe Express

- A competitive procurement process (RFQ) for operator selection was issued on December 23rd, based on the new B & O Plan.
- Contractor proposals to operate the NLTE were received by TMA on February 3rd.
- The steering committee has now interviewed the strongest applicant and has started contract negotiation and preparation. Update at May 23rd CIT.
- It is anticipated that the contract will be approved by the TMA Board at its June meeting

3. FY 16-17 Proposed Transportation Services and TOT Budget

- CI/T has recommended \$1,570,750 to continue existing transportation services and programs, and to initiate more frequency during the peak winter and evening service during the off-season.
- This recommendation was approved by the NLTRA Board at May 4th meeting and will be submitted to Placer County as part of annual agreement.

4. Status of All On-Going Capital Investment Projects

- Project list as of May 31st is **attached**. These status reports contain scheduled project completion dates.
- The Business Associations have completed TOT funded repairs to the barge that will be available for the July 3rd and 4th fireworks displays.
- May project invoices received for payment include:
 - SVPSD Winter Bike Trail Snow Clearing
 - DPW Truckee River Corridor Access Plan
 - Martis Valley Bike Trail
 - UC Davis Lake Tahoe Water Conditions Visitor Displays

5. Annual "Call for Projects" Capital Investment TOT Funding Process

- At its March 8th meeting, the BOS approved all 11 projects and TOT funding totaling \$2,203,500, as was recommended by the NLTRA Board and CI/T Committee.
- Approved TOT funds will be available as of July 1, 2016.
- Staff is preparing individual Agreements with each Grantee prior to any funding being invoiced.

6. Next Capital Investment/Transportation Committee Meeting (one week early)

- The next Committee meeting is scheduled for **Monday, June 20, 2016, 1:30 p.m. until 4:00 p.m., at the Tahoe City PUD.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club
- Basin Bikeway Partners Meeting
- NLTRA Board
- TMA Board Annual Strategic Workshop
- Truckee Trails Mountain Bike Trails Meeting
- Tahoe City Golf Course Partners Meeting
- UC Davis Lake Conditions Visitor Exhibit Meeting
- LAFCo Board Meeting
- Tahoe Transportation District Board
- NLTRA Finance Committee Meeting

- NLTRA Organization Task Force
- Linking Tahoe Transportation Community Meeting
- Amgen Tour Monitor
- C/T Committee Meeting
- Lake Tahoe Leadership Presentation

2015-2016 Project Funding Needs Status
As of May 31, 2016

Approved Projects Expected Invoices	Project Code	Contract Completion	Contract Amount	Possible 15/16 Inv.	Notes
Wayfinding Signage Installation	A-3	9/30/2016	\$150,000	\$83,439	
N.T. Regional Park Trails and Wayfinding	A-8*	11/30/2016	\$135,000	\$135,000	
Tahoe City Field Station Wayfinding	A-10*	6/1/2016	\$6,250	\$3,134	
Dollar Creek Shared-use	B-2	10/30/2016	\$265,000	\$265,000	
Northstar/Martis Valley Bike Trail	B-4*	11/30/2016	\$502,048	\$413,403	
Truckee River Corridor Access Plan	B-5	10/31/2016	\$265,000	\$63,092	
Homewood Trail Construction	B-7	10/15/2016	\$600,000	\$200,000	
Tahoe Vista Recreation Area	B-8	11/11/2012	\$500,000	\$24,622	
Truckee River Trail Restoration	B-16*	10/31/2016	\$433,859	\$355,193	
Squaw Valley Bike Trail Rehabilitation	B-18*	6/30/2017	\$246,500	\$246,500	
North Tahoe Shared-Use Trail	B-3*	11/30/2015	\$100,000	\$95,672	
The Stages for Performing Arts	D-3	9/30/2014	\$96,000	\$2,293	
Tahoe Public Art Program	D-4	10/30/2016	\$150,000	\$134,152	
Lake Tahoe Water Interactive	D-5*	6/1/2016	\$65,000	\$5,560	
Speedboat Beach Access MP	E-4*	6/30/2016	\$50,000	\$50,000	
Community House	G-2	6/30/2016	\$400,000	\$400,000	
Fanny Bridge Hwy SR 89 Match	G-4	9/30/2016	\$496,667	\$496,667	
North Tahoe Parking Analysis	G-8	12/31/2016	\$66,000	\$1,126	
King's Beach Pier Concept Plan	G-9	6/30/2016	\$25,000	\$25,000	
King's Beach Boardwalk & Gateway Plan	G-13	6/30/2016	\$150,000	\$101,375	
Tahoe City Parking Project Plan	G-16*	6/30/2016	\$85,000	\$5,560	
Tahoe City Mobility Improvement Plan	G-16*	5/30/2016	\$85,000	\$70,666	
Signage-Mile Markers	H-1	On going		\$1,500	
Tahoe Pedestrian Safety Program	H-2	On going	\$18,000	\$4,618	
Regional Transit System Branding	J-2	9/30/2016	\$100,000	\$78,500	
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5*	6/30/2016	\$70,000	\$40,051	
<u>North Tahoe Barge Repair (Maint)</u>	<u>H-7*</u>	<u>1/30/2016</u>	<u>\$10,075</u>	<u>\$10,075</u>	

Approved Projects Totals:

\$3,312,198

*Projects to be Started During 15-16

KEY METRICS FOR APRIL 30, 2016 FINANCIAL STATEMENTS

Total District 5 TOT Collections by Quarter 2010 - 2016 (Report for March 2016)									
	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total
2009-10	\$	2,815,626	\$	1,633,431	\$	3,605,526	\$	1,190,129	\$ 9,244,712
2010-11	\$	3,242,863	\$	2,107,554	\$	3,776,990	\$	1,361,343	\$ 10,488,550
2011-12	\$	3,693,345	\$	1,794,633	\$	3,159,674	\$	1,554,224	\$ 10,191,876
2012-13	\$	3,892,952	\$	2,103,118	\$	4,263,868	\$	1,444,425	\$ 11,694,363
2013-14	\$	4,526,834	\$	2,145,657	\$	3,566,603	\$	1,745,102	\$ 11,982,996
2014-15	\$	4,693,925	\$	2,537,484	\$	3,513,388	\$	1,667,336	\$ 12,602,133
2015-16	\$	4,857,774	\$	3,836,304	\$	1,574,404	\$		\$ 10,268,482

Visitor Information Comparative Statistics For Fiscal YTD 2012 - 2016					
Fetters - Tahoe City:	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Walk-In/Events	31,818	37,786	35,385	34,472	-2.58%
Phone/Email	2,456	2,557	2,203	2,240	1.58%
Kings Search (Walk In Only)	3,014	5,278	3,472	4,782	37.73%
Remo (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (Report for February 2016)					
Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	
Second	\$ 529,470	\$ 481,165	\$ 557,614		
Third	\$ 724,645	\$ 589,226	\$ 582,694		
Fourth	\$ 438,100	\$ 521,985	\$ 498,918		
Total	\$ 2,456,860	\$ 2,453,139	\$ 2,524,594	\$ 881,698	-0.41%

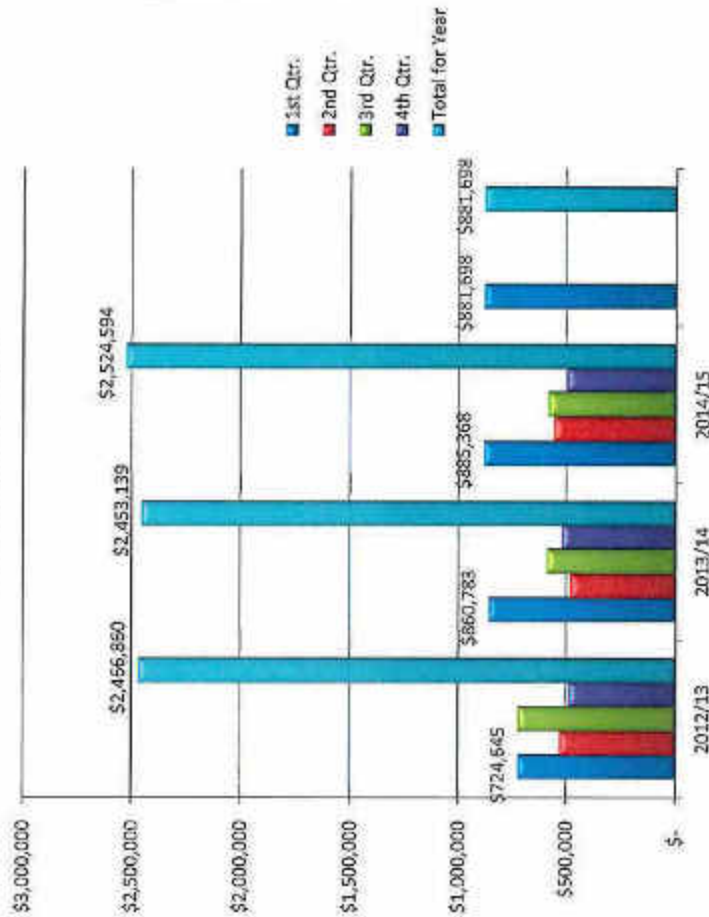
Unemployment Rates	December 2013	June 2014	July 2015	March 2016
California (pop. 38,332,521)	7.9%	7.1%	6.7%	5.4%
Placer County (367,309)	6.5%	6.0%	5.2%	4.6%
Dollar Point (1,215)	7.8%	7.1%	6.4%	1.1%
Kings Beach (3,893)	6.5%	6.0%	6.8%	6.0%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	5.7%	5.1%
Tahoe Vista (1,433)	11.0%	10.1%	8.9%	4.2%

Destimetrics Reservations Activity	FYTD 14/15	FYTD 15/16	Change
Occupancy		36.6%	27.9%
ADR (Average Daily Rate)	\$ 153	\$ 190	24.1%
RevPAR (Rev per Available Room)	\$ 44	\$ 69	56.7%
Occupancy 1 Mth Forecast	27.8%	24.8%	-10.8%
ADR 1 Mth Forecast	\$ 170	\$ 189	11.0%
RevPAR 1 Mth Forecast	\$ 47	\$ 47	-1.1%
Occupancy (prior 6 months)	41.0%	50.5%	23.3%
ADR (prior 6 months)	\$ 249	\$ 266	6.5%
RevPAR (prior 6 months)	\$ 102	\$ 134	31.2%
Occupancy (next 6 months)	30.3%	31.6%	4.0%
ADR (next 6 months)	\$ 234	\$ 246	5.3%
RevPAR (next 6 months)	\$ 71	\$ 78	9.5%

Infrastructure Fund Balances Held by Placer County as of 3/31/16 (Reported Quarterly)	Total Chamber Membership
FY 2013-14 Contract	June 2012 510
FY 2014-15 Contract	June 2013 465
FY 2015-16 Contract	June 2014 457
FY 2016-17 Contract	June 2015 474
Total Fund Balances	Feb 2016 507

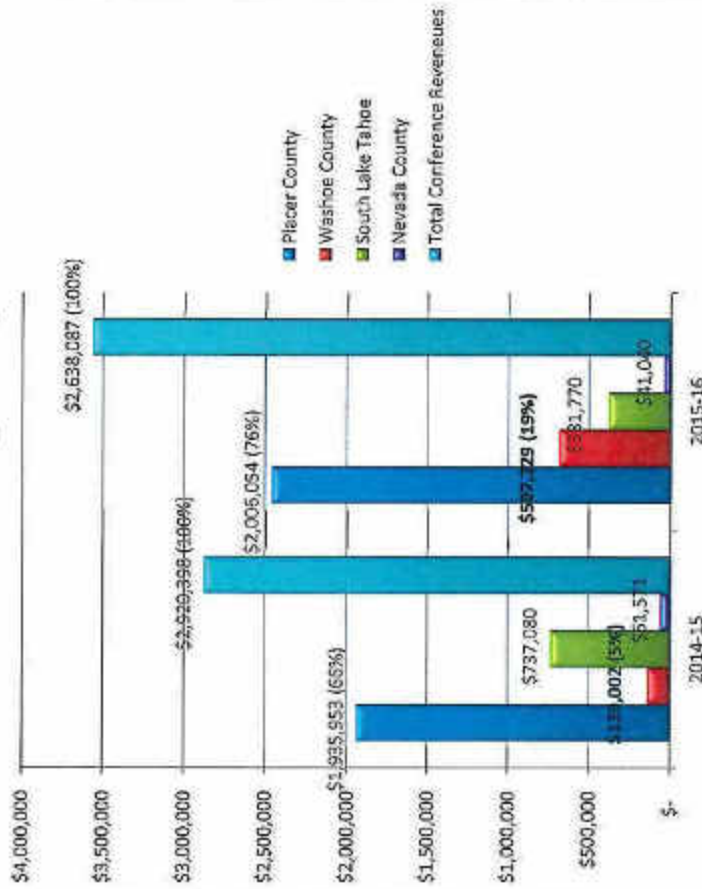
Conference Revenue Statistics Comparison FYTD 2014/15 vs. FYTD 2015/16				
	2014-15		2015-16	
	Actuals	Forecasted		YOY % Change
FORWARD LOOKING (2015/16)				
Total Revenue Booked through April	\$ 2,878,728	\$ 3,567,339		23.92%
Forecasted Commission for this Revenue	276,828	199,419		-27.86%
Number of Room Nights	16,189	20,026		23.70%
Number of Tentative Bookings	77	88		14.29%
CURRENT				
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000		12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000		2.94%
Conference Revenue And Percentage by County:				
	14-15		15-16	
Placer	67%	\$ 1,941,075	\$ 2,450,464	26.76%
Washoe	5%	\$ 139,002	\$ 684,065	392.13%
South Lake	26%	\$ 737,060	\$ 351,770	-48.21%
Nevada	2%	\$ 61,571	\$ 41,040	-33.35%
Total Conference Revenue	100%	\$ 2,878,728	\$ 3,567,339	23.92%

Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



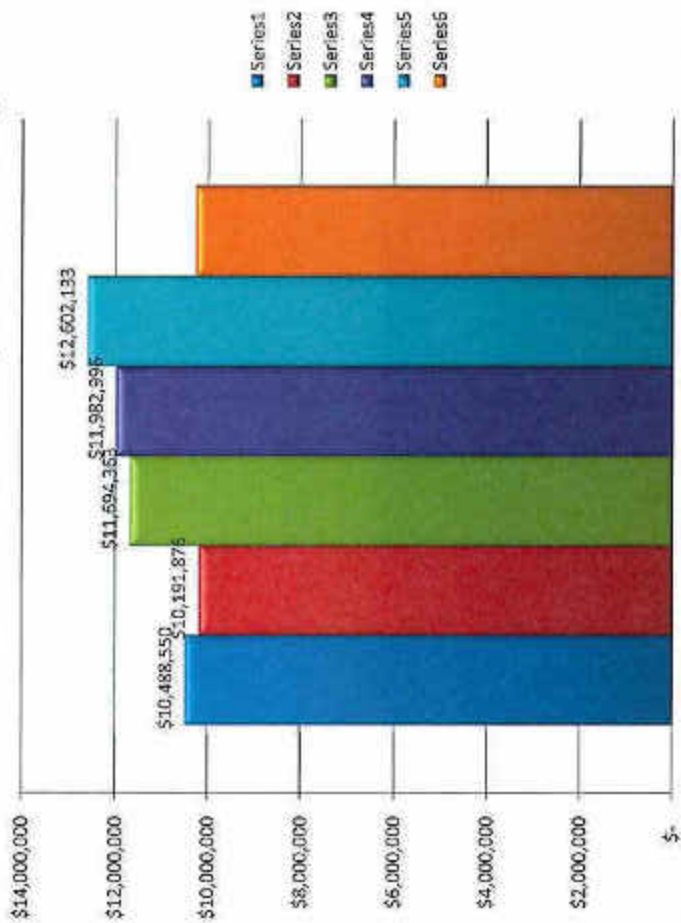
Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe (Report for February 2016)					
Quarter	2012/13	2013/14	2014/15	2015/16	YOY % Change
First	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.4%
Second	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.4%
Third	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.4%
Fourth	\$ 724,645	\$ 860,783	\$ 885,368	\$ 881,698	-0.4%
Total	\$ 2,456,860	\$ 2,453,139	\$ 2,524,594	\$ 2,524,594	-65.1%

Conference Revenue Statistics & Revenue Share by County

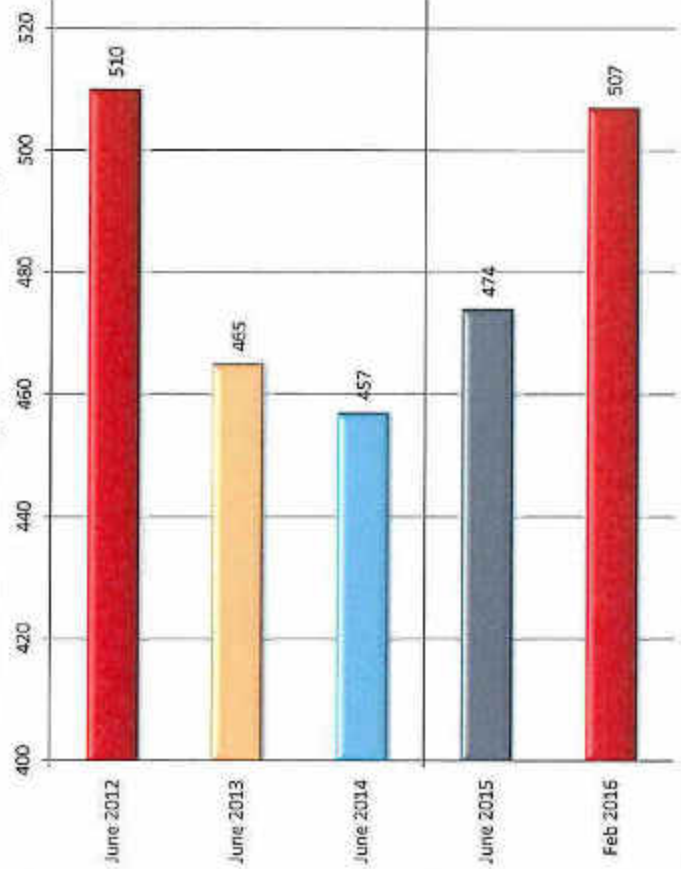


Conference Revenue Statistics Comparison FYTD 2014/15 vs. FYTD 2015/16					
Category	2014-15		2015-16		YOY % Change
	Actuals	Forecasted	Actuals	Forecasted	
Forward Looking (2015/16)					
Total Revenue Booked through April	\$ 2,878,728	\$ 3,567,339			23.92%
Forecasted Commission for this Revenue	276,828	199,419			-27.96%
Number of Room Nights	16,189	20,025			23.70%
Number of Tentative Bookings	77	88			14.29%
CURRENT					
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000			12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000			2.94%
Conference Revenue And Percentage by County:					
Placer	\$ 1,941,075	\$ 2,460,464			26.76%
Washoe	\$ 139,002	\$ 684,065			392.13%
South Lake	\$ 737,080	\$ 381,770			-48.21%
Nevada	\$ 61,571	\$ 41,040			-33.35%
Total Conference Revenue	\$ 2,878,728	\$ 3,567,339			23.92%

5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



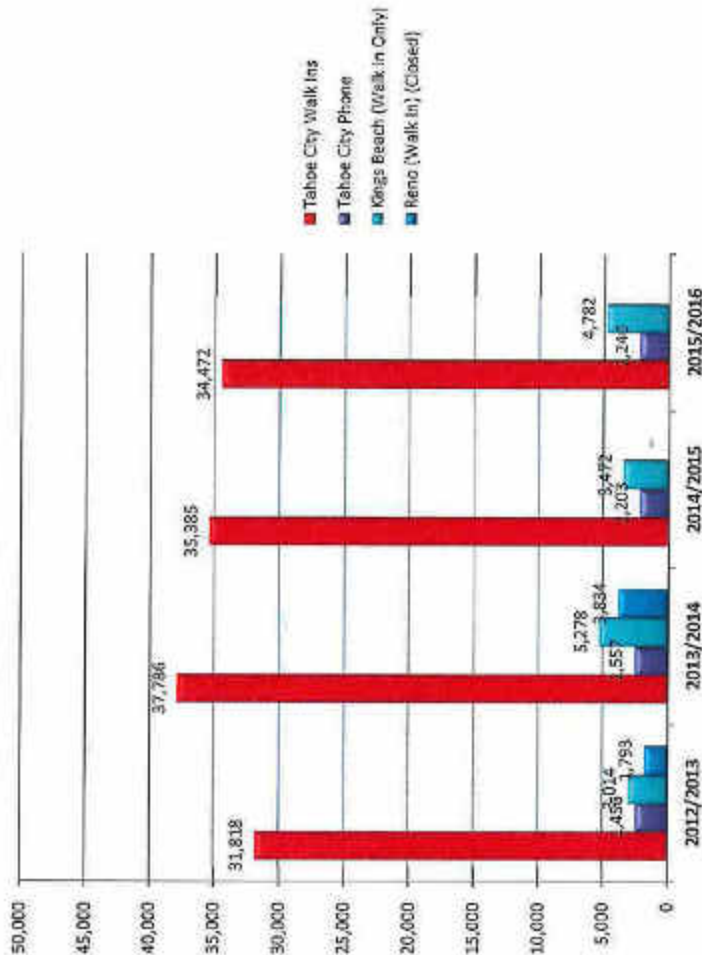
Total District 5 TOT Collections by Quarter 2010 - 2016 (Report for March 2016)

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Total
2010-11	\$	3,242,663	\$	2,107,554	\$	3,776,990	\$	1,361,343	\$	1,361,343	\$	10,488,550	\$
2011-12	\$	3,683,345	\$	1,794,533	\$	3,159,674	\$	1,554,224	\$	1,554,224	\$	10,191,876	\$
2012-13	\$	3,882,952	\$	2,103,118	\$	4,263,868	\$	1,444,425	\$	1,444,425	\$	11,694,363	\$
2013-14	\$	4,525,634	\$	2,145,657	\$	3,566,803	\$	1,745,102	\$	1,745,102	\$	11,982,996	\$
2014-15	\$	4,690,454	\$	2,527,484	\$	3,462,341	\$	1,838,955	\$	1,838,955	\$	12,519,234	\$
2015-16	\$	4,857,774	\$	3,896,304	\$	1,574,404	\$	-	\$	-	\$	10,268,482	\$

Chamber Of Commerce Total Membership

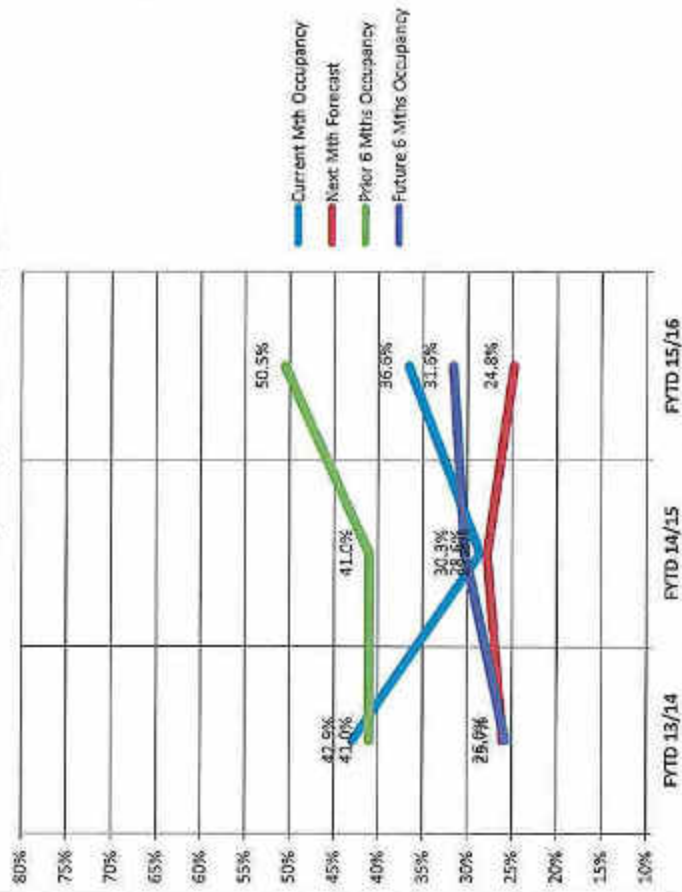
June 2012	510
June 2014	457
June 2015	474
November 2015	507

Visitor Information - FYTD YOY



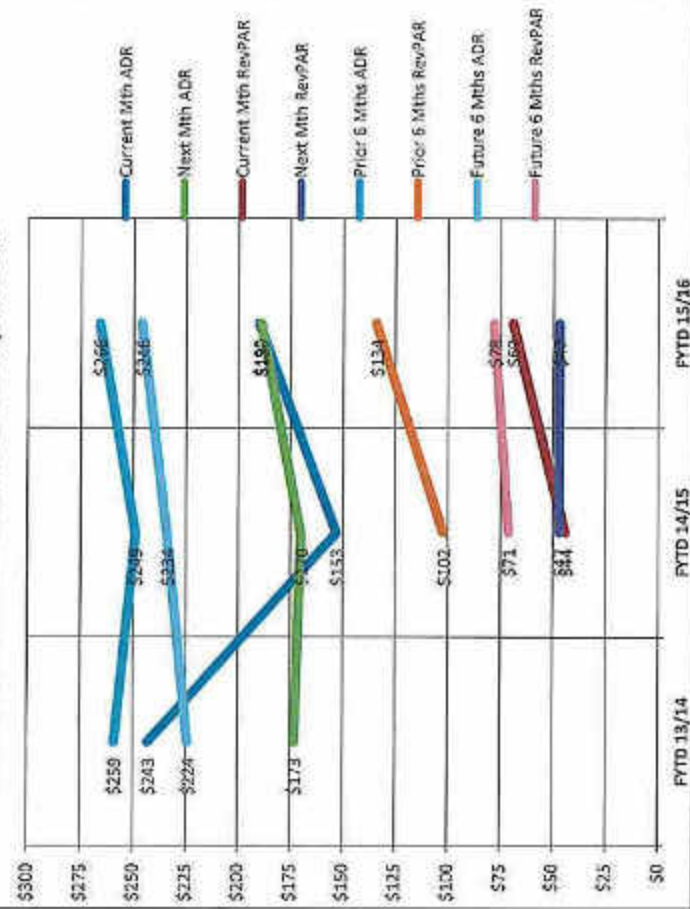
Visitor Information Comparative Statistics For Fiscal YTD 2012 - 2016								
Referrals - Tahoe City:	2012/2013		2013/2014		2014/2015		2015/2016 Annual Totals	YOY % Change
	Annual Totals	Walk In	Annual Totals	Walk In	Annual Totals	Walk In		
Kings Beach (Walk In Only, Jun-Sep)	31,818	37,786	35,385	34,472	34,472			-2.58%
Phonix	2,455	2,557	2,203	2,240	2,240			1.58%
Phonix Beach (Walk In Only, Jun-Sep)	3,014	5,278	3,472	4,782	4,782			37.75%
Phonix (Walk In) (Closed)	1,793	3,834	Closed	Closed	Closed			N/A

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FYTD 13/14	FYTD 14/15	FYTD 15/16	Y-O-Y Change
Occupancy	42.9%	28.6%	36.5%	28.0%
Occupancy 1 Mth Forecast	26.0%	27.6%	24.5%	-10.8%
Occupancy (prior 6 months)	41.0%	41.0%	50.5%	23.2%
Occupancy (next 6 months)	25.7%	30.3%	31.5%	4.3%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FYTD 13/14	FYTD 14/15	FYTD 15/16	Y-O-Y Change
ADR (Average Daily Rate)	\$243	\$163	\$190	24.2%
RevPAR (Rev per Available Room)	\$173	\$44	\$59	58.8%
ADR 1 Mth Forecast	\$259	\$170	\$189	11.2%
RevPAR 1 Mth Forecast	\$259	\$47	\$47	0.0%
ADR (prior 6 months)	\$259	\$249	\$255	6.8%
RevPAR (prior 6 months)	\$224	\$102	\$134	31.4%
ADR (next 6 months)	\$224	\$234	\$245	5.1%
RevPAR (next 6 months)	\$71	\$71	\$78	9.9%