



AGENDA
Board Meeting
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday February 15th, 2017 3:00 pm

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday February 15th, 2017 beginning at 3:00 pm. 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.

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| I. Call to Order/Roll Call | Heather Bacon |
| 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. | Heather Bacon |
| III. Approval of Agenda (For Possible Action) | Heather Bacon |
| IV. Approval of January Board Minutes (For Possible Action) | Heather Bacon |
| V. Approval of Robert Purdy to Replace Fred Findlin as
Incline Village Hotel Casino Board Representative
(For Possible Action) | Heather Bacon |
| VI. Presentation and Discussion on NLT Coop 2016/17
Conference Sales Efforts | Jason Neary/
JT Thompson |
| VII. Discussion on March Board Retreat Objectives | Heather Bacon/
Andy Chapman |
| VIII. Review of January Financial Statements
(For Possible Action) | Andy Chapman |
| IX. Review of February Dashboard Report | Andy Chapman |
| X. Coop Departmental Reports | Andy Chapman |



north lake tahoe

Incline Village/Crystal Bay Visitors Bureau

BOARD MEETING MINUTES

Wednesday, January 18, 2017

I. Call to Order/Roll Call.

The Incline Village Crystal Bay Visitors Bureau Board Meeting was called to order at 3:10 p.m. by Chair Bacon. Roll call was taken and the following members were present: Heather Bacon, Lee Weber-Koch, Blane Johnson, Fred Findlen, and Legal Counsel, Jason Guinasso. Staff in attendance: Incline Village Crystal Bay Visitor Bureau CEO/President, Andy Chapman; Operations & Finance Director, Ava Hinojosa. Guests: Robert Purdy, new General Manager for the Hyatt Lake Tahoe.

II. PUBLIC COMMENT- Pursuant to NRS 241-020

Public comment was called by Chair Bacon. Being no comments, the meeting continued.

III. Approval of Agenda

Motion to extend a flexible agenda by Lee Weber-Koch. Second by Blane Johnson. Approved.

IV. Approval of Board Minutes of November 16, 2016 Meeting

Motion to approve November Minutes as presented by Blane Johnson. Second by Lee Weber-Koch. Approved.

V. Review of December Financial Statement

CEO Chapman highlighted several items on the P&L Budget vs. Actual report: Merchandise Sales 96% over budget due to increased sales, 41% over YTD; Fund Transfers were 9% over budget due to higher than expected October TOT Collections, 5% over YTD; Concierge was under budget by 61% due to lower than expected tour sales, 8% under YTD; Maintenance & Janitorial was 45% under budget as a true savings to budget; Travel & Lodging under budget due to credit from NLTCM for registration expenses; and Grant Expense was over budget due to timing and lower grant awarded amount by Travel Nevada.

Motion to approve December Financial Statement as submitted by Blane Johnson. Second by Lee Weber-Koch. Approved.

VI. Review and Discussion on FY 2016/17 Budget Reforecast

CEO Chapman distributed and explained the Budget Year-to-Date Variance report of a 5-month actual and 7-month forecast. Next Forecast will be prepared in 3-months.

Motion to approve FY 2016/17 Budget Reforecast as presented by Lee Weber-Koch. Second by Blane Johnson. Approved.

VII. Review of \$150K Supplemental Budget Use

CEO Chapman distributed a report with explanation of increased funds to the North Lake Tahoe Marketing Cooperative as directed by Board members last month. Two directives were given to implement funds: Ability to be flexible, and to maximize the opportunities that are current. Summary details are outlined in report and we have started applying the capital.

VIII. 2017/18 Budget Development Timeline

CEO Chapman circulated an informative timeline schedule for board members review.

IX. Review of January Dashboard Report

CEO Chapman introduced a new formatted *Dashboard Report* to be used as a quick snapshot highlighting monthly Revenues and Statistics with a FY comparison.

X. North Lake Tahoe Marketing Cooperative: Departmental Reports

- a. **Conference Sales** - the conference sales staff attended a number of key meetings and industry events. An activity narrative was submitted for review. Chair Bacon asked that the Conference Sales Team attend a future meeting, possibly every quarter, to review their activities.
- b. **Leisure Sales** – CEO Chapman stated that a Leisure Sales report was not included as Sarah Winters, Leisure Sales Director, has been out of the country on a UK Sales Mission. A NLT Domestic Ski FAM is planned for January 24 - 26.
- c. **Website Content** - CEO Chapman distributed the GTN website statistics for board review and comment.
- d. **Communications / Social** - The Abbi Agency submitted a detailed report that outlined the marketing and social media efforts for December. The report listed the Media Relations Results as 30-Total Placements with a Total Reach of 25M and a \$700k Publicity Value. Placement highlights were Los Angeles Times and San Francisco Chronicle with marketing message, Ski Tahoe. A successful aim to reach more than 100k Facebook Fans by promoting giveaways was realized.
- e. **Advertising** – The Augustine Agency was asked to develop a creative message for GTN website. The new campaign *It's Human Nature* was implemented using photographic images with message as sliders on the home page. Statistics were distributed for media ads targeting interested drive-market areas such as southern California, northern California, and Nevada.

XI. Management Reports

a. Operations and Finance

Operations & Finance Director Hinojosa summarized December statistics for the Visitor Information Center. Traffic counts were strong with 1,518 walk-in guests in December, 65% over previous year and 3% over YTD. December Guest Service Call Volume was 910 calls compared to 790 calls for combined months of November and December from previous year when we started tracking. Merchandise Sales 98% over budget due to holiday shopping and lift ticket sales. Lift Ticket Sales remained strong with 97% up compared to previous year.

P2 / Board Minutes

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Vacation Planners mailed to potential guests was 275% up from last year. Visitor Center signage project was completed with the installation of exterior lighted billboards and museum quality story panels. The new Art Exhibit is scheduled to open on February 1 featuring 4-artists in 4-different mediums. A *Meet the Artists* reception is planned for Friday, February 17.

b. Business Development Management

Business Development Manager Peterson attended a *China Ready* program at Squaw Resort and prepared a PPT presentation on the region that was submitted to our China representative for sales training in Shanghai. Peterson generated an RFP for a Riskalyze event of 1000 attendees to be held November 15-17 at the Hyatt Regency Lake Tahoe. He launched a ski shop promotion in LA and Austin to raffle off a Stay Package for two and also filmed a segment with Mountain Resort Television highlighting the Visitors Center, Activity Tickets and Village Concierge programs.

c. CEO Written Report

CEO Chapman distributed his Activities Report for review and discussion. Chapman represents IVCBVB by attending various meetings and participation in specific projects with a number of local and regional agencies and organizations.

XII. Old Business

- a. Robert Purdy, new Hyatt General Manager, will be appointed at the February meeting as an IVCBVB board member replacing outgoing Fred Findlen.

XIII. New Business

- a. Board Retreat is planned for half day on Wednesday, March 15th, and will be hosted by Thunderbird Lodge team.
- b. Lee Weber-Koch announced that Tahoe Solutions has relocated and is now operating in a larger space. Grand Opening is being planned.

XIV. PUBLIC COMMENTS – Pursuant to NRS 241.020

(This is the time for the Public to comment on any matter, whether or not it is included on the Agenda of this Meeting.) Public comment was called by Chair Bacon. Being no comments, the meeting continued.

XV. Adjournment

**Motion by Blane Johnson to adjourn the meeting. Second by Lee Weber-Koch.
Motion Approved. Meeting adjourned at 4:30 p.m.**

Next Board Meeting is scheduled for Wednesday, February 15, 2017 at 3:00 p.m.

Respectfully submitted by:
Ava Hinojosa



DATE: February 7, 2017

TO: Heather Bacon- IVCBVB Board Chair

FROM: Robert Purdy-General Manager-Hyatt Regency Lake Tahoe Resort, Spa and Casino

SUBJECT: IVCBVB Board Seat Nominations

Heather, please convey to the IVCBVB Board that I, Robert Purdy, General Manager-Hyatt Regency Lake Tahoe, would like to be considered for nomination for the Incline Village Resort Casino property seat.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Purdy", written over a horizontal line.

Robert Purdy
General Manager
Hyatt Regency Lake Tahoe Resort, Spa & Casino

HYATT REGENCY
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IVCBVB Board Retreat
March 15th, 2016

Board Strategic Visioning Discussion Summary

Primary Focus Areas

1. **Marketing:** Keep Focused on being a “Destination” and Ability to Quantify Marketing Success. Continue and enhance North Lake Tahoe Marketing Cooperative relationship.
 - a. Maintain Core Markets
 - i. Leverage other \$\$ opportunities
 - ii. Leverage regional partnerships
 - b. Develop and Support Emerging Markets
 - i. Capitalize on regional growth
 1. Domestic and regional air lift
 - ii. Enhanced and viable asset to national and international tourism efforts
 - c. Year Round Focus
 - i. Continue to focus on “year round” opportunities
 - ii. Expanded focus on Spring/Fall travel period
 - iii. Clearly defined and recognized year round destination vs “country club community”
2. **Special Events**
 - a. Enhance participation and support of special events
 - b. Pursue targeted event sponsorships
 - c. Identify available resource allocation
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. Create “one stop shop” for diverse visitor and local needs
 - ii. Grow center revenues
 - iii. Create immersive guest experience (Jackson Hole model”

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 \$\$

Financial Summary Report
February 10th, 2017

January Month End Variance Report

REVENUE

- R250 Fund Transfer: 22% over budget due to higher than expected December TOT collections plus quarterly Home Owner payments
- R274 Grants: Over budget due to timing of Travel Nevada grant payment

EXPENSES

- 0305 Payroll: 5% over budget due to bi-annual commission payouts
- 0401 Maintenance/Janitorial: 38% under budget. Savings to budget
- 0422 Printing: Over budget to timing of invoice payments for printed materials
- 0622 Advertising Coop: Over budget due to increased Coop funding
- 0623 Regional Marketing Programs: Over budget due to timing
- 0691 Shuttle Subsidy/Sponsorship: Under budget due to timing
- 0751 Concierge Expense: Under budget due to lower concierge sales
- 0800 Grant Expense: Over budget due to timing of invoice payment

January Year to Date Variance Report

REVENUE

- 46000 Merchandise Sales: 35% over budget due to strong merchandise sales
- R277 Concierge Sales: 8% under budget due to lower tour sales
- R250 Fund Transfer: 5% over budget due to strong TOT collections
- R274 Grants: Under budget due to timing of Travel Nevada grant payments

COST OF GOODS

- 50000 Cost of Goods Sold: 15% over budget due to higher merchandise sales costs

EXPENSES

- 0305 Payroll: 3% over budget due to increased hourly + commission payouts
- 0501 Travel & Lodging: Under budget to credit from NLT Coop for travel expenses
- 0622 Advertising Coop: Over budget due to increased Coop funding
- 0623 Regional Marketing Programs: Under budget due to timing of vendor payouts
- 0689 WEB Development: Under budget due to timing
- 0691 Shuttle Subsidy/Sponsorship: Under budget due to timing
- 0751 Concierge Expense: Under budget due to lower tour sales

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Profit & Loss Budget vs. Actual

Accrual Basis

January 2017

	Jan 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	2,666.28	2,880.00	-213.72	92.6%
R277 · Concierge	-140.00	2,000.00	-2,140.00	-7.0%
Total POS Sales	2,526.28	4,880.00	-2,353.72	51.8%
R250 · Fund Transfers	59,953.62	49,235.00	10,718.62	121.8%
R252 · Interest Income	35.98	30.00	5.98	119.9%
R269 · On Hold Messaging	100.00	25.00	75.00	400.0%
R274 · Grants	5,000.00	0.00	5,000.00	100.0%
R290 · Consignment Sales	31.50	0.00	31.50	100.0%
Total Income	67,647.38	54,170.00	13,477.38	124.9%
Cost of Goods Sold				
50000 · Cost of Goods Sold (Cost of Goods Sold)	1,896.46	1,930.00	-33.54	98.3%
52900 · Purchases - Resale Items	220.00			
Total COGS	2,116.46	1,930.00	186.46	109.7%
Gross Profit	65,530.92	52,240.00	13,290.92	125.4%
Expense				
0400 · Utilities (Utilities)				
0403 · Utilities- Water & Refuse	290.77	290.00	0.77	100.3%
0402 · Utilities-Gas & Heat	198.40	200.00	-1.60	99.2%
0401 · Utilities- Electric	210.36	208.00	2.36	101.1%
Total 0400 · Utilities (Utilities)	699.53	698.00	1.53	100.2%
0305 · Payroll	26,844.77	25,552.00	1,292.77	105.1%
0313 · Employers Insurance of Nevada	67.67	70.00	-2.33	96.7%
0314 · State Employer Taxes	287.24	125.00	162.24	229.8%
0315 · Federal Unemployment	146.12	42.00	104.12	347.9%
0316 · Public Employees Retirement Sys	6,178.56	6,280.00	-101.44	98.4%
0319 · Employer Medicare/Soc Sec	900.97	375.00	525.97	240.3%
0320 · Health Insurance	2,796.63	3,130.00	-333.37	89.3%
0321 · Employee Training	0.00	500.00	-500.00	0.0%
0405 · Bank & Cr Card Charges	523.30	244.00	279.30	214.5%
0410 · Office Supplies & Expenses	349.58	500.00	-150.42	69.9%
0411 · Maintenance/Janitorial	1,797.84	2,900.00	-1,102.16	62.0%
0412 · IT - Computers	150.00	333.00	-183.00	45.0%
0415 · Misc. Sales Tax (Sales Tax Paid on Purc...	0.00	500.00	-500.00	0.0%
0420 · Postage & Freight	165.99	166.00	-0.01	100.0%
0421 · Communications	798.82	833.00	-34.18	95.9%
0422 · Printing Expenses	1,962.50	0.00	1,962.50	100.0%
0430 · Building Repairs & Insurance	375.00	0.00	375.00	100.0%
0451 · Legal & Accounting Services	2,559.00	2,790.00	-231.00	91.7%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	545.15	166.00	379.15	328.4%
0470 · Misc. Expenses	0.00	250.00	-250.00	0.0%
0473 · Dues & Subscriptions	145.00	1,000.00	-855.00	14.5%
0501 · Travel & Lodging	0.00	500.00	-500.00	0.0%
0505 · Local Transportation/Car	0.00	166.00	-166.00	0.0%
0507 · Meeting Expenses	0.00	604.00	-604.00	0.0%
0622 · Advertising Co-op	74,250.00	36,750.00	37,500.00	202.0%
0623 · Regional Marketing Programs	1,984.00	500.00	1,484.00	396.8%
0650 · Payroll Expense	187.50	125.00	62.50	150.0%
0691 · Shuttle Subsidy/Sponsorship	0.00	6,000.00	-6,000.00	0.0%
0733 · On-Hold Messaging	115.71	108.00	7.71	107.1%
0751 · Concierge Expense	0.00	1,760.00	-1,760.00	0.0%
0800 · Grant Expenses	3,141.82			
59900 · POS Inventory Adj -Merchandise	686.91	0.00	686.91	100.0%
Total Expense	131,159.61	96,467.00	34,692.61	136.0%
Net Ordinary Income	-65,628.69	-44,227.00	-21,401.69	148.4%
Net Income	-65,628.69	-44,227.00	-21,401.69	148.4%

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Profit & Loss Budget vs. Actual

Accrual Basis

July 2016 through January 2017

	Jul '16 - Jan 17	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	34,511.16	25,440.00	9,071.16	135.7%
R277 · Concierge	231,285.60	252,382.00	-21,096.40	91.6%
Total POS Sales	265,796.76	277,822.00	-12,025.24	95.7%
R250 · Fund Transfers	983,524.09	932,363.00	51,161.09	105.5%
R252 · Interest Income	278.59	210.00	68.59	132.7%
R269 · On Hold Messaging	200.00	175.00	25.00	114.3%
R270 · Miscellaneous Revenue	2,918.96	2,000.00	918.96	145.9%
R273 · Marketing Reimbursements (MILO NL...	0.00	2,500.00	-2,500.00	0.0%
R274 · Grants	5,000.00	15,000.00	-10,000.00	33.3%
R290 · Consignment Sales	1,183.00	0.00	1,183.00	100.0%
Total Income	1,258,901.40	1,230,070.00	28,831.40	102.3%
Cost of Goods Sold				
50000 · Cost of Goods Sold (Cost of Goods Sold)	19,651.38	17,045.00	2,606.38	115.3%
52900 · Purchases - Resale Items	440.00			
Total COGS	20,091.38	17,045.00	3,046.38	117.9%
Gross Profit	1,238,810.02	1,213,025.00	25,785.02	102.1%
Expense				
0400 · Utilities (Utilities)				
0403 · Utilities- Water & Refuse	2,162.47	2,030.00	132.47	106.5%
0402 · Utilities-Gas & Heat	565.56	900.00	-334.44	62.8%
0401 · Utilities- Electric	1,191.77	1,456.00	-264.23	81.9%
0400 · Utilities (Utilities) - Other	-27.52			
Total 0400 · Utilities (Utilities)	3,892.28	4,386.00	-493.72	88.7%
0305 · Payroll	184,921.91	178,864.00	6,057.91	103.4%
0313 · Employers Insurance of Nevada	585.69	490.00	95.69	119.5%
0314 · State Employer Taxes	802.69	875.00	-72.31	91.7%
0315 · Federal Unemployment	311.70	294.00	17.70	106.0%
0316 · Public Employees Retirement Sys	43,983.90	43,950.00	33.90	100.1%
0319 · Employer Medicare/Soc Sec	6,395.19	2,625.00	3,770.19	243.6%
0320 · Health Insurance	19,105.05	21,910.00	-2,804.95	87.2%
0321 · Employee Training	1,041.25	1,500.00	-458.75	69.4%
0405 · Bank & Cr Card Charges	15,660.45	13,892.00	1,768.45	112.7%
0410 · Office Supplies & Expenses	5,175.95	3,500.00	1,675.95	147.9%
0411 · Maintenance/Janitorial	12,096.63	9,800.00	2,296.63	123.4%
0412 · IT - Computers	2,058.46	2,331.00	-272.54	88.3%
0415 · Misc. Sales Tax (Sales Tax Paid on Purc...	6.97	1,500.00	-1,493.03	0.5%
0420 · Postage & Freight	979.94	1,162.00	-182.06	84.3%
0421 · Communications	6,040.92	5,831.00	209.92	103.6%
0422 · Printing Expenses	4,817.17	500.00	4,317.17	963.4%
0430 · Building Repairs & Insurance	5,296.41	7,500.00	-2,203.59	70.6%
0451 · Legal & Accounting Services	24,055.00	19,530.00	4,525.00	123.2%
0460 · Contract Services	775.00	1,500.00	-725.00	51.7%
0461 · Remote Offices	24,500.00	24,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	1,523.64	1,162.00	361.64	131.1%
0470 · Misc. Expenses	2,513.14	1,750.00	763.14	143.6%
0473 · Dues & Subscriptions	3,142.49	3,000.00	142.49	104.7%
0474 · License & Fees	121.25	100.00	21.25	121.3%
0501 · Travel & Lodging	1,412.42	7,750.00	-6,337.58	18.2%
0504 · Registrations	2,413.00	2,000.00	413.00	120.7%
0505 · Local Transportation/Car	21.45	1,162.00	-1,140.55	1.8%
0507 · Meeting Expenses	1,549.31	4,228.00	-2,678.69	36.6%
0601 · Hospitality in Market				
0601.5 · In House	3,761.38	0.00	3,761.38	100.0%
0601 · Hospitality in Market - Other	272.62	3,800.00	-3,527.38	7.2%
Total 0601 · Hospitality in Market	4,034.00	3,800.00	234.00	106.2%

VILL-3

02/13/17

Profit & Loss Budget vs. Actual

Accrual Basis

July 2016 through January 2017

	Jul '16 - Jan 17	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	482,000.00	444,500.00	37,500.00	108.4%
0623 · Regional Marketing Programs	3,435.00	15,250.00	-11,815.00	22.5%
0650 · Payroll Expense	875.00	875.00	0.00	100.0%
0689 · WEB Development	0.00	7,000.00	-7,000.00	0.0%
0690 · Sponsorship	46,877.84	47,500.00	-622.16	98.7%
0691 · Shuttle Subsidy/Sponsorship	20,000.00	26,000.00	-6,000.00	76.9%
0730 · Special Promotional Items	1,245.74	1,000.00	245.74	124.6%
0733 · On-Hold Messaging	809.97	760.00	49.97	106.6%
0751 · Concierge Expense	200,290.99	222,096.00	-21,805.01	90.2%
0800 · Grant Expenses	8,983.47	0.00	8,983.47	100.0%
51100 · Freight and Shipping Costs	235.30			
59900 · POS Inventory Adj -Merchandise	2,127.45	0.00	2,127.45	100.0%
Total Expense	1,146,114.02	1,136,373.00	9,741.02	100.9%
Net Ordinary Income	92,696.00	76,652.00	16,044.00	120.9%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	16.08			
Total Other Income	16.08			
Other Expense				
Balancing Adjustments	36.25			
Cash Over/Short (.)	-9.68			
Total Other Expense	26.57			
Net Other Income	-10.49			
Net Income	92,685.51	76,652.00	16,033.51	120.9%

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February Dashboard 2/10/2017

Revenues & Stats				December '16	December '15	Variance
Grant Revenues						
Monthly	\$	139,673	\$	127,406		9.6%
YTD	\$	1,123,127	\$	1,065,613		5.4%
Total Taxable Revenues	\$	4,211,083	\$	3,891,112		8.2%
December '16 December Budget						
Monthly	\$	139,673	\$	133,250		4.8%
YTD	\$	1,123,127	\$	1,020,621		10.0%
Occupancy						
Hotel		55.4%		59.3%		-6.6%
Motel		26.1%		29.6%		-11.8%
Vacation Rental		15.4%		9.7%		58.8%
Time Share		23.6%		18.3%		29.0%
Home Owner		11.3%		13.1%		
Total		26.6%		26.3%		1.1%
Room Rate						
Hotel	\$	280.00	\$	248.86		12.5%
Motel	\$	118.02	\$	121.61		-3.0%
Vacation Rental	\$	327.94	\$	449.32		-27.0%
Time Share	\$	135.14	\$	128.61		5.1%
Home Owner	\$	284.42	\$	291.04		
Total	\$	271.28	\$	263.64		2.9%
RevPar						
Hotel	\$	154.50	\$	147.59		4.7%
Motel	\$	30.85	\$	36.01		-14.3%
Vacation Rental	\$	50.41	\$	43.78		15.1%
Time Share	\$	31.91	\$	23.51		35.7%
Home Owner	\$	32.04	\$	38.03		-15.7%
Total	\$	72.27	\$	69.44		4.1%

Visitor Information Comparative Statistics For Fiscal YTD				January '17	January '16	Variance
Walk in Visitor Count						
Monthly		784		807		-2.9%
YTD		32,547		30,726		5.9%
Phone						
Monthly						#DIV/0!
YTD						#DIV/0!
Merchandise Sales						
Monthly	\$	2,466.00	\$	3,118.00		-20.9%
YTD	\$	34,311.00	\$	27,596.00		24.3%
Concierge & AT Sales						
Monthly	\$	(140.00)	\$	100.00		-240.0%
YTD	\$	231,285.00	\$	226,159.00		2.3%
Lift Tickets Sold						
		17		46		-63.0%
Vacation Planners mailed		112		62		80.6%

Destimetrics Reservations Activity (as of January 31st 2017)					Variance
FY 2016/17					
Current Month Occupancy		51.8%		52.2%	-0.8%
Current Month ADR	\$	316	\$	303	4.3%
Current Month REVPAR	\$	163	\$	158	3.2%
FY 2015/16					
Next Month Occupancy		53.0%		48.8%	8.6%
Next Month ADR	\$	350	\$	339	3.2%
Next Month REVPAR	\$	186	\$	165	12.7%
Winter Total Occupancy					
Winter Total ADR	\$	320	\$	302	6.0%
Winter Total REVPAR	\$	119	\$	112	6.3%

Reno Tahoe International Airport				December '16	December '15	Variance
Total Passengers Served						
Average Load Factor		300543		286432		4.9%
Total Number of Departures		83.6%		80.20%		4.2%
Non-Stop Destinations Served		1693		1532		10.5%
Departing Seat Capacity		23		17		35.3%
Crude Oil Averages (barrel)		191302		175615		8.9%
	\$	51.97	\$	37.19		39.7%

Notes of interest:

December 19th, Delta began non-stop seasonal flight between RNO and Atlanta, operating 3x weekly. Starting January 7th, SWA will begin once a week service between RNO and Dallas Love Field. SWA will add a second weekly flight from Dallas Love Field beginning March 12th. Volaris increased service between RNO and Guadalajara to 4x weekly through January 3rd. In 2016 RTIA served 3,650,830 passengers, up 6.4% compared to 2015.

Conference Revenue Statistics						
(booked as of December 31st 2016)						
			FY 2016/17	FY 2015/16	Variance	
Total Revenue Booked		\$	3,003,463	\$ 2,775,944	7.6%	
Number of Room Nights			16,436	14,575	11.3%	
Number of Delegates			17,989	16,829	6.4%	
Number of Tentative Bookings			62	50	19.4%	
Number of Leads Generated			127	86	32.3%	
Conference Revenue And Percentage by County:						
				16-17	15-16	
Placer				69.5%	72.1%	-1.0%
Washoe				19.2%	20.3%	-3.1%
South Lake				11.3%	6.5%	43.6%
Nevada				0.1%	1.0%	-1364.3%
Total Conference Revenue				100.0%	100.0%	2.7%
				\$ 3,376,074	\$ 3,285,317	

Top Website	Lodging Referrals (DEC)	Total Book Now	Unique Book Now
The Village at Squaw Valley		128	116
Hyatt Regency Lake Tahoe Resort Spa & C		100	99
Northstar California Resort		90	76
Resort at Squaw Creek		84	80
The Ritz-Carlton, Lake Tahoe		71	70
Tahoe Mountain Lodging		67	65
Cottage Inn at Lake Tahoe		54	53
Squaw Valley Lodge		53	53
Constellation Residences at Northstar		50	48
Cedar Crest Cottages		49	48
Tahoe Biltmore Lodge & Casino		43	41
Cedar Glen Lodge		42	41
Granlibakken Tahoe		41	38
The Lodge at Sugar Bowl		41	38
PlumpJack Squaw Valley Inn		38	38

IX-2

Conference Department Report for January 2017

In January 2017 the conference sales department staff attended a number of key meetings and industry events. The following is a brief recap of the month's activities.

Staff prepared and planned site visit for Amerco U-Haul Annual Meeting for January 17, 2017. This August 2017 program has the potential to generate approximately 201 room nights and \$60,300 in room revenue. 87rooms on peak and 100 people.

Staff prepared and planned site for HARDI Southwestern Region, a non-profit organization for January 19th. This June 2019 program has the potential to generate approximately 210 room and \$52,000 in room revenue. 60 rooms on peak and 150 people.

Staff continues to follow up with all contacts made and supplied by Luxury Meetings Summits in Dallas, Houston, San Antonio, Austin, Seattle and Portland.

Staff continue call and email out to potential groups the incredible January of snow we are having to generate more winter group business.

Staff conducted a site visit for Amerco U-Haul Annual Meeting on January 17, 2017. This program has the potential to generate approximately 201 room nights and \$60,300 in room revenue. 87rooms on peak and 100 people. During this site we visited the Ritz Carlton Lake Tahoe, Garwood's Grill & Pier and the Hyatt Lake Tahoe. In addition to our North Lake Tahoe properties this program is considering the following Napa properties: Meritage, Westin Verasa and Silverado.

Staff was to conduct a site visit for the HARDI Southwestern Region, a non-profit organization on January 19th. Unfortunately due to a snow storm this site was cancelled and will be re-schedule in coming months. This program is considering the Hyatt Lake Tahoe, Ritz Carlton Lake Tahoe, Village at Squaw Valley and Resort at Squaw Creek.

Staff hosted a site visit for the Southeast Lumber Manufacturers Association. They are considering the Resort at Squaw Creek for their July 2018 conference. They will make a final decision in April 2017. The group would bring 750 room nights and roughly \$350,000 of lodging and food and beverage revenue.

Staff is researching venues and ideas for client events in key market cities to be conducted in the next six months.

Staff worked on coordinating lodging blocks for Spartan Race World Championship

Staff worked on coordinating lodging blocks for North Tahoe Lacrosse Summit

Staff participated in a conference call with Spartan Race staff

Staff participated in a conference call with North Tahoe Lacrosse Summit Classic

Staff presented to NLTRA Board of Directors regarding Conference Sales program

Staff, on a daily basis, prospects for new clients via phone and email communication. In the month of January, staff made over 500 contacts with prospective clients. Staff also stays in constant contact with existing client base in the hopes of generating repeat business



Leisure Departmental Report
October Marketing Committee Meeting
1.24.17

TRAVELTRADE INFORMATION:

- Travel Nevada Mexico Sales Mission took place November 28th to December 1st. All follow up has been completed. Leads sent out.
- Visit California China Co-Op Updates:
 - Beijing Session took place November 18th.
 - Shanghai Session took place December 9th
 - Next session: Guangzhou in February
- UK Sales Mission Completed
 - November 28th – December 3rd
 - Visited the following travel trade organizations: America as you like it, Skiworld, Scott Dunn, Imagine Travel, Original Travel, Turquoise Holidays, Bon Voyage, Virgin Holidays and Hayes & Jarvis, Ski Safari
 - Visited with the following media: Telegraph, Guardian, Mpora & Coach
 - All leads sent out & finalized.
- Visit California China Global Ready Program took place at Squaw Valley on December 6th. The most well attended program they have hosted, with over 100+ in attendance. The program focused on how our destination can prepare to welcome Chinese travelers.
- Conducted an El Salvador Virtual Training Session in Spanish
 - Partnered with RSCVA
 - Leads to follow
- Upcoming Site Visits:
 - Skigroup.net – site tours will be January 27th
 - Getskitickets.com – sit tours will be on January 27th

UPCOMING TRADESHOWS:

- High Sierra Council is attending the Visit California Mexico Sales Mission – end of January
- North American Journeys West Show & LA Sales Calls – Feb 6-9th
- Go West in Reno: Gold Sponsor - Feb 20th – Feb 24th
- Visit California Outlook Forum – Feb 27th – March 2nd
- Mountain Travel Symposium – March 27th – April 1st

INTERNATIONAL OFFICE UPDATES:

- UK Market Update – attached is the Q2 report from Black Diamond

x6-1

- Travel Trade Highlights:
 - Black Diamond attended the World Travel Market on our behalf.
 - BD met with 16 companies this quarter. Some were individual meetings and rest agent trainings. TOTAL OF 258 agents trained from those meetings.
 - From my UK Sales Mission with BD an additional 28 were trained.
- PR Highlights:
 - Q2 produced articles totaling in 117,748,881 in circulation & \$48,214 in PR value.
 - Some big features in the Daily Star, The Telegraph and British Airlines online publications.
- Australia Market Update – attached is the Q2 report from Gate 7
 - Travel Trade Highlights:
 - Market intelligence reports that USA visitation/intended travel is up to the USA by 3.25
 - Gate 7 conducted 5 training sessions & conducted an additional 11 meetings on NLT's behalf
 - Launched the Sno' n' Ski & Mogul Ski Incentives
 - PR Highlights:
 - Q2 produced articles totaling in 1,801,949 & a PR Value of \$331,106
 - Some featured articles were Karryon's Guide to Skiing in California, multiple articles on snowsbest.com & 7Travel's Ski tips for Lake Tahoe

UPCOMING TRAVEL TRADE FAMS

- FAMS in the pipeline:
 - North Lake Tahoe Winter Domestic Ski FAM – January 24-27th
 - Vail FAM – February 6-8th
 - UK winter FAM in conjunction with Norwegian Airlines – March 2- 4th
 - Travel Nevada Winter FAM – March 12th -15th with 20 agents from multiple countries
 - Australia winter FAM in conjunction with American Airlines – March 15-17th
 - Travel Nevada Wedding FAM – May 6th

MISC:

- High Sierra Council Meeting took place on November 15th
 - Next Meeting is at VC Outlook Forum & then spring in Truckee, CA
- Met with Truckee Chamber on participation in FAMs – both travel trade & media
- Nordic Print & Digital Marketing Complete – see attached document. Currently working on a Media trip for early February.
- Working with Expedia on current International & Domestic numbers. Also, working with them on potential event in North Lake Tahoe.
- We have a new HotelBeds Rep – Colby Olen left and I will be getting out new contact information.



professional creative services

January, 2017 ~ Points for Web Content ~ Marketing Committee Meeting ~ GoTahoeNorth.com

- updating co-op staff regularly regarding functionality issues found within the site
- checking site daily and fixing issues such as links, errors, etc.
- proofing and making content edits throughout the site
- designing and editing pages for various subjects such as events and recreation
- researching, submitting, posting and editing events
- contacting event producers by phone and email
- showcasing three featured events on the home page
- finding and changing out stale or invalid content
- starting new business listings
- making requested content changes to business listings and events
- approving pending listing and event changes made by businesses
- finding better quality images and switching out when available
- corresponding with local businesses, answering questions/complaints via email and phone
- designing email blasts calling out for deals and volunteers for area events


Shelley Fallon

Shelley A. Fallon · sfallon@gotahoenorth.com · (530) 412-1259 · fax (888) 308-9108

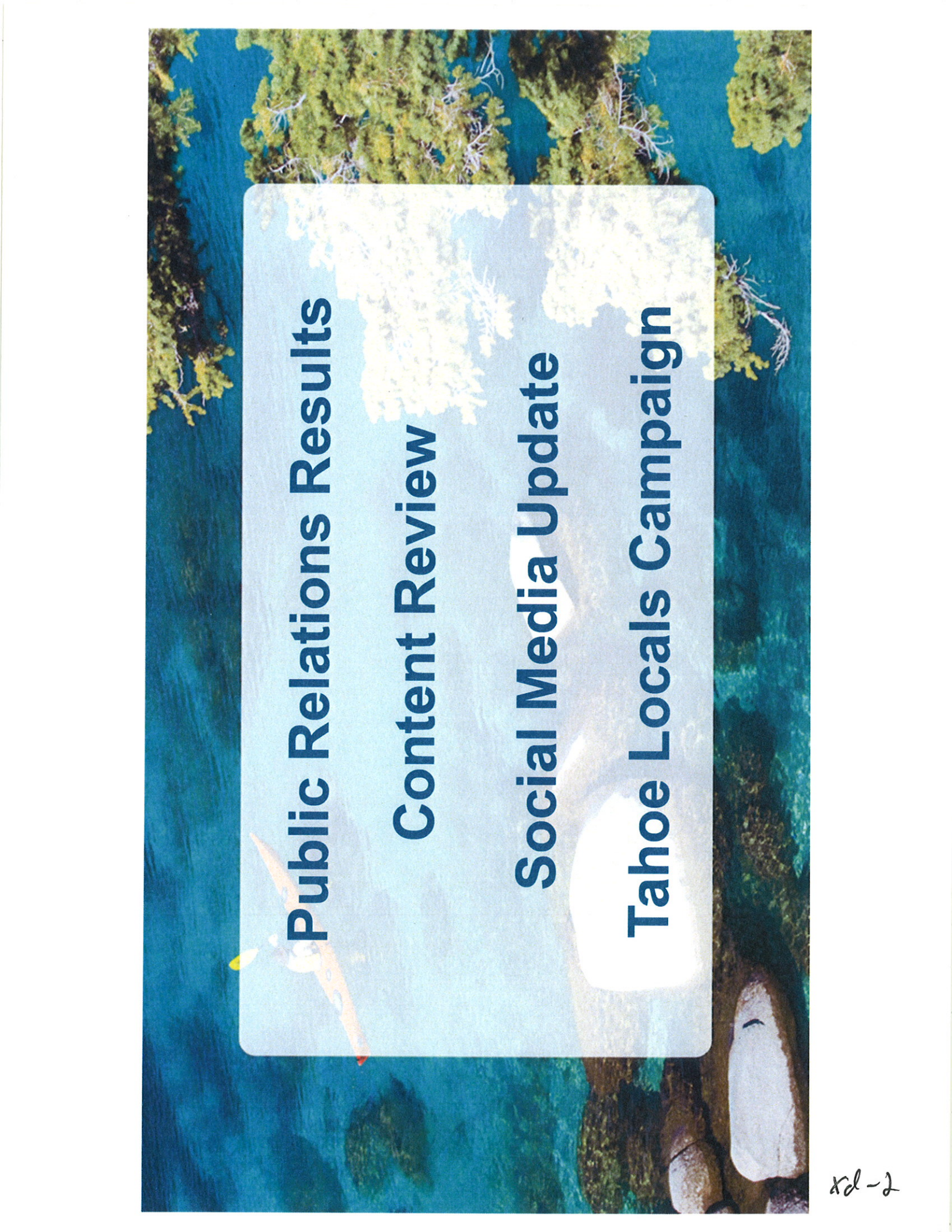
fallonmultimedia.com

XC-1

January Recap

 north lake tahoe

the
abbi
agency

A scenic photograph of a lake with a small boat, trees, and a rocky shore. The image is used as a background for the title page.

Public Relations Results Content Review Social Media Update Tahoe Locals Campaign

PUBLIC RELATIONS RESULTS

PLACEMENTS: 55

PUBLICITY VALUE: \$1,163,282

PUBLICATION HIGHLIGHTS: Conde Nast Traveler The Weather Channel, Thrillist, SF Gate, UK Daily Mail, 7Travel (Australia), Turistampa (Mexico)

FAM COORDINATION: Ski Magazine, NYC Freelancers, USA Today Network, Various International and Austin, TX based media outreach

NOTABLE PITCHES: Learn to ski / ride; Family Travel for Visit CA, 2017/18 Bucket List Travel, Luxe in Tahoe North, Photography shot list for Sony Camera FAM, Convene Magazine Editorial, Meetings Culture

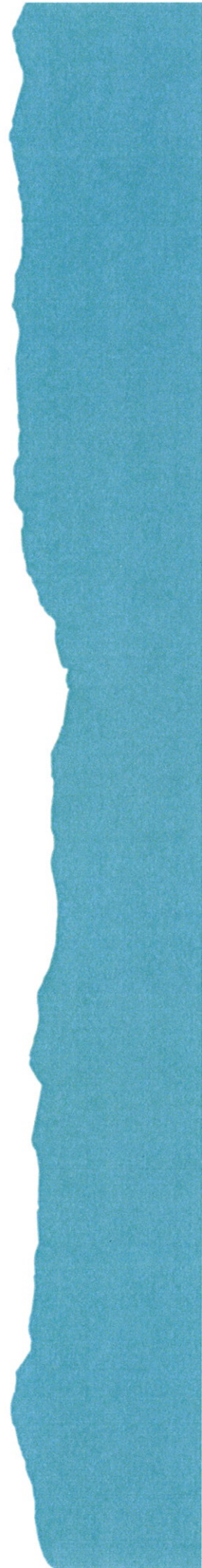
COVERAGE BOOK: <https://coveragebook.com/b/ba77d7d1>

CONTENT REVIEW

PRESS RELEASES / MEDIA ALERTS ISSUED: 5 (snow news; learn to ski/ride)

BLOGS POSTED: 3 (learn to ski/ride; tubing & ice skating; snow news)

NEWSLETTERS DISTRIBUTED: 3 (snow news; learn to ski)



SOCIAL MEDIA UPDATE

JANUARY GROWTH:

Facebook: 8,711 new fans; Instagram: 1,420 new followers; Twitter: 622 new followers

SOCIAL CAMPAIGNS & TACTICS

Facebook Live: January 16 @ Diamond Peak -- 2 videos; 109,588 views; 125 shares; 1,317 reactions; 236,175 reach; 61 comments

Social Takeover with NLT Local, Brit Hobart (resulted in 1,038 NEW Facebook Fans and 113 NEW Instagram followers)

@TahoeNorth 2016 Best Nine (celebrating the best Instagram posts of 2016)

Implementation of #TahoeSnowTracker (photo albums, snowfall GIFs, real-time image posting)

SOCIAL MEDIA UPDATE

WINTER FAN ACQUISITION CAMPAIGN

Goal: Promote North Lake Tahoe as the ideal winter destination; increase page likes in flight and drive markets

- Budget: \$4,000
- Audience: non-stop flight markets (NYC, Seattle, Portland and Southern California) and Drive markets (Northern California)
- Creative: scenic winter photos with Human Nature campaign branding and verbiage
- Duration: January 9 – February 9, 2017
- Results:

- Reach: 221,261
- New Page Likes: 9,416



TAHOE LOCALS CAMPAIGN



DOUGLAS DALE

Chef-Owner: Wolfdales Cuisine Unique

Tahoe Local for 40 years

Brand Category: Food / Culture

Film Date: March 1



JENNI CHARLES


Lead Singer: Dead Winter Carpenters

Tahoe Local (grew up here)

Brand Category: Music / Entertainment

Film Date: TBD

| January Advertising Report

 north lake tahoe

Advertising: Executive Summary

- Various creative assets were developed in January for both the consumer and MCC markets. Creative was also built to support a Leisure Sales opportunity with BeGolf.mx
- Incremental spend items went live this month, some of which will run through February. The incremental spend targets the LA market. Items include:
 - Outdoor billboards (Jan & Feb)
 - Weekend Sherpa promotion (Jan & Feb - with a bonus run in SF Bay Area)
 - Email Prospecting campaign, highlighting fresh snow and unique features of the destination (will run in February)
 - Facebook Live promotion (Jan & Feb)

Consumer Advertising: Executive Summary

- Native advertising provided the highest quality web traffic in January, with users spending an average of over two minutes on GoTahoeNorth.com.
- Paid Search ads drove the largest share of Book Now conversions, followed by banner ads, and native advertising. Among banner ads, those displayed on TripAdvisor featured the highest Book Now conversion rates, with nearly 80% of users who visited the lodging page clicking the Book Now button.
- Prospecting ads are doing their job by delivering visitors to the landing page; if original prospects do not convert, we then employ retargeting techniques which are performing at 5x the conversion rate.
- January performance across all platforms indicates persona targeting is hitting a qualified and higher quality traveler and creative is resonating well with our audiences.

Consumer Advertising: Executive Summary

- Re-sharing Facebook live posts helped extend reach and drive additional engagement, resulting in over 100K video views and nearly 1.2K user engagements.
- While the overall rate at which users engaged with Facebook ads decreased slightly in January, total engagement increased by over 7x, helping to extend North Lake Tahoe's social reach. To optimize this slight decline in engagement, new, seasonally-focused creative will be implemented at least monthly, in order to maintain consumer interest.
- North Lake Tahoe's re-sharing of its Facebook Live videos proved to be successful in driving user engagement, resulting in almost 1.2K total likes, comments, and shares.
- Of the 222K total impressions served, roughly 45% of users watched more than three seconds of the video and 79 users shared it with their friends.
- YouTube ads continued to perform well in January, with nearly 39% of users either viewing at least 30 seconds of an ad or clicking on it.
- YouTube ads served to younger experience seekers featured the highest view rate of any ad group, specifically those targeted in Los Angeles and New York (44% each).
- Engagement on Instagram ads increased by over 62% in January, while the rate at which users engaged with ads remained little changed.

Consumer Display Ad Examples

Explore

it's human nature



PLAN YOUR TRIP

n

north lake tahoe

Sizes:

160x600, 300x250, 300x600, 320x50, 728x90

Impressions: 4.4M

Clicks: 5.4K

CTR: 0.12%

Landing Page Visits: 1.9K

Book Now Conversions: 579

CVR: 28.88%

Bond

it's human nature



PLAN YOUR TRIP

n

north lake tahoe

Sizes:

160x600, 300x250, 300x600, 320x50, 728x90

Impressions: 1.9M

Clicks: 2.8K

CTR: 0.15%

Landing Page Visits: 1.2K

Book Now Conversions: 21

CVR: 1.73%

Celebrate

it's human nature



PLAN YOUR TRIP

n

north lake tahoe

Sizes:

160x600, 300x250, 300x600, 320x50, 728x90

Impressions: 1.5M

Clicks: 2K

CTR: 0.14%


Landing Page Visits: 1.6K

Book Now Conversions: 258

CVR: 15.70%

Consumer YouTube Ad Example

Explore Winter in North Lake Tahoe



YouTube

Impressions: 399K
Views: 156K
View Rate: 39%

January Digital Report | Leisure

xe-6

Consumer Social Ad Examples

North Lake Tahoe Shared a link

Like Comment Share

Book Now

Facebook

Impressions: 1.4M
Clicks: 4.1K
CTR: 0.29%
CVR: 26.02%

Instagram

North Lake Tahoe

Book Now

Instagram

Impressions: 685K
Clicks: 455
CTR: 0.07%
CVR: 41.32%

January Digital Report | Leisure

MCC Advertising: Executive Summary

- Email blasts continued to drive high-quality web traffic to North Lake Tahoe's web page, with users spending nearly two minutes on site. In addition, social ads drove 16% more website sessions in January.
- Moving forward, optimizing email clicks to leverage the medium's strength will be a top priority.
- Facebook increased performance across the board in January, showing that optimizations are having positive effects.
- Both Facebook and Instagram cost-per-click decreased in January, while click-through rates remained constant. This resulted in an increase in link clicks and in turn, and increase in web traffic from Facebook ads.
- Compared to December, engagement on MCC social ads increased by 41%. In addition, users engaged with MCC social ads at a higher rate than Leisure social ads.

MCC Social Ad Examples

North Lake Tahoe shared a link

inspire Collaborate | it's human nature Create Motivate

Meet Up for Success
Bring inspiration and motivation to the table when you hold your meeting or event in beautiful North Lake Tahoe

Book Now

Facebook

Impressions: 159K
Link Clicks: 1.5K
CTR: 0.58%
Engagement Rate: 0.64%

Instagram

North Lake Tahoe

inspire Collaborate | it's human nature

Book Now

Give your meeting an altitude adjustment. Get together in the fresh mountain air and inspiring beauty of North Lake Tahoe.

Instagram

Impressions: 55K
Link Clicks: 52
CTR: 0.09%
Engagement Rate: 0.91%

Summary:

January Visitor Traffic was down due to bad winter weather conditions, road closures from avalanche warnings, and Nevada State of Emergency asking people to stay sheltered; 16-days affected in month.

Highlights:

- Visitor Information Center Activity (see dashboard).

Notes:

- Evaluating Server options to boost efficiencies, move email and data backup to Cloud base.
- Examining new Merchant Processing Account opportunities for our POS and online.
- Continue to refine POS and QuickBooks accounting systems.
- Organizing a steering committee to bring back the *Nevada Northern Lights* winter holiday event.
- Recruited new Visitor Center volunteer and interviewing administrative-guest service candidates.
- The *Tahoe Trails* brochure project is in final stages of production.
- Guest speaker on Reno radio 106.9 Pop: announcing of local activities and events.
- Coordinated regional ad and editorial for local activities and events (RTT, Tahoe Weekly).
- Art Gallery: new art exhibition opened on February 1 featuring 4-artists in 4-mediums.
A reception to meet the artist will be hosted on Friday, February 17.
- Attended North Lake Tahoe-Truckee Leadership class.
- Attended BACC meeting.
- Networking with local businesses and community to help promote strong partnerships.

Sales Department Report for January 2017

Staff – Bart Peterson – Business Development Manager

Hosted North Lake Tahoe Domestic Tour Operator Winter FAM Jan 24-27

Launched sales incentive with Helloworld in Australia

PPT Presentation on the region submitted to our representation in China for sales training in Guangzhou.

Filmed (2) promotional videos with Mountain Resort Television to promote the Village Concierge, discount lift tickets, and Activity Tickets partners and site.

Filmed (2) promotional videos with Lake Tahoe Television to promote the Village Concierge, discount lift tickets, and Activity Tickets partners and site.

Ski shop promotion in LA and Austin highlighting significant snowfall in January.

Coordinate discount lift ticket re-sale program for Diamond Peak, Mt. Rose, Homewood and Squaw Valley | Alpine Meadows.

Launched ticket sales on Activity Tickets for Tahoe Symphony Orchestra and Chorus at Hyatt 2/19

Submitted meeting requests for Mountain Travel Symposium.

XIb-1

President/CEO Report
Activities Report
February 13th, 2017

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Implementing Winter incremental marketing efforts with Augustine Ideas/Richter7
 - Worked with NLTRA accounting team on quarterly coop financial statements
 - Implementing Winter social and communication plans with Abbi Agency
 - Worked with conference sales team on revenue generation and analytic review
 - Attended NLTRA agency status meetings
 - Participating in NLTRA CEO Search Committee
 - Developing Coop Staff retreat for FY 2017/18 budget and departmental planning
 - Clarified media commission rate with Augustine/Richter 7
- OPERATIONS & ACCOUNTING
 - Implementing server replacement and new email infrastructure
 - Interviewing for new administrative/guest services position
- PROJECTS
 - Began review and analysis of merchant banking accounts
 - Continued implementation of regional television exposure with Lake Tahoe TV and Mountain Resort Television for support of Activity Tickets and Concierge partners
 - Continued participation in NLTRA Organizational Task Force on Marketing
 - Planning underway for March Board retreat
 - Met with Abbi Agency on FY 2017/18 work plan
 - Implementing GTN website maintenance to new vendor contract
- MEETINGS
 - Attended Visit California Brand Content committee meeting
 - Met with Abbi Agency on 2017/18 work plan
 - Meet with Mountain Resort Television personnel on program opportunities
 - Meet with Lake Tahoe TV personnel on program opportunities
 - Attended RTT monthly meeting
 - Meet with JT Thompson and new Coop committee members for coop debrief
 - Held phone meeting with IVGID, Coop sales department on field availability for group needs
 - Attended NLTRA Marketing Organizational committee meeting
 - Attended TRPA Board meeting
 - Attended RSCVA Marketing Committee meeting
 - Attended RSCVA Board meeting
 - Attended TPC Board meeting

XIC-2