

## AGENDA

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### Committee Members:

**Chair: Jim Phelan**, Tahoe City Marina | **Vice Chair: Jonn Melrose**, Tahoe House  
**Tom Feiten**, Palisades Tahoe | **Jerusha Hall**, Northstar California Resort  
**Danny Scott**, Tahoe Restaurant Group | **Laurie Munos**, Ritz-Carlton, Lake Tahoe  
**Dave Wilderotter**, Tahoe Daves | **Johnny Roscher**, Za's Restaurant  
**Katherine Hill**, Tahoe Weekly

### **Instruction for Public Participation:**

Members of the public may attend the Zoom teleconference by telephone, computer or mobile device. To participate via Zoom, join the meeting from the link:

<https://us02web.zoom.us/j/84973473319?pwd=azZwR1VMcEtxK2toNVRzVzdNOUZNdz09>

as authorized by AB 361

Meeting ID: 849 7347 3319

Passcode: 346044

Dial by your location

+1 669 900 9128 US (San Jose)

- 3:00 p.m.** 1. Call to Order – Establish Quorum
- 3:05 p.m.** 2. Approval of Resolution 2022.08  
A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD MAY 18, 2022 TO JUNE 18, 2022 PURSUANT TO BROWN ACT PROVISIONS. **[ACTION]**
3. Public Forum - Any person wishing to address the TBID Advisory on items of interest to the committee 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 TBID Advisory on items addressed under Public Forum.
4. Agenda Amendments and Approval **(Action)**
- 3:10 p.m.** 5. Approval of TBID Advisory meeting minutes from April 28, 2022 **(Action)**
- 3:15 p.m.** 6. Informational Updates/Verbal Reports:  
A. High level strategic review of NLTRA Strategic Plan - Tony Karwowski  
B. Marketing Strategic presentation - Amber Burke

**3:45 p.m.** 7. Action Items:  
A. NLTRA FY2022/23 Budget - DeWitt Van Siclen

**4:30 p.m.** 8. Next Meeting - June 15th, 3-4:30 pm - process of funding request intake/future meeting cadence

9. Adjournment

*Posted online at [nltra.org](http://nltra.org)*

**Committee Members:**

**Chair: Jim Phelan, Tahoe City Marina | Vice Chair: Jonn Melrose, Tahoe House**  
**Tom Feitin, Palisades Tahoe | Jerusha Hall, Northstar California Resort**  
**Danny Scott, Tahoe Restaurant Group | Laurie Munos, Ritz-Carlton, Lake Tahoe**  
**Dave Wilderotter, Tahoe Daves | Johnny Roscher, Za's Restaurant**  
**Katherine Hill, Tahoe Weekly**

## 4/28/22 TBID ADVISORY DRAFT MEETING MINUTES

### 1. Call to Order – Establish Quorum

Jim Phelan called the meeting to order via Zoom at 3:03 PM.

#### Committee members in attendance

Dave Wilderotter, Laurie Munos, Jonny Roscher, Jim Phelan, Danny Scott, Jerusha Hall, Katherine Hill, Jonn Melrose, and Tom Feiten

#### Committee members absent

None

#### Staff members in attendance

Tony Karwowski, Anna Atwood, and DeWitt Van Sicen

### 2. Public Forum

There were no comments on items not on today's agenda.

### 3. Agenda Amendments and Approval (Action)

**Motion to approve today's agenda as presented. HILL/WILDEROTTER/UNANIMOUS**

### 4. Approval of TBID Advisory meeting minutes from April 8, 2022 (Action)

**Motion to approve the April minutes as presented. HALL/WILDEROTTER/UNANIMOUS**

### 5. Informational Updates/Verbal Reports:

#### A. Review of Management District Plan Specific Services and service spend categories

Karwowski reminded the group of the overall TBID budget, noting all revenues must be allocated in the current fiscal year or a budget adjustment must be requested. Zone 1 and Zone 2 funds are to be allocated to the zones in which the revenues are collected.

Karwowski clarified the budget "buckets," noting the goals of each and how they are achieved. He answered questions during the presentation clarifying the buckets, what constitutes a "spend" (which is being clarified by the County), and the leeway of each Committee to make recommendations based on the Management District Plan (MDP).

Wilderotter asked about marketing and the ability to make changes in the goals identified. Discussion followed. It was noted that NLTRA has shifted from promoting visitation during peak seasons to messaging about sustainability and stewardship. Wilderotter voiced concern about who is making those decisions and the input this Committee has.

Karowski continued to review areas of expenditures and the parameters of each budget category as outlined in the MDP. He will distribute the presentation to Committee members.

Wilderotter asked if this Committee will receive recommendations on projects to fund from organizations such as TCDA, NTBA, or TNT TMA. Karowski said that is still being flushed out. Understanding what is important to this Committee provides staff direction to make recommendations that align with those priorities.

## **B. High level 22/23 Budget review**

Van Siclen reviewed the preliminary budget numbers for FY 2022/23. Because there is no historical data, the percentages based on the MDP assumption of \$6 million in collections are being used this year. However, the actual dollar amounts will be revised given collections will be closer to \$7 million. Van Siclen emphasized it is the percentages that are important at this point, not necessarily the dollar amounts.

Van Siclen reviewed costs for overhead administration, such as payroll and professional fees, and proposed allocations to the budgets Karowski described. Some details are still being considered, such as strategies for NTBA and TCDA to collect membership dollars from non-TBID members.

Zone 1 and Zone 2 expenditures will come from those specific assessment collections. Budget adjustments will be made as necessary as collections vary and more data is available.

Discussion followed. Melrose asked if there is a contingency plan if \$7 million is not actually collected or if collections in the future fall short due to unforeseen circumstances. Van Siclen explained his recommendation that approximately 25% of the annual budget, or about one quarter's worth of assessments, go into a Reserve fund for emergencies.

Wilderotter asked if all funds need to be allocated in a given fiscal year. A brief discussion followed regarding the legalities and requirements in the current MDP about carrying funds forward without a spending plan.

## **C. Review NLTRA purchasing policy for understanding, alignment, and questions**

Karowski will send the Committee the policy the NLTRA Board adopted regarding the CEO spending limits on budgeted items without needing additional approvals. Phelan said this Committee will need to determine it if wants to adhere by the same policy.

## **D. NLTRA open positions update**

Phelan noted the open staff positions with NLTRA.

## **E. Call for TOT committee member's update**

Applications for TOT Committee members are being accepted.

## **6. Action Items:**

### **A. Committee seat terms for discussion and approval:**

- **Have initial half 1 yr, half 2 yr seats, then 2-year terms, no term limits**

**Motion to have TBID Advisory Committee seat appointments be for two years with no term limits.**

**MELROSE/SCOTT/UNANIMOUS**

Scott, Melrose, Hill, and Roscher agreed to serve one year terms initially in order to stagger appointments.

## **B. Discuss virtual vs. live meetings going forward, select and approve best option**



Phelan asked the group to consider whether to meet in person or virtually. There was agreement that the May meeting will be conducted virtually.

**C. Discuss and select meeting cadence going forward**

- **Monthly for the next three months, then decide best cadence**

Phelan suggested meeting regularly for the next few months, but perhaps only quarterly meetings will be required moving forward.

**D. Regular meeting time and day - Third Thursday of the month**

The group agreed to meeting at 3:00 PM on Wednesday May 18 and Wednesday June 15.

**7. Adjournment**

There being no further business to come before the Board, the meeting adjourned at 4:30 PM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS

### Stewardship Principles

As NLTRA plans for its future, we have aligned around these Stewardship Principles. Our strategies must:

- 1 Elevate the experience of Lake Tahoe for all
- 2 Honor our region's history and local culture
- 3 Ensure that our natural resources are cared for by visitors and residents
- 4 Create opportunities that support a balance for business owners, workers, and residents
- 5 Engage our partners in collaborations toward common outcomes

Vision	Mission	Values	Position
<p>A world class destination with a thriving and sustainable economy that enriches the lives of global visitors and local residents</p>	<p>North Lake Tahoe Resort Association (NLTRA) promotes and manages visitation and collaborates to achieve economic health, community vitality, and environmental sustainability to benefit our residents, businesses, and visitors.</p>	<p><b>Passion</b> We are driven to produce outstanding results</p> <p><b>Commitment</b> We are inspired by our love of Tahoe</p> <p><b>Collaboration</b> We engage with partners and our community to achieve our goals</p> <p><b>Adaptability</b> We are flexible and responsive to changing needs</p> <p><b>Community</b> Everything we do is for the place we call home and the people who live here</p>	<p>North Lake Tahoe Resort Association (NLTRA) is deeply committed to a sustainable community in balance with our vibrant visitor economy. We are focused on communicating about the North Lake Tahoe region, managing visitation and mitigating impacts, generating revenue and reinvesting locally, fostering employment, and protecting quality of life for residents through:</p> <ul style="list-style-type: none"> <li>• Providing local governance that transparently manages and distributes Tourism Business Improvement District (TBID) funds to support tourism management</li> <li>• Guiding the investment of Transient Occupancy Tax dollars to support transportation and workforce housing initiatives</li> <li>• Advocating to County and State government on the needs of the tourism industry and supporting our local business community</li> <li>• Developing compelling promotional communications that shape our visitor base, influence how our visitors and community engage with the destination, and drive desired economic impact</li> </ul>
Imperatives	Objectives	Direct Initiatives	Indirect Initiatives
<p><b>Develop Best-in-Class Visitor Management Capabilities to Achieve Sustainable Visitation</b></p>	<ul style="list-style-type: none"> <li>• X decrease in ratio between non-need and need period visitation</li> <li>• Increase average length of stay from X to X</li> <li>• X% growth in TBID resources by ____</li> </ul>	<ul style="list-style-type: none"> <li>• Lead the development of the 2032 Tourism Master Plan</li> <li>• Build destination management capabilities within the NLTRA organization</li> <li>• Leverage sales and marketing strategies to grow off-season and mid-week visitation, and increase length of stay</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with partners to shape community messaging on behavioral, environmental, and public safety impacts</li> <li>• Develop an NLTRA point-of-view on STRs and advocate accordingly</li> </ul>
<p><b>Enhance Quality of Life and Community Economic Vitality</b></p>	<ul style="list-style-type: none"> <li>• Year-over-year increase in resident sentiment over 2021 baseline</li> <li>• Increase in NLTRA investment toward community-centered projects based on rolling 3-Year average</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance educational, public relations (PR) and governmental affairs capabilities within NLTRA</li> <li>• Develop responsible visitation, economic development, and legislative advocacy programs</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for transportation solutions that connect the region and minimize car dependency</li> <li>• Be a leading voice for programs that address the region's housing crisis</li> <li>• Support programs that protect the landscape and natural resources, including effective waste management and lake clarity</li> </ul>
<p><b>Optimize for Organizational Effectiveness</b></p>	<ul style="list-style-type: none"> <li>• Year-over-year increase in business community alignment to NLTRA's mission based on 2021 baseline (survey)</li> <li>• Appendix 2.5: Annual Organizational Capabilities and Capacity score of X or greater</li> <li>• Appendix 3.1: Annual NLTRA Board Structure &amp; Process score of X or greater (audience: board, staff, county leaders, members)</li> </ul>	<ul style="list-style-type: none"> <li>• Build community understanding and buy-in to our mission</li> <li>• Clarify internal roles, processes, and communication</li> <li>• Redesign the Board and committee structure with an eye toward increased engagement and efficiency</li> </ul>	



# NLTRA Marketing Overview



north lake tahoe





# **NLT Marketing Co-op Consumer Media**

# Estimated NLT Coop FY 22/23 Category Budget

	FY 22/23	FY 21/22	FY 19/20
<b>Total Revenue Funding</b>	<b>\$2,440,000</b>	<b>\$1,800,000</b>	<b>\$2,453,362</b>
NLTRA Funding	\$1,440,000	\$1,100,000	\$1,503,362
IVCBVB Funding	1,000,000	\$700,000	\$950,000
<b>Department Expenses</b>	<b>\$2,440,000</b>	<b>\$1,808,997</b>	<b>\$2,453,362</b>
Consumer Media	\$1,165,000	\$844,778	\$1,204,745
Leisure Sales	\$150,000	\$71,581	\$222,695
PR/Communications	\$325,000	\$240,364	\$321,580
Conference Sales	\$125,000	\$92,440	\$144,361
Trade Shows	\$75,000	\$31,191	\$106,610
Committed	\$365,000	\$355,412	\$352,371
Website	\$175,000	\$173,231	\$101,000
Reserves	\$60,000	\$0	\$0

# North Lake Tahoe Marketing Cooperative

- Active Working Committees – provide guidance of scope and strategy
  - Tourism Development Committee (Marketing/PR/Sales experts)
  - NLT Marketing Cooperative Committee (NLTRA & IVCBVB reps – Marketing/Sales experts)
- Additional Committee Involvement
  - TBID Advisory Committee
  - NLTRA Board of Directors
  - IVCBVB Board of Directors

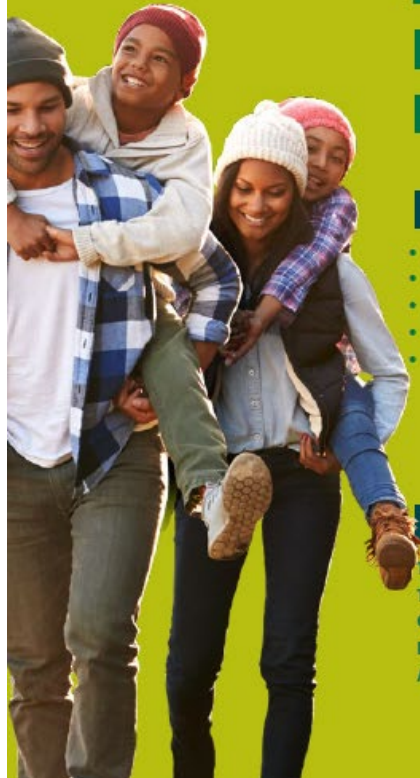


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# THE JONES FAMILY

## family memories



**AGE** EARLY 40s  
**OCCUPATION**  
 FIRE FIGHTER & DENTAL ASSISTANT  
**HHI** \$150K-200K (COMBINED)  
**EDUCATION** COLLEGE GRADS  
**MARITAL STATUS** MARRIED

### ORGANIZED

### PRACTICAL

### ACTIVE

### SOCIAL

### GOALS

- TAKE ONE BIG FAMILY TRIP ANNUALLY
- ELEVATED EXPERIENCES AT A VALUE
- EXPOSE CHILDREN TO NEW THINGS
- SPEND QUALITY TIME TOGETHER
- PROVIDE LEARNING OPPORTUNITIES

### BRAND PREFERENCES

TARGET	CANON
TRADER JES	TOYOTA
COSTCO	AMAZON
BLUE APRON	FACEBOOK
APPLE	HONEST COMPANY

### BIOGRAPHY

The Jones' are in their early 40s and have two kids – a girl and a boy. Their family leads a busy life juggling work, school, sports and weekend activities. Mom drives a Toyota Sienna hybrid and takes care of most of the family duties, including the grocery and school shopping. Eco-friendly, organic and local products are top-of-mind to them, and their purchase decisions are often influenced by these attributes. With their busy schedule, they subscribe to Blue Apron and get two meals a week delivered. They are conscious of their environmental impact and strive to reduce their carbon footprint by recycling and supporting environmental causes. Everyone in the family heavily uses electronics with Apple products leading the charge.

The Jones' like to stay active and plan a lot of their vacations based on outdoor adventures, enriching experiences and family bonding opportunities that create lasting memories. They enjoy skiing as a family, along with bike riding and discovering new things to do. Mom is the primary trip planner and is driven by value and convenience, but she doesn't want her kids to miss out and will spend a little more if necessary. Most of her time on social media is spent on Facebook posting photos of the family and scrolling through Pinterest for the next great project idea.

### MOTIVATORS

VALUE  
 CONVENIENCE  
 REWARDS  
 ACCESSIBILITY  
 GREAT MEMORIES  
 ENRICHING EXPERIENCES

### SEASONAL PREFERENCE

WINTER	<div style="width: 40%;"></div>
SPRING	<div style="width: 30%;"></div>
SUMMER	<div style="width: 60%;"></div>
FALL	<div style="width: 50%;"></div>

### TECH KNOWLEDGE

NOVICE EXPERT

### SPENDING HABITS

CONSCIOUS LAVISH

### TRAVEL PLANNING

PLANNED SPONTANEOUS

### SUSTAINABLE BEHAVIORS

PASSIVE ACTIVE

## MILLENNIAL MEGAN

*outdoor experience seeker*



AGE 30  
OCCUPATION PROJECT MANAGER  
HHI \$75K-\$150K  
EDUCATION COLLEGE GRAD  
MARITAL STATUS SINGLE

SPONTANEOUS

ADVENTUROUS

OUTGOING

INDEPENDENT

### GOALS

- DISCOVER NEW DESTINATIONS
- FIND & SHARE HIDDEN GEMS
- CONNECT WITH FRIENDS
- GROWTH THROUGH EXPERIENCES
- GET AWAY FROM THE EVERYDAY

### BRAND PREFERENCES

PATAGONIA	INSTAGRAM
LULULEMON	SUBARU
REI	TRADER JOES
NETFLIX	APPLE
HYDRO FLASK	AMY'S KITCHEN

### BIOGRAPHY

A total authentic experience junkie, Megan is a single 30-year-old who works as a Project Manager for a PR company and makes an annual salary of \$80K. She hopes to be the head of her department within the next five years but in the meantime, she works hard and plays hard, often going out after work with colleagues for drinks or dinner. She values her relationships and is motivated by experiences, not stuff, although she does have a robust wardrobe – both for work and leisure. Megan is into health and wellness, takes a yoga class a couple times a week and is part of a running club. She prefers organic products and purchases locally grown food. The environment is important to her and she is willing to donate time and money to her favorite causes. Instagram is her social media platform of choice and she likes to impress others with her high social status.

Megan also enjoys outdoor recreation and adventure travel, usually planning trips three to six months out, but she's totally down for a last-minute getaway with friends as well. Megan drives a Subaru Crosstrek so she can carry her skis and zip up to the mountains. She favors brands like Patagonia, Lululemon and REI. When relaxing at home, Megan can often be found watching Netflix or Hulu with a glass of wine. Her iPhone is always within reach and her guilty pleasure is scrolling through her Bumble feed.

### MOTIVATORS

EXPERIENCES  
AUTHENTICITY  
SOCIAL MEDIA CURRENCY  
HEALTH & WELLNESS  
ADVENTURE  
RELATIONSHIPS

### SEASONAL PREFERENCE

WINTER	██████████
SPRING	██████████
SUMMER	██████████
FALL	██████████

### TECH KNOWLEDGE

NOVICE ██████████ EXPERT

### SPENDING HABITS

CONSCIOUS ██████████ LAVISH

### TRAVEL PLANNING

PLANNED ██████████ SPONTANEOUS

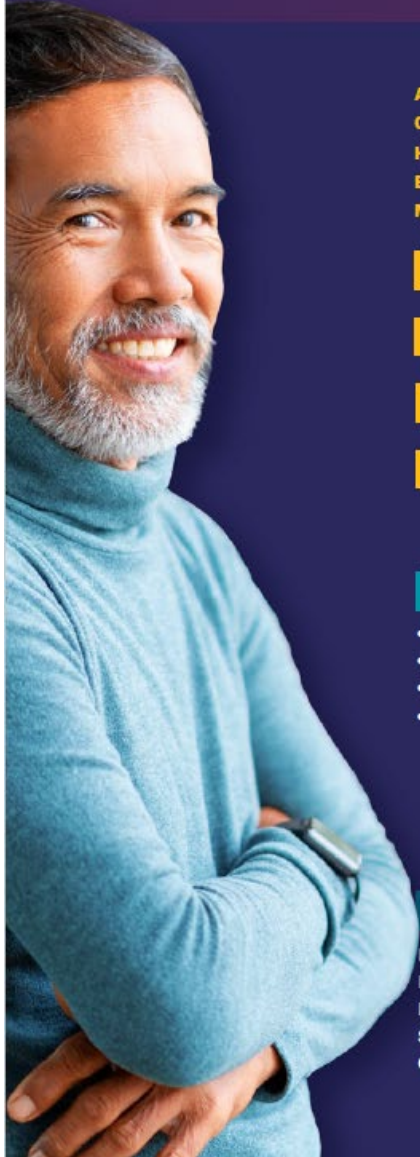
### SUSTAINABLE BEHAVIORS

PASSIVE ██████████ ACTIVE



# BOOMER BEN

something old, something new



**AGE** 55  
**OCCUPATION** BUSINESS OWNER  
**HHI** \$200K +  
**EDUCATION** SOME POST GRAD  
**MARITAL STATUS** MARRIED

- EXTROVERT
- CONFIDENT
- EXPERIENCED
- THOUGHTFUL

- GOALS**
- ENJOY FRUITS OF HIS LABOR
  - TRAVEL MORE FREQUENTLY
  - SPEND TIME WITH FAMILY
  - COMPLETE BUCKET LIST ITEMS

- BRAND PREFERENCES**
- |           |                |
|-----------|----------------|
| MERCEDES  | NORDSTROM      |
| FACEBOOK  | WHOLE FOODS    |
| NEWSWEEK  | BARNES & NOBLE |
| STARBUCKS | DIRECTV        |
| CALLAWAY  | MRS. MEYERS    |

## BIOGRAPHY

As a moderately active and pretty fit 55-year-old, Ben likes to ski, travel and spend time with his family, especially the grandkids. Ben owns his own insurance agency and lives quite comfortably, but plans on retiring in the next five years or so and passing the family business over to his daughter. Ben usually goes out to dinner with his wife a few times a week. They like attending events hosted by their country club and are avid golfers. Ben is aware of environmental impacts and sustainable practices, but they don't influence his decisions regularly. Although, he is willing pay a premium for—and often purchases—eco-friendly, organic and local products.

Ben indulges in luxury destinations and still uses a travel agent when booking vacations. Discounts don't influence his travel decisions, but Ben is enticed by the perks of being a rewards member and being treated to upgrades. Ben likes "surfing" the internet on his tablet and desktop computer, and will click on things that interest him. He isn't a heavy social media user, although he does have a Facebook account so he can keep up with what his friends and family are doing. Ben is old-fashioned, preferring to get his news from the newspaper or CNN. His reading preferences are non-fiction and Ben subscribes to Newsweek and Sunset Magazine (for his wife).

- MOTIVATORS**
- REST & RELAXATION
  - COMFORT
  - QUALITY TIME
  - PERKS
  - PLEASURE
  - CONVENIENCE
  - PRESTIGE

- SEASONAL PREFERENCE**
- |        |            |
|--------|------------|
| WINTER | ██████████ |
| SPRING | ██████████ |
| SUMMER | ██████████ |
| FALL   | ██████████ |



# MEDIA STRATEGIES

- Flexibility built within plan
- Seasonality focus, emphasis on Spring and Fall
  - Approx. 75% - 80% of budget
- Visitation data used to guide decisions (Fusion7, Arrivalist, Google Analytics)
- Maintain sustainability messaging
  - OOM: Know Before You Go, Mid-Week, Traveler Responsibility Pledge
  - In-Market/Drive: Traveler Responsibility Pledge, TART & TART Connect, Fire Safety
- Targets: Personas & High-Value Visitors
- Public Relations
  - Peak Season: Education
  - Shoulder Season: Driving Visitation





# BRAND EVOLUTION

## Equities, Strengths and Differentiators

1

### Human Connection with Nature

Product offerings and landscape to pay this off.

2

### More World-class Resorts

Amenities that drive national and international visitation

3

### Multi-town “Local” Experience & Seasonality

Charm, authenticity, in-market movement, motivates return visitation

4

### Responsible Travel Trailblazer

Leader within this space. Appeals to drive market audiences

5

### Unique Entertainment & Cultural Events

Events that incorporate the environment. Most unique events in the region

6

### The North Lake “Vibe”

Intangible essence of the destination. A “true” Lake Tahoe experience.





# New Content Campaigns



# Upcoming Program: NLT + You and Me

- **Share a video or image** of your favorite place in NLT, the post copy must include where it is
- **Share which Traveler Responsibility Pledge tenet you followed** on your trip (doesn't have to be in the image just in general)
- **Tag us @gotahoenorth and 3 friends for a chance to win** a North Lake Tahoe Gift Card
- At the end of spring winner(s) will be chosen





# Upcoming Program: The NLT Challenge

**Choose Your Challenge** - We'll offer three NLT Challenges:

**The Active Traveler:** An active challenge for adventure seekers.

**The Conscious Traveler:** A sustainable challenge using the Traveler Responsibility Pledge.

**The Scenic Traveler:** Hit up the 12 towns in North Lake Tahoe.

Visitors can do the challenge at their own pace over the course of a few months to encourage multi-night stays. Visitors can share images on a dedicated landing page of them doing the challenge to earn digital badges.





# Upcoming Program: Go To Towns

We'll create a **12 Towns bucket list/checklist and video itinerary** (located on the site) designed to showcase each town's offerings to encourage full-week stays and multiple visits.

We will provide three four-town itineraries. We will **create social media badges** (for each town) that travelers can download after visiting each town.

**Create a "12 Towners Club"**: feature individuals on the website who have visited all 12 towns. Create a "What town are you?" trackable quiz or poll. Efficiently leverage all content for blogs, newsletters, social and all communication.







# NLTRA Marketing Initiatives



# NLTRA Marketing Projects Estimated Budget

	FY 22/23
<b>In-Market Campaign</b>	<b>\$80,000</b>
<b>Business Assoc. Marketing Grants</b>	<b>\$30,000</b>
<b>Large Event Sponsorships</b>	<b>\$565,000</b>
<b>Partnership Funding Event Sponsorships</b>	<b>\$50,000</b>
<b>Unallocated Funds</b>	<b>\$424,000</b>





north lake tahoe

Chamber | CVB | Resort Association

Date: 05/13/2022

To: North Lake Tahoe Resort Association (NLTRA) Board of Directors  
Cc: Tony Karwowski, CEO

From: DeWitt Van Siclen, Accounting Manager

RE: Approval of Proposed 2022/23 NLTRA Budget

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**Action(s) Requested:**

Staff requests Board approval of the 2022/23 NLTRA Budget.

**Background:**

- Collections on TBID assessments began July 1, 2021 and required several months to secure a enough funds to sustain TBID operations. In the interim months, the NLTRA was funded through TOT dollars to continue marketing, visitor services, and tourism master plan implementation operations.
  - Collections on TBID assessments in the fiscal year 2021/22 exceeded forecasts due primarily to increased reservations made during Q1 in the lodging sector. Q3 and Q4 collections are yet to be received.
  - Budgeted use of TBID funds in the fiscal year 2021/22 are anticipated to be lower than budget.
  - Due to a combination of increased revenues and decreased expenditures, the NLTRA intends to increase budgeted expenditures for the fiscal year 2022/23.
- Collections on TBID assessments are budgeted to fall in line with the \$6,000,000 that had been projected in the Management District Plan (MDP).
  - Net loss of \$948,000 is anticipated for the fiscal year 2022/23.
- Budgeted TOT funding totals \$123,000 in order to offset staffing and overhead related to the management of “freed up” TOT.
- Due to a combination of increased revenues and decreased expenditures, the NLTRA has budgeted TBID expenditures at \$7,000,000 for the fiscal year 2022/23.
  - Marketing, Promotions, & Events budget is 32% greater than prior year’s combined TOT & TBID budget. This is primarily due to an increase in North Lake Tahoe Marketing Cooperative (NLTMC) contributions to be more in line with pre-pandemic funding amounts as well as increased additional opportunities funds allocated through the MDP, as well as staffing changes resulting in a small net difference year over year.
  - Visitor Services & Centers budget is 52% greater than prior year’s combined TOT & TBID budget. This is primarily due to an increase in additional opportunities funds allocated through the Management District Plan.
  - Business Advocacy & Support budget is 36% greater than prior year’s combined Membership, TOT, & TBID budgets.
    - Includes reduced membership dues revenue due to TBID-assessed businesses no longer being invoiced for membership.
    - Includes funding for the NTBA & TCDA, which had previously been funded through TOT dollars.

- Increased staffing levels due to the change in scope for both the Chamber function and the NLTRA as a stewardship organization.
- Budgeted expenditures for Zone 1 are funded by an additional 1% assessment on lodging businesses within the Zone 1 boundary to be used within the Zone 1 boundary to the benefit of those assessed. This is a new budget category with unsubstantial year over year comparisons. Budgeted expenditures are primarily comprised of staffing/overhead as well as additional opportunities funding as allocated by the MDP.
- Economic Development, Transportation, and Other Opportunities is a new budget category with unsubstantial year over year comparisons. Budgeted expenditures are primarily comprised of staffing/overhead as well as additional opportunities funding as allocated by the MDP.
- Sustainability & Mitigation of Tourism is a new budget category with unsubstantial year over year comparisons. Budgeted expenditures are primarily comprised of staffing/overhead as well as additional opportunities funding as allocated by the MDP.
- Administration is a new budget category used to offset administrative expenses. Additional administrative expenses are allocated among the operating budget categories.
- County Admin Fee is expected to be lower than the funds allocated by the MDP. Staff anticipates a budget adjustment to be brought to the committees and board for approval closer to the end of the fiscal year 2022/23.
- Contingency/Reserve are funds to be used for a reserve or to be used in any other budget category pending board approval.
- Administrative Overhead is 29% greater than prior year due primarily to an increase in staffing as well as increased professional fees.

**Fiscal Impact:**

Revenues from the fiscal year 2021/22 were greater than budgeted, and expenditures were lower than budgeted, resulting in the need to increase expenditures for the fiscal year 2022/23 by \$1,000,000 over the suggested budget in the MDP to \$7,000,000. TBID revenues for the fiscal year 2022/23 are anticipated to follow the expectations set forth in the MDP of \$6,000,000. TOT revenues have been substantially reduced due to the transition to the TBID, freeing up more than \$4,000,000 annually to be used for Workforce Housing & Transportation. Both Visitor Center retail income and Membership income are lower than previous years due to the formation of the TBID as well as changes to the scope of work for the NLTRA.

**Attachments:**

- NLTRA Proposed 2022/23 Budget Summary
- NLTRA Proposed Budget Summary Comparison to Prior Year
- NLTRA Proposed 2022/23 NLT TBID Revenue & Cash Flow Forecast

NLTRA FISCAL YEAR 2022/23 BUDGET SUMMARY

	Total	Marketing/Promo/ Events	Visitor Services	Business Advocacy	Zone 1	Econ Dev/Trans/Other	Sustainability	Administration	County Admin Fee	Contingency/Reserve	CAP/TOT Housing & Transportation	Admin
TBID Revenue	6,000,000	3,150,000	438,000	330,000	888,000	456,000	198,000	300,000	120,000	120,000	-	-
Prior Year Unspent Funds	1,000,000											
TOT Revenue	123,251	-	-	-	-	-	-	-	-	-	123,251	-
VIC Revenue (net of CGS)	30,000	-	30,000	-	-	-	-	-	-	-	-	-
Membership Dues & Activities	75,000	-	-	75,000	-	-	-	-	-	-	-	-
<b>TOTAL REVENUE</b>	<b>7,228,251</b>	<b>3,150,000</b>	<b>468,000</b>	<b>405,000</b>	<b>888,000</b>	<b>456,000</b>	<b>198,000</b>	<b>300,000</b>	<b>120,000</b>	<b>120,000</b>	<b>123,251</b>	<b>-</b>
Salaries & Wages	1,985,511	578,548	205,646	187,430	61,528	122,902	98,582	-	-	-	97,280	633,595
Rent & Utilities	193,922	35,771	87,751	12,571	2,486	5,800	4,143	-	-	-	6,629	38,771
Phone/Internet	20,820	5,620	1,645	1,782	411	960	685	-	-	-	1,097	8,620
Supplies & Mail	37,500	7,300	5,700	2,700	1,700	2,250	1,550	-	-	-	3,300	13,000
Maintenance, Support, Repairs, Etc.	59,580	2,138	626	678	156	365	261	-	-	-	417	54,938
Insurance	15,000	-	-	-	-	-	-	-	-	-	-	15,000
Taxes, Licenses, Fees	105,500	750	300	300	300	300	300	-	88,000	-	250	15,000
Dues, Subscriptions, etc	16,000	1,500	200	200	200	200	200	-	-	-	200	13,300
Board Functions	48,000	-	-	-	-	-	-	-	-	-	-	48,000
Staff expenses	33,500	3,200	1,600	2,000	1,700	1,200	1,200	-	-	-	1,700	20,900
Professional Fees	139,000	-	-	-	-	-	-	-	-	-	-	139,000
Events	615,000	615,000	-	-	-	-	-	-	-	-	-	-
Coop Contributions	1,440,000	1,440,000	-	-	-	-	-	-	-	-	-	-
Non-coop marketing	217,000	192,000	5,000	5,000	5,000	5,000	5,000	-	-	-	-	-
NTBA/TCDA Funding	200,000	-	-	161,700	38,300	-	-	-	-	-	-	-
Membership Luncheon	6,000	-	-	6,000	-	-	-	-	-	-	-	-
Community Awards Dinner	30,000	-	-	30,000	-	-	-	-	-	-	-	-
Membership Activities	2,781	-	-	2,781	-	-	-	-	-	-	-	-
eBlasts	7,200	-	-	7,200	-	-	-	-	-	-	-	-
TMBC	3,000	-	-	3,000	-	-	-	-	-	-	-	-
Unallocated Funds	2,052,937	424,083	181,211	-	820,171	339,593	95,879	-	52,000	140,000	-	-
<b>TOTAL EXPENDITURES BEFORE ALLOCATION</b>	<b>7,228,251</b>	<b>3,305,911</b>	<b>489,679</b>	<b>423,342</b>	<b>931,952</b>	<b>478,570</b>	<b>207,800</b>	<b>-</b>	<b>140,000</b>	<b>140,000</b>	<b>110,872</b>	<b>1,000,124</b>
Admin Overhead Allocation	-	369,089	51,321	36,658	104,048	53,430	23,200	350,000	-	-	12,378	(1,000,124)
<b>TOTAL EXPENDITURES</b>	<b>7,228,251</b>	<b>3,675,000</b>	<b>541,000</b>	<b>460,000</b>	<b>1,036,000</b>	<b>532,000</b>	<b>231,000</b>	<b>350,000</b>	<b>140,000</b>	<b>140,000</b>	<b>123,251</b>	<b>-</b>
<b>NET RESULTS</b>	<b>(0)</b>	<b>(525,000)</b>	<b>(73,000)</b>	<b>(55,000)</b>	<b>(148,000)</b>	<b>(76,000)</b>	<b>(33,000)</b>	<b>(50,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>

## NLTRA Proposed Budget 2022/23 - Summary Comparison

TBID Funding\*\*

	Proposed 2022/23 Budget (Jul - Jun)	2021/2022 Combined Budget (Jul - Jun)	Change 22/23 v 21/22 (\$)	Change 22/23 v 21/22 (%)
	Funding by TBID**	Funding by TBID & TOT		
<b>Department*</b>				
Marketing, Promotions, & Events	3,675,000	2,788,885	886,115	32%
Visitor Services & Centers (higher expense due to retail income)	541,000	355,432	185,568	52%
Business Advocacy & Support (higher expenses due to Membership income)	460,000	337,334	122,666	36%
Zone 1	1,036,000	189,481	846,519	447%
Economic Development, Transportation, & Other Opportunities	532,000	97,301	434,699	447%
Sustainability & Mitigation of Tourism	231,000	42,249	188,751	447%
Administration	350,000	64,014	285,986	447%
County Admin Fee	88,000	25,606	62,394	244%
Contingency/Reserve	140,000	25,606	114,394	447%
	7,053,000	3,925,908	3,127,093	80%

TOT Allocation Proposed Budget 2022/23 - Summary

TOT Funding

	Proposed 2022/23 Budget (Jul - Jun)	2020/2021 Budget (Jul - Jun)	Change 22/23 v 21/22 (\$)	Change 22/23 v 21/22 (%)
	Funding by TOT	Funding by TOT		
<b>Department*</b>				
TMPI/TBID	0	141,237	-141,237	-100%
TOT Housing & Transportation	123,251	162,914	-39,663	-24%
	123,251	304,151	-180,900	-59%

\* Department expenses include a proportional share of the Administration department expenses.

\*\* Unless noted otherwise

Administration Expenses Jul 21 - Mar 22:	1,000,124	774,592	225,532	29%
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TOTAL Expenditures FY2022/23:

7,176,251

**NLTRA FISCAL YEAR 2022/23 NLT TBID REVENUE & CASH FLOW FORECAST**

<b>TBID REVENUE</b>																
			Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total	
<b>TBID projected monthly Revenue:</b>	<b>Annual</b>	<b>% of Budget</b>														
Marketing, Promo, Events	3,150,000	52.5%	253,377	255,205	107,499	651,721	226,944	102,394	408,656	172,614	193,253	432,098	288,733	57,505	3,150,000	
Visitors Center & Services	438,000	7.3%	35,232	35,486	14,947	90,620	31,556	14,238	56,823	24,002	26,871	60,082	40,148	7,996	438,000	
Business Advocacy & Support	330,000	5.5%	26,544	26,736	11,262	68,276	23,775	10,727	42,812	18,083	20,246	45,267	30,248	6,024	330,000	
Zone 1 Services	888,000	14.8%	71,428	71,944	30,304	183,723	63,977	28,865	115,202	48,661	54,479	121,810	81,395	16,211	888,000	
Econ Devel, Trans, Other Opps	456,000	7.6%	36,679	36,944	15,562	94,344	32,853	14,823	59,158	24,988	27,976	62,551	41,798	8,324	456,000	
Sustainability, Mitigation of Tourism	198,000	3.3%	15,927	16,041	6,757	40,965	14,265	6,436	25,687	10,850	12,147	27,160	18,149	3,615	198,000	
Administration	300,000	5.0%	24,131	24,305	10,238	62,069	21,614	9,752	38,920	16,439	18,405	41,152	27,498	5,477	300,000	
County Administration	120,000	2.0%	9,652	9,722	4,095	24,827	8,645	3,901	15,568	6,576	7,362	16,461	10,999	2,191	120,000	
Contingency	120,000	2.0%	9,652	9,722	4,095	24,827	8,645	3,901	15,568	6,576	7,362	16,461	10,999	2,191	120,000	
<b>TBID projected monthly Revenue TOTAL:</b>	<b>6,000,000</b>	<b>100%</b>	<b>482,624</b>	<b>486,106</b>	<b>204,759</b>	<b>1,241,374</b>	<b>432,275</b>	<b>195,037</b>	<b>778,392</b>	<b>328,789</b>	<b>368,101</b>	<b>823,043</b>	<b>549,968</b>	<b>109,533</b>	<b>6,000,000</b>	
<b>TBID NET CASH AVAILABLE</b>																
			Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total
<b>TBID cumulative cash receipts:</b>				3,001,571	3,098,567	3,282,614	2,807,547	2,841,107	3,043,914	2,507,033	2,422,665	2,744,464	2,259,089	2,286,105	2,567,689	
<b>TBID cumulative proposed expenditures:</b>				528,095	496,288	578,316	466,051	516,981	628,695	855,683	573,420	555,211	626,134	468,197	706,931	
<b>TBID cumulative net cash available:</b>			2,860,758	2,473,476	2,602,279	2,704,298	2,341,497	2,324,126	2,415,218	1,651,351	1,849,245	2,189,254	1,632,955	1,817,909	<b>1,860,758</b>	
<b>TBID CASH RECEIPTS</b>																
			Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total	
<b>Projected TBID cash receipts (unallocated)</b>																
Tier 2/3 (one month delay)			24,000	24,000											48,000	
Monthly Receipts - on time		50%	58,407	11,632	51,255	51,624	21,745	131,834	45,908	20,713	82,665	34,917	39,092	87,407	637,200	
Monthly Receipts - delayed		50%	58,407	11,632	51,255	51,624	21,745	131,834	45,908	20,713	82,665	34,917	39,092	87,407	637,200	
Quarterly Receipts - on time		50%		577,826			456,120			729,888			574,966		2,338,800	
Quarterly Receipts - delayed		50%			577,826			456,120			729,888			574,966	2,338,800	
<b>Projected TBID receipts (unallocated) TOTAL:</b>			140,813	625,090	680,335	103,249	499,611	719,788	91,815	771,314	895,219	69,835	653,151	749,780	6,000,000	
<b>TBID Expected Revenues</b>																
Lodging (47.2% typical collections year)			227,798	229,442	96,646	585,929	204,034	92,057	367,401	155,188	173,744	388,476	259,585	51,699	2,832,000	
F&B / Retail (36.7% typical collections year)			177,123	178,401	75,147	455,584	158,645	71,578	285,670	120,666	135,093	302,057	201,838	40,199	2,202,000	
Activity (16.1% typical collections year)			77,702	78,263	32,966	199,861	69,596	31,401	125,321	52,935	59,264	132,510	88,545	17,635	966,000	
\$ to receive (with prior contracted business excluded)			482,624	486,106	204,759	1,241,374	432,275	195,037	778,392	328,789	368,101	823,043	549,968	109,533	6,000,000	
Variance from percentage			-	-	-	-	-	-	-	-	-	-	-	-	-	