



north lake tahoe

Incline Village • Crystal Bay Visitors Bureau

AGENDA
Board Meeting
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday February 19th, 2020 3pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday February 19th, 2020 beginning at 3:00pm. The meeting will be held at the Incline Village Crystal Bay Visitor Bureau office located at 969 Tahoe Blvd, Incline Village, NV 89451.

Public Comment will be at the beginning and ending of this meeting, and is limited to three minutes. The public is encouraged to comment on all agenda items as well as issues not on the agenda during the Public Comment period. Agenda items may be taken out of order, may be combined for consideration by the Board, and may be removed from the Agenda at any time. Members of the public desiring to speak must complete a "Request to Speak" form and return it to the IVCBVB clerk at the beginning of the meeting. Comments based upon viewpoint may not be restricted by the Board.

- | | |
|---|--------------------------------|
| I. Call to Order/Roll Call | Bill Wood |
| II. PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether
or not it is included on the Agenda of this meeting. | Bill Wood |
| III. Approval of Agenda (For Possible Action) | Bill Wood |
| IV. Approval of January Board Minutes (For Possible Action) | Bill Wood |
| V. Introduction of new NLTRA CEO Jeff Heinz (5 min) | Andy Chapman |
| VI. TRPA Regional Transportation Plan Update & Discussion (30 min) | Michelle Glickert, TRPA |
| VII. Review of January 2019 Financial Statements (15 min)
(For Possible Action) | Greg Long |
| VIII. Review of February Dashboard Report (15 min) | Greg Long/A. Chapman |
| IX. Review of FY 2019/20 6 Month Budget Reforecast (20 min) | Greg Long/A. Chapman |
| X. Strategic Board Retreat Agenda Development/Discussion (20 min) | Bill Wood/Andy Chapman |
| XI. Coop Departmental Reports
a. Conference Sales | Andy Chapman |

Board Agenda

- b. Leisure Sales
- c. Website Content
- d. Communications/Social
- e. Advertising

XII. Management Reports **Staff**
a. Operations Report
b. Business Development Manager Report
c. President/CEO

XIII. Old Business **Bill Wood**

XIV. New Business **Bill Wood**
- Visit California Poppy Awards

XV. Director Comments **Bill Wood**

XVI. PUBLIC COMMENT – Pursuant to NRS 241.020 **Bill Wood**
This is the time for public to comment on any matter whether
or not it is included on the Agenda of this meeting.

XVII. Adjournment – (For Possible Action)

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.
Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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Incline Village | Crystal Bay Visitors Bureau

**January Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, Jan 15, 2020, 3pm**

I. Call to Order/Roll Call

Bill Wood

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:00 pm by Chair Wood. Roll call was taken, and the following members were present: Bill Wood, Michael Murphy, Heather Bacon, Bill Watson, Blaine Johnson. The following IVCBVB employees were present: Andy Chapman, CEO/President and Greg Long, Director of Operations. The following guests were present: Marcia Berkbighler, WC Commissioner, Kelly Mullin, Washoe County, Alexandra Profant, Tahoe Foundation, Peter Profant, Tahoe Foundation, Eric Young, WC Sr. Planner, and Geno Menchetti, legal counsel.

PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Wood

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

Alexandra Profant of the Tahoe Foundation explained plans for education outreach for the homeowners of the basin and surrounding areas due to the growing number of homes illegally converting to STR's from primary homes. She also brought up how transit relates to the STR market, how tax credits come into play, and how beach access has been assigned to plots of land without a home.

II. Approval of Agenda (For Possible Action)

Bill Wood

Motion to approve the Agenda by Bill Watson. Second by Michael Murphy. Approved.

III. Approval of November Board Minutes (For Possible Action)

Bill Wood

Motion to approve the November Board Meeting Minutes by Bill Watson. Second by Michael Murphy. Approved.

IV. Washoe County Short Term Rental Ordinance Update

WC Commissioner Berkbighler

WC Commissioner Berkbighler introduced Kelly Mullin and asked her to walk through a general overview of the ordinances and permitting process proposed for the STR market. Ms. Mullin also gave an overview of the other services and actions the county is taking in order to create a successful program. Ms. Berkbighler stated a few other items that were brought up to the Commissioners office by the public.

V. Washoe County Tahoe Area Plan Update

WC Sr. Planner Eric Young

CEO Andy Chapman introduced WC Sr. Planner Eric Young and invited him to the table for his presentation. Mr. Young talked about the Washoe County plans for improvement and regulation/code updates.

VI. Appointment of Ashlee Barton to NLTMC Committee **Andy Chapman**

Andy Chapman gave a small synopsis of why Ashlee is the nominee for this position. Motion to appoint Ashlee Barton to the NLTMC Committee by Bill Watson. Second by Heather Bacon. Approved.

VII. Appointment of Reps on Marketing RFP Committee **Andy Chapman**

Motion to approve the appointment of Andy Chapman, Bill Wood, and Heather Bacon to the RFP Committee by Bill Watson. Second by Michael Murphy. Approved.

**VIII. Review of December 2019 Financial Statements
(For Possible Action)** **Greg Long**

DoO Greg Long highlighted several items on the revenue side and noted that we are selling fewer Diamond Peak Lift tickets. Overall, DoO Long felt the financials are on track for the fiscal year. Board Members were directed to look at the financial packet for additional questions or concerns.

Motion to approve the December 2019 Financial Statements by Bill Watson, Seconded by Heather Bacon. Approved.

IX. Review of January Dashboard Report **Greg Long/A. Chapman**

DoO Greg Long emphasized a few items and CEO Andy Chapman outlined a few advancements that had been made with learning and development of team members.

**X. Review of FY 2020/21 Budget Development Timeline
(For Possible Action)** **Andy Chapman**

CEO Andy Chapman discussed how the Budget timeline was being developed and the stakeholders that had been contacted and involved for transparency and input.

**XI. Discussion on Board Meeting Scheduled Start Time
(For Possible Action)** **Bill Wood/Andy Chapman**

Board Member Heather Bacon brought up the recurring concerns regarding the late start times of the Board Meetings and suggested that the discussion regarding a change in start time to a morning accommodate schedules. Discussion.

XII. Coop Departmental Reports **Andy Chapman**

- a. Conference Sales**
- b. Leisure Sales**
- c. Website Content**
- d. Communications/Social**

e. Advertising

CEO Andy Chapman highlighted a few items in the advertising packet.

XIII. Management Reports

Staff

- f. Operations Report**
- g. Business Development Manager Report**
- h. President/CEO**

Discussion.

XIV. Old Business

Bill Wood

Bill Wood told the board that he was looking for who maintained the bus stops in Incline Village, because the stops are becoming a bit derelict and should be maintained more effectively. Geno Menchetti informed Mr. Wood that the Rotary Club of Incline built them, but the maintenance is not a regular item for them.

CEO Andy Chapman informed the Board that the Resort Association has hired a new CEO, Jeff Hines, who was the candidate that Mr. Chapman had brought forward.

XV. New Business

Bill Wood

a. Board Retreat Date

Discussion. April 22nd a possible date. No decision made.

XVI. Director Comments

Bill Wood

N/A

XVII. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Wood

This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting.

N/A

XVIII. Adjournment – (For Possible Action)

Motion to adjourn by Bill Watson, Seconded by Heather Bacon. Adjourned. 4:45pm.

Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.

Support materials can be found at <https://www.gotahoenorth.com/north-lake-tahoe/business-community/incline-village-crystal-bay-visitors-bureau/>

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IV-3

JAN 2019 Financial Summary Report

Jan. Month End Variance Report

REVENUE

- R250 Fund Transfer: 6.1% under budget due to lower Nov 2019 TOT collections.
- R274 Grants: Under budget due to cancelled media event.

EXPENSES

- 0305 Payroll: Over budget due to payment of commissions.
- 0411 Maintenance/Janitorial: Under budget due to timing of snow removal invoice.
- 06901 Shuttle: Over budget due to timing of payments.

Jan. Year to Date Variance Report

REVENUE

- 46000 Merch Sales: Over budget due to higher retail sales.
- R277 Concierge: Over budget due to higher AT sales.
- R250 Fund Transfer: Over budget due to slightly higher TOT collections.
- R274 Grants: Under budget due to cancelled media event.
- 5000 Cost of Goods Sold: Over budget due to higher retail sales.

EXPENSES

- 305 Payroll: Over budget due to higher staff needs and commission paid.
- 0405 Bank and Credit Card Charges: Over budget due to higher retail and concierge sales.
- 0411 Maintenance/Janitorial: Under budget due to timing of snow removal invoice.
- 0451 Legal & Accounting: Over budget due to higher accounting costs.
- 0501 Travel and Lodging: Over budget due to timing of conferences
- 0601 Hospitality in Market: Under budget due to lower needs.
- 0690 Sponsorship: Under budget due to timing of payments.
- 0691 Shuttle Subsidy: Under budget due to timing of payment.
- 0751 Concierge Expense: Over budget due to strong AT sales.

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

January 2020

	Jan 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	1,603.65	900.00	703.65	178.2%
R278 · Lift Tickets	158.00	160.00	-2.00	98.8%
Total POS Sales	1,761.65	1,060.00	701.65	166.2%
R250 · Fund Transfers	81,074.27	86,301.00	-5,226.73	93.9%
R252 · Interest Income	20.98	61.00	-40.02	34.4%
R269 · On Hold Messaging	0.00	54.55	-54.55	0.0%
R270 · Miscellaneous Revenue	0.00	44.55	-44.55	0.0%
R274 · Grants	0.00	10,000.00	-10,000.00	0.0%
Total Income	82,856.90	97,521.10	-14,664.20	85.0%
Cost of Goods Sold				
50000 · Cost of Goods Sold	797.26	228.90	568.36	348.3%
50003 · Lift Tickets	143.00	140.00	3.00	102.1%
Total COGS	940.26	368.90	571.36	254.9%
Gross Profit	81,916.64	97,152.20	-15,235.56	84.3%
Expense				
0305 · Payroll	32,178.69	29,119.33	3,059.36	110.5%
0314 · State Employer Taxes	675.75	585.00	90.75	115.5%
0315 · Federal Unemployment	169.69	43.00	126.69	394.6%
0316 · Public Employees Retirement Sys	6,985.74	7,780.45	-794.71	89.8%
0319 · Employer Medicare/Soc Sec	543.96	539.26	4.70	100.9%
0320 · Health Insurance	2,871.11	3,462.43	-591.32	82.9%
0321 · Employee Training	0.00	181.82	-181.82	0.0%
0400 · Utilities				
0401 · Utilities- Electric	244.64	225.00	19.64	108.7%
0402 · Utilities-Gas & Heat	215.65	145.00	70.65	148.7%
0403 · Utilities- Water & Refuse	320.34	313.32	7.02	102.2%
Total 0400 · Utilities	780.63	683.32	97.31	114.2%
0405 · Bank & Cr Card Charges	236.67	198.63	38.04	119.2%
0410 · Office Supplies & Expenses	519.37	577.08	-57.71	90.0%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	0.00	883.00	-883.00	0.0%
0411 · Maintenance/Janitorial - Other	595.72	1,350.00	-754.28	44.1%
Total 0411 · Maintenance/Janitorial	595.72	2,233.00	-1,637.28	26.7%
0412 · IT - Computers	87.50	183.33	-95.83	47.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	-58.70	36.01	-94.71	-163.0%
0421 · Communications	546.98	507.63	39.35	107.8%
0422 · Printing Expenses	0.00	41.66	-41.66	0.0%
0430 · Building Repairs & Insurance	51.68	0.00	51.68	100.0%
0451 · Legal & Accounting Services	2,750.00	2,750.00	0.00	100.0%
0460 · Contract Services	0.00	42.67	-42.67	0.0%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	278.70	131.22	147.48	212.4%
0470 · Misc. Expenses	0.00	136.36	-136.36	0.0%
0473 · Dues & Subscriptions	284.99	165.00	119.99	172.7%
0474 · License & Fees	24.00	34.18	-10.18	70.2%
0501 · Travel & Lodging	653.90	400.00	253.90	163.5%
0504 · Registrations	325.00	38.56	286.44	842.8%
0505 · Local Transportation/Car	0.00	168.80	-168.80	0.0%
0507 · Meeting Expenses	52.15	20.00	32.15	260.8%

Profit & Loss Budget vs. Actual

Accrual Basis

January 2020

	Jan 20	Budget	\$ Over Budget	% of Budget
0601 · Hospitality in Market				
0601.5 · In House	79.65	100.00	-20.35	79.7%
0601 · Hospitality in Market - Other	0.00	20.00	-20.00	0.0%
Total 0601 · Hospitality in Market	79.65	120.00	-40.35	66.4%
0622 · Advertising Co-op	35,435.00	35,435.00	0.00	100.0%
0623 · Regional Marketing Programs	440.00	811.14	-371.14	54.2%
0650 · Payroll Expense	172.50	180.00	-7.50	95.8%
0690 · Sponsorship	240.00	0.00	240.00	100.0%
* 0691 · Shuttle Subsidy/Sponsorship	11,742.00	8,930.00	2,812.00	131.5%
0730 · Special Promotional Items	83.16	36.36	46.80	228.7%
0733 · On-Hold Messaging	0.00	129.17	-129.17	0.0%
0800 · Grant Expenses	0.00	454.55	-454.55	0.0%
51100 · Freight and Shipping Costs	25.00	0.00	25.00	100.0%
59900 · POS Inventory Adj -Merchandise	357.53			
Total Expense	102,628.37	99,664.05	2,964.32	103.0%
Net Ordinary Income	-20,711.73	-2,511.85	-18,199.88	824.6%
Net Income	-20,711.73	-2,511.85	-18,199.88	824.6%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July 2019 through January 2020

	Jul '19 - Jan 20	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	45,744.98	37,088.18	8,656.80	123.3%
R277 · Concierge	243,692.00	229,356.35	14,335.65	106.3%
R278 · Lift Tickets	412.00	1,600.00	-1,188.00	25.8%
R290 · Consignment Sales	113.00	80.00	33.00	141.3%
Total POS Sales	289,961.98	268,124.53	21,837.45	108.1%
• R250 · Fund Transfers	1,151,655.03	1,147,429.00	4,226.03	100.4%
R252 · Interest Income	270.26	424.64	-154.38	63.6%
R269 · On Hold Messaging	0.00	427.30	-427.30	0.0%
R270 · Miscellaneous Revenue	10.00	277.30	-267.30	3.6%
• R274 · Grants	0.00	10,000.00	-10,000.00	0.0%
Total Income	1,441,897.27	1,426,682.77	15,214.50	101.1%
Cost of Goods Sold				
50000 · Cost of Goods Sold	23,667.97	16,880.22	6,787.75	140.2%
50003 · Lift Tickets	374.00	1,505.00	-1,131.00	24.9%
Total COGS	24,041.97	18,385.22	5,656.75	130.8%
Gross Profit	1,417,855.30	1,408,297.55	9,557.75	100.7%
Expense				
0305 · Payroll	246,433.15	236,545.38	9,887.77	104.2%
0313 · Employers Insurance of Nevada	879.00	1,000.00	-121.00	87.9%
0314 · State Employer Taxes	1,946.09	1,360.00	586.09	143.1%
0315 · Federal Unemployment	227.89	284.98	-57.09	80.0%
0316 · Public Employees Retirement Sys	53,056.19	54,141.70	-1,085.51	98.0%
0319 · Employer Medicare/Soc Sec	4,396.44	4,303.69	92.75	102.2%
0320 · Health Insurance	21,240.08	23,771.80	-2,531.72	89.3%
0321 · Employee Training	1,045.00	1,090.92	-45.92	95.8%
0400 · Utilities				
0401 · Utilities- Electric	1,337.93	1,340.02	-2.09	99.8%
0402 · Utilities-Gas & Heat	654.78	461.78	193.00	141.8%
0403 · Utilities- Water & Refuse	2,382.71	2,328.33	54.38	102.3%
Total 0400 · Utilities	4,375.42	4,130.13	245.29	105.9%
0405 · Bank & Cr Card Charges	16,641.90	13,601.68	3,040.22	122.4%
0410 · Office Supplies & Expenses	4,296.16	4,114.59	181.57	104.4%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	0.00	1,766.00	-1,766.00	0.0%
0411 · Maintenance/Janitorial - Other	5,597.41	7,325.00	-1,727.59	76.4%
Total 0411 · Maintenance/Janitorial	5,597.41	9,091.00	-3,493.59	61.6%
0412 · IT - Computers	662.50	1,237.48	-574.98	53.5%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	54.54	-54.54	0.0%
0420 · Postage & Freight	-78.88	319.97	-398.85	-24.7%
0421 · Communications	3,851.74	3,462.91	388.83	111.2%
0422 · Printing Expenses	121.14	291.62	-170.48	41.5%
0430 · Building Repairs & Insurance	5,880.81	7,200.00	-1,319.19	81.7%
0451 · Legal & Accounting Services	28,354.00	23,750.00	4,604.00	119.4%
0460 · Contract Services	0.00	744.35	-744.35	0.0%
0461 · Remote Offices	24,500.00	24,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	1,979.07	1,719.25	259.82	115.1%
0470 · Misc. Expenses	0.00	818.16	-818.16	0.0%
0473 · Dues & Subscriptions	4,005.66	3,477.99	527.67	115.2%
0474 · License & Fees	172.00	229.08	-57.08	75.1%
0501 · Travel & Lodging	6,524.09	3,390.43	3,133.66	192.4%
0504 · Registrations	2,203.00	3,307.24	-1,104.24	66.6%
0505 · Local Transportation/Car	441.96	1,156.01	-714.05	38.2%
0507 · Meeting Expenses	-312.91	760.00	-1,072.91	-41.2%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July 2019 through January 2020

	Jul '19 - Jan 20	Budget	\$ Over Budget	% of Budget
0601 · Hospitality in Market				
0601.5 · In House	1,532.26	3,805.33	-2,273.07	40.3%
0601 · Hospitality in Market - Other	191.22	2,157.54	-1,966.32	8.9%
Total 0601 · Hospitality in Market	1,723.48	5,962.87	-4,239.39	28.9%
0622 · Advertising Co-op	576,057.00	576,057.00	0.00	100.0%
0623 · Regional Marketing Programs	3,861.32	5,026.28	-1,164.96	76.8%
0650 · Payroll Expense	802.50	896.25	-93.75	89.5%
0690 · Sponsorship	26,740.00	44,000.00	-17,260.00	60.8%
0691 · Shuttle Subsidy/Sponsorship	23,484.00	26,790.00	-3,306.00	87.7%
0725 · Uniforms	440.00	700.00	-260.00	62.9%
0730 · Special Promotional Items	83.16	218.16	-135.00	38.1%
0733 · On-Hold Messaging	0.00	904.19	-904.19	0.0%
0751 · Concierge Expense	215,501.01	199,932.04	15,568.97	107.8%
0800 · Grant Expenses	0.00	2,727.30	-2,727.30	0.0%
51100 · Freight and Shipping Costs	933.34	0.00	933.34	100.0%
59900 · POS Inventory Adj -Merchandise	515.60			
Total Expense	1,288,580.32	1,293,068.99	-4,488.67	99.7%
Net Ordinary Income	129,274.98	115,228.56	14,046.42	112.2%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	5.00			
Total Other Income	5.00			
Net Other Income	5.00			
Net Income	129,279.98	115,228.56	14,051.42	112.2%

Feb 19, 2020

Revenues & Stats				
	Dec-2019	Dec-2018	Variance	
Grant Revenues				
Monthly	\$ 150,194	\$ 142,212		5.6%
YTD	\$ 1,301,849	\$ 1,269,352		2.6%
Total Taxable Revenues	\$ 4,544,071	\$ 4,289,676		5.9%
	Dec. Actual	Dec. Budget		
Monthly	\$ 150,194	\$ 144,772		3.7%
YTD	\$ 1,301,849	\$ 1,292,200		0.7%
Occupancy				
Hotel	50.1%	53.5%		-6.4%
Motel	40.2%	29.7%		35.2%
Vacation Rental	22.1%	22.1%		16.9%
Time Share	49.3%	10.7%		361.1%
Home Owner	9.33	9.6%		n/a
Total	32.17%	27.4%		17.4%
Room Rate				
Hotel	\$ 274.26	\$ 281.28		-2.5%
Motel	\$ 129.11	\$ 94.80		36.2%
Vacation Rental	\$ 317.92	\$ 271.78		17.0%
Time Share	\$ 78.06	\$ 301.70		-74.1%
Home Owner	\$ 317.85	\$ 299.66		n/a
Total	\$ 251.46	\$ 273.19		-8.0%
RevPar				
Hotel	\$ 137.29	\$ 150.57		-8.8%
Motel	\$ 51.57	\$ 28.12		83.4%
Vacation Rental	\$ 82.15	\$ 60.05		36.8%
Time Share	\$ 38.51	\$ 32.35		19.1%
Home Owner	\$ 29.65	\$ 28.72		n/a
Total	\$ 80.90	\$ 74.87		8.1%

Visitor Information Comparative Statistics For Fiscal YTD			
	Jan-2020	Jan-2019	Variance
Walk in Visitor Count			
Monthly	1113	1173	-5.1%
YTD	35,473	32,369	9.6%
Merchandise Sales			
Monthly	\$ 1,604	\$ 1,289	24.4%
YTD	\$ 45,744	\$ 37,360	22.4%
Concierge & AT Sales			
Monthly	\$ -	\$ -	#DIV/0!
YTD	\$ 243,692	\$ 225,634	8.0%
Vacation Planners Mailed	90	137	-34.3%

Destimetrics Reservations Activity (as of Jan 31, 2020)				
	FY 2019/20	FY 2018/19	Variance	
Current Month Occupancy	55.7%	57.9%		-3.8%
Current Month ADR	\$ 396	\$ 372		6.5%
Current Month REVPAR	\$ 221	\$ 215		2.8%
Next Month Occupancy	53.0%	55.8%		-5.0%
Next Month ADR	\$ 445	\$ 399		11.5%
Next Month REVPAR	\$ 236	\$ 223		5.8%
Winter Total Occupancy (proj)	40.3%	41.3%		-2.4%
Winter Total ADR (proj)	\$ 407	\$ 374		8.8%
Winter Total REVPAR (proj)	\$ 164	\$ 154		6.5%

Reno Tahoe International Airport				
	Dec-2019	Dec-2018	Variance	
Total Passengers Served	381,897	341,283		11.9%
Average Load Factor	80.1%	75.8%		5.7%
Total Number of Departures	1,981	1,902		4.2%
Non-Stop Destinations Served	20	21		-4.8%
Departing Seat Capacity	234,361	219,896		6.6%
Crude Oil Averages (barrel)	\$ 59.88	\$ 49.52		20.9%

Notes of interest:

Alaska Airlines suspended RNO to BOI on January 7th
Delta Airlines will begin daily non-stop service from ATL to RNO on June 4th
Frontier Airlines will resume non-stop service from DEN to RNO starting May 15th

Conference Revenue Statistics				
(Booked as of December 31st, 2019)	FY 2019/20	FY 2018/19	Variance	
Total Revenue Booked	\$ 3,616,793	\$ 2,789,071		29.7%
Number of Room Nights	17,367	14,905		16.5%
Number of Delegates	7,989	7,436		7.4%
Number of Tentative Bookings	63	60		5.0%
Number of Leads Generated	143	152		-5.9%
Conference Revenue And Percentage by County:				
	19-20	18-19		
Placer	79.0%	66.0%	\$ 2,865,634	\$ 1,838,304
Washoe	16.0%	10.0%	\$ 580,963	\$ 280,735
South Lake	5.0%	24.0%	\$ 170,196	\$ 669,978
Nevada	0.0%	0.0%	\$ -	\$ -
Total Conference Revenue	100.0%	100.0%	\$ 3,616,793	\$ 2,789,071
				29.7%

VIII-7

BUDGET REFORECAST 2-19-20

Ordinary Income/Expense

	FY 19-20 Budget	FY19-20 Projection	Variance
Income			
POS Sales			
46000 - Merchandise Sales	54,754	62,494	7,740
R277 - Concierge	320,000	334,530	14,530
R278 - Lift Tickets	2,800	712	-2,088
R290 - Consignment Sales	100	113	13
Total POS Sales	377,654	397,849	20,195
R250 - Fund Transfers	1,720,151	1,729,800	9,649
R252 - Interest Income	700	270	-430
R269 - On Hold Messaging	700	330	-370
R270 - Miscellaneous Revenue	500	250	-250
R274 - Grants	21,750	8,000	-13,750
Total Income	2,121,455	2,136,499	15,044
Cost of Goods Sold			
50000 - Cost of Goods Sold	24,755	32,041	7,286
50003 - Lift Tickets	2,622	644	-1,978
Total COGS	27,377	32,685	5,308
Gross Profit	2,094,078	2,103,815	9,737
Expense			
0305 - Payroll	382,142	397,432	15,290
0313 - Employers Insurance of Nevada	1,000	879	-121
0314 - State Employer Taxes	3,100	3,685	585
0315 - Federal Unemployment	500	442	-58
0316 - Public Employees Retirement Sys	93,044	91,956	-1,088
0319 - Employer Medicare/Soc Sec	7,000	7,090	90
0320 - Health Insurance	41,084	36,240	-4,844
Total Salaries, Wages & Benefits	527,870	537,726	9,856
0321 - Employee Training	2,000	1,795	-205
0401 - Utilities- Electric	2,400	2,398	-2
0402 - Utilities-Gas & Heat	1,000	1,193	193
0403 - Utilities- Water & Refuse	3,900	3,954	54
0405 - Bank & Cr Card Charges	15,750	17,958	2,208
0410 - Office Supplies & Expenses	7,000	9,895	2,895
0411 - Maintenance/Janitorial	11,751	9,624	-2,127
0411.5 - Maintenance/Snow Removal	3,249	800	-2,449
0412 - IT - Computers	2,200	3,413	1,213
0415 - Misc Tax	100	0	-100
0420 - Postage & Freight	500	101	-399
0421 - Communications	6,000	6,602	602
0422 - Printing	500	247	-253
0430 - Building Repairs & Insurance	8,000	7,281	-719
0451 - Legal & Accounting Services	37,500	42,104	4,604
0460 - Contract Services	1,000	0	-1,000
0461 - Remote Offices	42,000	42,000	0
0462 - Equipment Lease & Maint.	3,000	3,509	509
0470 - Misc. Expenses	1,500	2,310	810
0473 - Dues & Subscriptions	4,500	4,456	-44
0474 - License & Fees	400	342	-58
0501 - Travel & Lodging	7,500	11,095	3,595
0504 - Registrations	3,500	3,503	3
0505 - Local Transportation/Car	2,000	1,287	-713
0507 - Meeting Expenses	3,600	927	-2,673
0601.5 Hospitality In House	3,975	2,033	-1,943
0601 - Hospitality in Market - Other	2,525	480	-2,044
0622 - Advertising Co-op	950,000	950,000	0
0623 - Regional Marketing Programs	9,082	7,305	-1,777
0650 - Payroll Expense	1,500	1,662	162
0689 - WEB Development	7,000	7,000	0
0690 - Sponsorship	100,000	79,467	-20,533
0691 - Shuttle Subsidy/Sponsorship	35,226	35,226	0
0725 - Uniforms	700	640	-60
0730 - Special Promotional Items	400	263	-137
0733 - On-Hold Messaging	1,550	0	-1,550
0751 - Concierge Expense	278,400	294,177	15,777
800 - Grant Expenditures	5,000	10,500	5,500
0990 - Depreciation Expense	0	0	0
51100 - Freight and Shipping Costs	0	25	25
59900 - POS Inventory Adj -Merchandise	0	516	516
Total Expense	2,094,078	2,103,815	9,737
Net Ordinary Income	0	0	0

18-2



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: February 19th, 2020
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: Board Retreat 3-5 Year Strategic Planning Session

Background

Over the past several years, the IVCBVB board of directors have participated in a late winter/early spring strategic planning session for the upcoming year. This has provided the opportunity to review our current fiscal year efforts and results, begin discussion on the upcoming year's strategic direction and begin to set budget resource allocations as a result of that direction.

In consultation with Chair Bill Wood, Staff has begun a strategic discussion outline to include the prior year's strategic direction. Chair Wood and staff discussed the following topic as a starting point for board discussion.

- Positioning Incline Village Crystal Bay to the Broader Public
 - Midweek Effort
 - Cooperative Efforts and Results
 - IVCBVB Recognition in Cooperative Efforts
- Occupancy Trends
 - Weekend & Holiday vs Mid-Week
 - Over Crowding Impacts
 - Short Term Rental Channel
- Infrastructure Needs
 - Transit & Transportation
 - Air Service
 - Recreational Trail Connections
- RSCVA Branding Efforts
 - How Do We Coordinate
 - Moving Visitors from Reno to Lake
- Political Strategy
 - Legislative Advocacy
 - Business Advocacy
- Financial Performance

For reference, attached are the past two strategic discussion notes for the board review.

Staff would also like to request to board to discuss and provide direction on a date to hold the board retreat. Possible dates include April 20th, April 21st, April 22nd, May 15th and May 18th.

Requested Action

Discussion from the board on 3-5 Year Strategic Planning Session topics of interest and to confirm the date of the board retreat.

X-1

IVCBVB Planning Retreat Notes

March 28, 2018

1. Transportation – TMA/TART

Board Discussion on Priorities:

- Night rider – for visitors, buses full 10pm – 1am
- Micro transit – for visitors, employees off/on mainline
- Employee van – offset from State → incorporate into overall program
- Quasi transit location at Crystal Bay
- Get info on sales tax (transportation) and gas tax (road only?)
- Look into TRPA/MPO federal allocation- north shore vs. south shore → advocate
- How much is it to run the service now?

Follow-up/Actions:

- Meet with TRPA → then, meet with Tart
- Model the microsite opportunity (explore other possibilities as well – nighttime, employee)
- Get seat on TMA board to be “appointed”
- Get a handle on the tax dollars -- > advocate from there
- Meet with RTC after education/meetings done with others

2. RSCVA

Board Discussion on Priorities:

- Brand alignment greater now with Go Tahoe North
- Chinese market is interesting
- Data & tools they are using could be investigated

Follow up/Actions:

- Make sure sales folks listed in RSCVA handout have IVCBVB info included in leads
- Stay & play at Lake Tahoe / align with RSCVA new messaging
- Make sure we are getting our fair share → events, and opportunities (Andy)
- Follow up with RSCVA with this feedback and next steps

3. Co-op

Follow up/Actions from Board Discussion:

- Peer to peer board connection
 - Joint board/exec meetings
 - Bi-monthly calls (Daphne) + stakeholders
- Ensure co-administration language gets into contract

- How do you test entering a new market?
 - Using tools quantify benefit for Incline market – ask for analysis
- India as a potential test market?

GENERAL NOTES FROM EACH PRESENTATION

Transportation:

- 389k riders on TART, 39k at Incline/KB
- ½ hr. and 1 hr. increments from 5 am to 7 pm
- Opportunity for microtransit
- Service level is same since 1986
- Budget almost same too
- Ridership has declined/flat → lowest ridership in NV region
- Sales tax used only for transit -- gas tax for roads (this one is increasing and could be advocated to expand its use)
- Parking/limiting access is a transit strategy → where can you limit parking to stimulate transit?
- Microtransit – 10-12 passenger vehicle (uber type opportunity)
 - Translock is doing modeling in Sacto → see results
 - Fixed route and neighborhood route
- Subsidized van pool for employers exists
- Need to hit 7 people per hour (doesn't have to be same 7 people)
- Consider smaller routes – servicing the area independently
- How much is Incline/KB contributing in sales tax and gas tax? Unknown?
- Possibly share microtransit w/thunderbird shuttle (TMA convo)
- Washoe senior ride – changing rules to 75% off, no income limit, > 60 yrs. old
- Consider environmental and safety issues

RSCVA:

- Will soon be in top 30 of largest convention centers in US
- Did rebranding campaign 2018 – more aligned with Go Tahoe North
 - Targeted to GenX/Millennial & Lake focus
 - Markets: Seattle, LA, Bay Area
 - 12 million You-tube views
- Strategic Shifts: Destination awareness, partnership marketing, sales missions, international, reporting structure
- Database to target who is selling into Reno/Tahoe market (IVCBVB tap into)
- Key markets: Denver, San Antonio → new flights + promo
- Using Mailpound – 1 click awareness → potential for bookcase for NLT
- China market is really hot:

- 300k college kids in US (New England/Bay Area mostly)
- Making a push into middle school
- Tourism market is growing → RSCVA in several offices
- Website and wechat (FB+paypal mechanism] requirements
- 365 day travelers, Chinese New Year, September
- 20k visited Reno in last 2 yrs.
- Make Reno/Tahoe the Stop, not the stopover
- Ego is everything (shots on Lake Tahoe)
- Cover 9 geographies across the US
- Go in as a destination to get more business (more clout)
- Overlap areas with IVCBVB: Chicago, South east, New England → possibly shred representation at events
- They are leveraging expedia well – and it's working
- Seeing a lot of opportunities in Canada – focusing on that
- Working with Travel NV, BrandUSA, Visitcalifornia.

COOP

- \$2m + budget market hit since 2016/17
- Human nature campaign
- Targeting millennials (workaholics, families, outdoor enthusiast → behavioral)
- Target regions: LA, Austin, New York, Bay Area/Sacto
- Leisure Sales: UK, Australia(Mammoth), Canada, Travel NV, VisitCA, RSCVA
- Conference Sales: 70% in CA, Tech companies, DC + Chicago (national HQ), regionally focused events
- Events – booth space at outside events, highlight marquee events
- PR/Social media
 - Luminaries campaign
 - Content initiatives – hidden Tahoe
 - FAMS
 - Engaging content
- IVCBVB could be support to NLTRA in political navigation (join exec meetings?)
- New markets: DC (VISA and RASC info support this), Chicago, Orange County, San Diego
- Trends in vacation rental from years prior:
 - 3-4 days vs. 1 week
 - Book 1-2 weeks out vs. one year
 - Still filling up but different timing
 - Similar audience Bay Area
 - Millennials will plan around a big event though (Coachella)

Strategic Visioning Discussion

Primary Focus Areas

1. Marketing

- a. Continue emphasis on being a year-round destination
- b. Expand focus for shoulder season travel opportunities
- c. Maintain core markets with North Lake Tahoe Marketing Cooperative
- d. Continue to strengthen relationships with regional and strategic partners
- e. Encourage emerging markets

2. Special Events

- a. Pursue targeted event sponsorships
- b. Enhance participation with dedicated events

3. Enhance Visitor Assets

- a. Transportation Enhancements
 - i. Transportation integrated with North shore brand
 - ii. Trailhead connectivity with transportation assets
 - iii. Successful transit system with extended Night Rider service
 - iv. Integration with regional transit marketing efforts
- b. Diamond Peak Master Plan
 - i. Support for increased visitor assets associated with DP Master Plan
- c. Community Assets for Visitor Use
 - i. Define and promote beach access policies
 - ii. Promotion of IVCB activity trail systems
- d. Visitor/Welcome Center
 - i. Continue a "one stop shop" for diverse visitor and local needs
 - ii. Provide information to elevate the guest experience
 - iii. Develop programs to continue returned visitation
 - iv. Develop programs for net-promoter referral scores
 - v. Grow Center revenues

4. Political Strategy

- a. Legislative Advocacy
 - i. Develop a defined platform
 - ii. Focused effort on legislative relationships
 - iii. Increased transit funding (RTC)
 - iv. Support of visitor-servicing infrastructure enhancements

- b. Business Advocacy
 - i. Convener of community partnerships (IVGID, ICBA)
 - ii. Increased community grant opportunities
- c. True Integration of Incline Village & Crystal Bay Communities
 - i. Provide support and leadership in community focused efforts

5. Financial Performance

- a. Accurate financial reporting/accountability
- b. Developed efforts on financial sustainability
- c. Protect reserve funds
- d. Grow non-TOT funds
- e. Leverage partner \$\$

Summary:

It is a good time of year to catch up on projects at the Visitors Center. Guests have been asking about non skiing activities (hiking) during the month of February.

Staffing:

- Staff is at a normal winter level.

Operations:

- Security camera installation has been complete
- Working with Activity Tickets for improved visitor experience on site

Projects:

- Starting Fireworks planning for 2020
- Starting revise of Trails brochure
- Been accepted as a NOAA Weather-Ready Nation Ambassador
- Repaint bathrooms
- GoTahoeNorth website adoption and site re-skin
- Manage FB/Instagram advertising for premiere partners

Meetings attended:

- RTT meeting at TMCC

President/CEO Report
Activities Report
February 19th, 2020

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Oversee agency efforts on behalf of the coop funding partners
 - Development of spring consumer marketing campaign
 - Review and approve Coop invoice billing and payments
 - Developed Agency RFP process, released on December 27th
 - Met with consumer web team to develop and implement revision strategies
 - Working with NLTRA staff and new CEO on on-boarding
- PROJECTS
 - Work with Reno Tahoe Territory on Communication/Public Relation project
 - Developing RASC Chair platform positioning for 2020
 - Continued work on 2020 Fireworks Permit for Washoe County
 - Began 2020 Firework donation outreach
 - Worked with TTD's Carl Hasty on RTP Incline Village/Crystal Bay project inclusion
 - Working with Tahoe Biltmore and CBC Club on Powabunga Music Festival
 - Submitted 2 Travel Nevada Rural Tourism Grant Applications
 - Worked on details for Out of Bounds IMAX Movie LA Premiere
 - Outreach with Downtowner Micro Transit provider on future transit opportunities
 - Continued RASC efforts on new business membership outreach
 - Participated in North Lake Tahoe Express RFP Planning Meeting
- MEETINGS
 - Attended RTT Executive Committee Meeting
 - Attended Sales Staff meetings
 - Attended Vendor status meetings
 - Attended Reno Tahoe Territory Board meeting
 - Attended Firework Coalition Committee meeting
 - Attended Agency RFP Meetings
 - Attended RSCVA Board Meeting
 - Attended RASC Executive Committee Meeting
 - Attended RASC Board Meeting
 - Attended RASC Executive Committee Strategic Meeting
 - Attended TMA Meeting
 - Attended NLTRA Board of Directors Meeting
 - Attended DMAWest Board Retreat
 - Attended VCA Brand Content Committee Meetings
 - Attended VCA Outlook Forum

X11 C-2