



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

AGENDA **Board Meeting** **Lake Tahoe Incline Village Crystal Bay Visitors Bureau** **Wednesday February 20th, 2019 3pm**

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday February 20th, 2019 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 | Blane Johnson |
| 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. | Blane Johnson |
| III. Approval of Agenda (For Possible Action) | Blane Johnson |
| IV. Approval of January 16th Board Minutes (For Possible Action) | Blane Johnson |
| V. Review of January 2019 Financial Statements (10 min)
(For Possible Action) | Greg Long |
| VI. Discussion on IVCBVB Support of Lodging Surcharge (30 min)
(For Possible Action) | A. Chapman |
| VII. Discussion on July 4th Fireworks and Barge Purchase (30 min)
(For Possible Actin) | Blane Johnson/A. Chapman |
| VIII. IVCBVB Participation in the Mountain Housing Council (10 min)
(For Possible Action) | Andy Chapman |
| IX. Discussion on 2019 Board Retreat Objectives and Date (20 min) | Blane Johnson/A. Chapman |
| X. Review of February Dashboard Report (10 min) | Andy Chapman/Greg Long |
| XI. Coop Departmental Reports | Andy Chapman |

Board Agenda

- a. December Departmental Recap Report
(Click [HERE](#) for full online reports)

XII. Management Reports (10 min)

Staff

- a. Operations Report
- b. Business Development Manager Report
- c. President/CEO

XIII. Old Business (5 min)

Blane Johnson

XIV. New Business (5 min)

Blane Johnson

- TTD Unmet Transit Need Discussion

XV. Director Comments (5 min)

Blane Johnson

XVI. PUBLIC COMMENT – Pursuant to NRS 241.020

Blane Johnson

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/>

Public Postings:

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north lake tahoe

Incline Village Crystal Bay Visitors Bureau

**January Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wed, Jan 16, 2019, 3pm**

I. Call to Order/Roll Call

Blain Johnson

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:14 pm by Chair Johnson. Roll call was taken, and the following members were present: Heather Bacon, Blain Johnson, Bill Watson and Jason Guinasso,. The following IVCBVB employees were present: Andy Chapman, CEO/President; and Greg Long, Operations and Finance Director.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Blain Johnson

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

None

III. Approval of Agenda (For Possible Action)

Blain Johnson

Motion to approve the Agenda by Heather Bacon. Second by Bill Watson. Approved.

IV. Approval of Nov. 14th Board Minutes (For Possible Action)

Blain Johnson

Motion to approve the Nov Board Meeting Minutes by Heather Bacon. Second by Bill Watson. Approved.

V. RSCVA Convention Center Expansion/Legislative update

Phil Delone

CEO Chapman provides an introduction and introduces Phil Delone (CEO of RSCVA).

Convention Center Expansion highlights:

- 39th largest Convention Center in America
- 382K Sq. Ft. of exhibit space
- Legacy clients want to see an expansion
- Study has been completed for options to expand
- RSCVA board has settled on 125K expansion
- Funded by issuance of bonds
- Existing facility will be renovated to current standards
- Livestock Events Center needs 15MM in repair
- Proposed \$2.00 per room night to pay for project. Lake properties exempt.
- NRA needs to support the project. Wants to add \$1.00 to add to air service fund

- NRA will vote at next meeting for a total of \$3.00 surcharge
- IVCBVB wants to explore adding their own service charge

Legislative updates:

- With New administration, things are up in the air
- State is short on money so they could look to NRA and RSCVA for money
- No indication state will look to these organizations for money

VI. Update on Winter Creative and revised Media Execution Daphne Lange/Augustine

CEO Chapman introduces members from the Augustine Agency and Daphne from the Resort Association.

Highlights:

- Increase overnight stays and awareness of destination
- Visitors want deeper emotional connection and immerse themselves in destination
- Adventure can be customizable
- Messaging helps us stand apart from competitors
- The Winter that Wows was the positioning chosen
- Display ads are broken out for activity. 11 total.
- New landing page being used when clicking on digital ad
- Outdoor billboards are available to change due to weather conditions

VII. Review of December 2018 Financial Statements Greg Long

Greg Long reviewed the December 2018 Financial Statements.

Motion to approve the December 2018 financial statements by Bill Watson. Second by Heather Bacon. Approved.

VIII. FY 2018/19 Six Month Reforecast Review Andy Chapman/G. Long

CEO Chapman discussed the reforecast of the 2018/19 fiscal year. \$52,000 in bottom line improvement to budget is forecast.

IX. Review of FY 2019/20 Budget Development Timeline Andy Chapman/G. Long

CEO Chapman reviews timeline for budget process.

X. Review of December 2018 Dashboard Report Andy Chapman/G. Long

Greg Long reviewed the highlights of December dashboard with input from CEO Chapman.

XI. Coop Departmental Reports **Andy Chapman**

- a. Conference Sales (in packet)
- b. Leisure Sales (in packet)
- c. Website Content (in packet)
- d. Communications/Social (in packet)
- e. Advertising (in packet)

XII. Management Reports **Andy Chapman**

- a. Operations Report (in packet)
- b. Business Development Manager Report (in packet)
- c. President/CEO (in packet)

XIII. Old Business **Andy Chapman**

CEO Chapman discusses the lease renewal and the signed contract being executed.
Fireworks update with signed contract for fireworks provider and discussion continues on the purchase of the barges.

XIV. New Business **Andy Chapman**

CEO Chapman discusses letter to NDOT about the Spaghetti Bowl redesign project and how the IVCBVB would not be in favor of losing the direct freeway access to the Airport.
Washoe County meeting in Incline Village, Jan 21st, about short term rentals. This will be attended by CEO Chapman.

XV. Director Comments **Andy Chapman**

None

XVI. PUBLIC COMMENT – Pursuant to NRS 241.020 **Blain Johnson**

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

None

XVII. Adjournment – (For Possible Action)

Motion to adjourn by Bill Watson. Second by Heather Bacon. Adjourned. 5:02pm

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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January 2019 Financial Summary Report

January Month End Variance Report

REVENUE

- R250 Fund Transfer: 28% over budget due to higher Nov TOT collections.

EXPENSES

- 0305 Payroll: Under budget due to lower staff needs.
- 0501 Travel & Lodging: Over budget due to Coop expenses before bill back.
- 0609 Sponsorship: Under budget due to timing of payments.
- 0691 Shuttle Subsidy: Over budget due to timing of payments.

January Year to Date Variance Report

REVENUE

- 46000 Merch Sales: 12% over budget due to higher retail sales.
- R277 Concierge Sales: 9% under budget due to lower sales.
- R250 Fund Transfer: 7% over budget due to higher TOT collections.
- R274 Grants: Under budget due to timing of Travel Nevada Grant reimbursement.

EXPENSES

- 0320 Health Insurance: 12% under budget due to lower health insurance plan cost.
- 0501 Travel & Lodging: Over budget due to coop expenses before bill back.
- 0690 Sponsorship: Over budget due to invoice payment for research project. Timing.
- 0691 Shuttle Subsidy: Over budget due to timing of payments.
- 0751 Concierge Expense: Under budget due to lower Activity Ticket sales.

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

January 2019

	Jan 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	1,289.20	1,980.71	-691.51	65.1%
R277 · Concierge	0.00	187.50	-187.50	0.0%
R278 · Lift Tickets	134.00			
Total POS Sales	1,423.20	2,168.21	-745.01	65.6%
R250 · Fund Transfers	84,774.93	66,299.00	18,475.93	127.9%
R252 · Interest Income	11.34	31.87	-20.53	35.6%
R270 · Miscellaneous Revenue	0.00	90.91	-90.91	0.0%
Total Income	86,209.47	68,589.99	17,619.48	125.7%
Cost of Goods Sold				
50000 · Cost of Goods Sold	585.08	1,505.49	-920.41	38.9%
50003 · Lift Tickets	126.00			
Total COGS	711.08	1,505.49	-794.41	47.2%
Gross Profit	85,498.39	67,084.50	18,413.89	127.4%
Expense				
0305 · Payroll	29,377.64	32,000.00	-2,622.36	91.8%
0314 · State Employer Taxes	705.06	363.04	342.02	194.2%
0315 · Federal Unemployment	154.38	48.00	106.38	321.6%
0316 · Public Employees Retirement Sys	5,241.27	7,019.30	-1,778.03	74.7%
0319 · Employer Medicare/Soc Sec	520.48	713.60	-193.12	72.9%
0320 · Health Insurance	3,389.21	3,609.87	-220.66	93.9%
0400 · Utilities				
0401 · Utilities- Electric	210.13	237.12	-26.99	88.6%
0402 · Utilities-Gas & Heat	183.42	188.55	-5.13	97.3%
0403 · Utilities- Water & Refuse	308.69	295.81	12.88	104.4%
Total 0400 · Utilities	702.24	721.48	-19.24	97.3%
0405 · Bank & Cr Card Charges	323.78	231.35	92.43	140.0%
0410 · Office Supplies & Expenses	-21.75	755.49	-777.24	-2.9%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	243.75	600.00	-356.25	40.6%
0411 · Maintenance/Janitorial - Other	974.96	909.48	65.48	107.2%
Total 0411 · Maintenance/Janitorial	1,218.71	1,509.48	-290.77	80.7%
0412 · IT - Computers	87.50	354.50	-267.00	24.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	9.09	-9.09	0.0%
0420 · Postage & Freight	150.00	60.00	90.00	250.0%
0421 · Communications	832.59	756.45	76.14	110.1%
0422 · Printing Expenses	0.00	45.45	-45.45	0.0%
0430 · Building Repairs & Insurance	0.00	366.85	-366.85	0.0%
0451 · Legal & Accounting Services	2,750.00	2,559.00	191.00	107.5%
0460 · Contract Services	0.00	74.00	-74.00	0.0%
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	131.22	132.00	-0.78	99.4%
0470 · Misc. Expenses	350.00	169.68	180.32	206.3%
0473 · Dues & Subscriptions	165.00	190.00	-25.00	86.8%
0474 · License & Fees	0.00	12.78	-12.78	0.0%
0501 · Travel & Lodging	2,452.12	0.00	2,452.12	100.0%
0505 · Local Transportation/Car	237.22	42.28	194.94	561.1%
0507 · Meeting Expenses	773.09	90.00	683.09	859.0%
0601 · Hospitality in Market				
0601.5 · In House	97.15	118.69	-21.54	81.9%
0601 · Hospitality in Market - Other	36.55	500.00	-463.45	7.3%
Total 0601 · Hospitality in Market	133.70	618.69	-484.99	21.6%

1:37 PM
02/15/19

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU
Profit & Loss Budget vs. Actual

Accrual Basis

January 2019

	Jan 19	Budget	\$ Over Budget	% of Budget
0612 · Advertising-Print	291.27			
0622 · Advertising Co-op	35,435.00	35,435.00	0.00	100.0%
0623 · Regional Marketing Programs	11.09	80.90	-69.81	13.7%
0650 · Payroll Expense	172.50	240.00	-67.50	71.9%
0690 · Sponsorship	135.50	6,818.00	-6,682.50	2.0%
0691 · Shuttle Subsidy/Sponsorship	8,927.00	2,364.00	6,563.00	377.6%
0733 · On-Hold Messaging	127.27	124.80	2.47	102.0%
0751 · Concierge Expense	0.00	153.00	-153.00	0.0%
51100 · Freight and Shipping Costs	4.62			
59900 · POS Inventory Adj -Merchandise	251.01			
Total Expense	98,528.72	101,168.08	-2,639.36	97.4%
Net Ordinary Income	-13,030.33	-34,083.58	21,053.25	38.2%
Net Income	-13,030.33	-34,083.58	21,053.25	38.2%

Profit & Loss Budget vs. Actual

Accrual Basis

July 2018 through January 2019

	Jul '18 - Jan 19	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	37,360.40	33,240.15	4,120.25	112.4%
R277 · Concierge	225,634.05	248,209.67	-22,575.62	90.9%
R278 · Lift Tickets	434.00			
R290 · Consignment Sales	84.00	0.00	84.00	100.0%
Total POS Sales	263,512.45	281,449.82	-17,937.37	93.6%
R250 · Fund Transfers	1,127,140.92	1,053,921.00	73,219.92	106.9%
R252 · Interest Income	392.20	232.91	159.29	168.4%
R269 · On Hold Messaging	200.00	175.00	25.00	114.3%
R270 · Miscellaneous Revenue	23.90	545.46	-521.56	4.4%
R274 · Grants	0.00	11,000.00	-11,000.00	0.0%
Total Income	1,391,269.47	1,347,324.19	43,945.28	103.3%
Cost of Goods Sold				
50000 · Cost of Goods Sold	18,825.45	17,871.06	954.39	105.3%
50003 · Lift Tickets	405.00			
Total COGS	19,230.45	17,871.06	1,359.39	107.6%
Gross Profit	1,372,039.02	1,329,453.13	42,585.89	103.2%
Expense				
0305 · Payroll	205,687.24	203,137.06	2,550.18	101.3%
0313 · Employers Insurance of Nevada	934.00	850.00	84.00	109.9%
0314 · State Employer Taxes	1,212.49	877.70	334.79	138.1%
0315 · Federal Unemployment	215.03	270.34	-55.31	79.5%
0316 · Public Employees Retirement Sys	46,028.63	49,043.53	-3,014.90	93.9%
0319 · Employer Medicare/Soc Sec	4,447.41	4,890.34	-442.93	90.9%
0320 · Health Insurance	22,179.63	25,288.69	-3,109.06	87.7%
0321 · Employee Training	20.00	1,000.00	-980.00	2.0%
0400 · Utilities				
0401 · Utilities- Electric	1,336.26	1,263.93	72.33	105.7%
0402 · Utilities-Gas & Heat	555.40	636.09	-80.69	87.3%
0403 · Utilities- Water & Refuse	2,283.53	2,219.89	63.64	102.9%
Total 0400 · Utilities	4,175.19	4,119.91	55.28	101.3%
0405 · Bank & Cr Card Charges	14,250.41	14,379.91	-129.50	99.1%
0410 · Office Supplies & Expenses	3,184.66	3,538.53	-353.87	90.0%
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	1,193.75	1,800.00	-606.25	66.3%
0411 · Maintenance/Janitorial - Other	6,961.76	7,700.00	-738.24	90.4%
Total 0411 · Maintenance/Janitorial	8,155.51	9,500.00	-1,344.49	85.8%
0412 · IT - Computers	862.50	2,227.49	-1,364.99	38.7%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	54.54	-54.54	0.0%
0420 · Postage & Freight	285.22	700.02	-414.80	40.7%
0421 · Communications	6,278.45	6,310.35	-31.90	99.5%
0422 · Printing Expenses	0.00	272.70	-272.70	0.0%
0430 · Building Repairs & Insurance	7,513.60	7,604.00	-90.40	98.8%
0451 · Legal & Accounting Services	23,549.25	22,205.00	1,344.25	106.1%
0460 · Contract Services	531.00	1,046.00	-515.00	50.8%
0461 · Remote Offices	24,500.00	24,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	1,611.47	1,659.22	-47.75	97.1%
0470 · Misc. Expenses	483.50	1,151.58	-668.08	42.0%
0473 · Dues & Subscriptions	4,552.79	3,580.00	972.79	127.2%
0474 · License & Fees	60.00	336.12	-276.12	17.9%
0501 · Travel & Lodging	5,487.47	2,058.88	3,428.59	266.5%
0504 · Registrations	3,036.22	1,113.72	1,922.50	272.6%
0505 · Local Transportation/Car	876.19	288.56	587.63	303.6%
0507 · Meeting Expenses	1,916.29	1,460.45	455.84	131.2%
0601 · Hospitality in Market				
0601.5 · In House	4,085.80	906.52	3,179.28	450.7%
0601 · Hospitality in Market - Other	1,906.31	3,000.00	-1,093.69	63.5%
Total 0601 · Hospitality in Market	5,992.11	3,906.52	2,085.59	153.4%

Profit & Loss Budget vs. Actual

Accrual Basis

July 2018 through January 2019

	Jul '18 - Jan 19	Budget	\$ Over Budget	% of Budget
0612 · Advertising-Print	291.27			
0622 · Advertising Co-op	576,057.00	576,057.00	0.00	100.0%
0623 · Regional Marketing Programs	2,384.90	4,232.53	-1,847.63	56.3%
0650 · Payroll Expense	830.00	922.50	-92.50	90.0%
0690 · Sponsorship	53,810.00	50,908.00	2,902.00	105.7%
0691 · Shuttle Subsidy/Sponsorship	17,853.00	14,184.00	3,669.00	125.9%
0725 · Uniforms	406.25	500.00	-93.75	81.3%
0730 · Special Promotional Items	20.00	250.00	-230.00	8.0%
0733 · On-Hold Messaging	890.89	876.07	14.82	101.7%
0751 · Concierge Expense	205,223.16	208,770.78	-3,547.62	98.3%
51100 · Freight and Shipping Costs	912.43	0.00	912.43	100.0%
59900 · POS Inventory Adj -Merchandise	372.96	0.00	372.96	100.0%
Total Expense	1,257,078.12	1,254,072.04	3,006.08	100.2%
Net Ordinary Income	114,960.90	75,381.09	39,579.81	152.5%
Net Income	114,960.90	75,381.09	39,579.81	152.5%



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: February 20th, 2019
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: Nevada Resort Association Air Service Surcharge

Background

At last month's meeting, the IVCBVB board received a presentation from RSCVA CEO Phil DeLone regarding the expansion of the Reno Sparks Convention Center. During this conversation Phil mentioned that the Nevada Resort Association (NRA) was contemplating an addition \$1 surcharge on all short-term room rentals in the Washoe County jurisdiction. These restricted funds would be used to support air service initiatives into the RTIA. As a result of this conversation, staff reached out to Virginia Valentine, NRA Executive Director, and set up a meeting to discuss this surcharge and to get additional information regarding the source and uses of funds. A lunch meeting was held on February 7th attended by Virginia Valentine, Greg Ferraro (NRA lobbyist), IVCBVB Board chair Blane Johnson, Chris Skelding, Hyatt Director of Sales and Marketing and Andy Chapman, IVCBVB President/CEO.

Requested Action

Staff requests discussion and possible action on the NRA proposed \$1 surcharge for air service development as well as additional surcharge opportunities for expanded transit needs within the IVCB region.



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Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: February 20th, 2019
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: Firework Coalition/RWTB Barge Agreement & Purchase

Background

The IVCB Firework Coalition met to discuss the purchase offer to RWTB for the community barges. In prior conversations with board members from RWTB it was determined that RWTB had approximately \$37,000 in outstanding debt from 2018 and beyond. The Firework Coalition discussed and ultimately agreed to offer RWTB \$37,000 for the purchase of the barges for their continued use in the community for the firework celebration. At a recent RWTB board meeting, the board members agreed to accept the offer of \$37,000 and sell the barges. This transfer of property and payment of outstanding debts will allow RWTB to become solvent. It was further agreed that RWTB would "go dark" this next year in activities related to the IVCB 4th of July Celebration, allowing the new coalition to embark on fundraising efforts without the confusion that could be associated with continued RWTB activities.

Attached to this staff report is the letter sent by the coalition to the RWTB board regarding the barge purchase. The Coalition recently met to determine the next steps in the purchase process. Mike Young with the ICBA will take the lead on the title transfer. The group now needs to determine the best path to acquire the \$37,000 for the barge purchase.

Requested Action

Staff is requesting board discussion and possible action on potentially funding the \$37,000 as a short term loan to the Firework Coalition to acquire the RWTB barges.

VII-1

January 29, 2019

RWTB Board
Att: Jeffery Corman
PO Box 3789
Incline Village NV 89451

Dear Jeffery and RTWB Board of Directors

Thank you all very much for the recent conversations regarding the future of the July 4th Fireworks in our Incline Village and Crystal Bay communities. This important event has a long history and we would like to thank the RWTB Board of Directors, donors and your many volunteers over the years for your dedication and efforts on behalf of our entire local and visitor communities.

As you are aware, a new coalition has been formed to specifically produce and deliver the July 4th, 2019 fireworks display. To that end we have been in conversations with RWTB to acquire the barges necessary to facilitate the firework production. As we understand through our conversations, RWTB has approximately \$37,000 in outstanding bills from the past years. It is this coalition's intent to work with you to provide the needed funding for RWTB to pay this outstanding debt, with the potential for remaining funds being available in your treasury for future RWTB opportunities.

As we discussed, this new coalition will have the daunting task to raise the necessary funds for the 2019 event. During our coalition's initial conversations regarding our interest in continuing the fireworks, we had not contemplated the increased costs to acquire the barges due to the common understanding that this community had previously raised the funds to purchase the barges. As we have talked, there is a general feeling within the community that these barges belong to the Incline Village/Crystal Bay community and should remain here as their original intent.

To that end, our coalition has agreed to offer RWTB \$37,000 for the purchase of the three barges historically used for the 4th of July fireworks "as is and where is". We would also work with RWTB to communicate to the community our thanks to RWTB for their support and efforts to continue to bring this important event to our corner of Lake Tahoe. This payment would be made in lump sum within 30 days of acceptance and appropriate ownership documentation. In addition, if in the future another qualified entity or agency takes over the production of the 4th of July fireworks from our coalition, the barges will be available for use without a charge or additional purchase agreement. It is the intent of this coalition to maintain the barges within the community for future use.

As time is of the essence, we look forward to hearing back from you by end of day, February 4th.
Thank you and best regards.



Mike Young
President
ICBA



Michal Murphy
General Manager
Hyatt Regency



Andy Chapman
President/CEO
IVCBVCB

Incline Village Crystal Bay July 4th Fireworks Coalition
Incline Village Crystal Bay VCB * Hyatt Regency * Incline Community Business Association

VII-2



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: February 20th, 2019
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: Mountain Housing Council of Tahoe Truckee

Background

The Mountain Housing Council (MHC), a project of the Tahoe Truckee Community Foundation, brings together 25 diverse key stakeholders to take on the unique and pressing challenges of achievable local housing in the North Tahoe-Truckee region. The MHC's goal is to build on needs identified in the 2016 Regional Housing Study and accelerate solutions to housing problems of availability, variety, and affordability.

The Mountain Housing Council seeks to accelerate solutions through government, business, and nonprofit partnerships targeting innovations in three key areas: funding, land, and policy. Council leaders convene quarterly to identify barriers and opportunities to unlocking existing housing stock and developing new stock. Tiger Teams and Ad-hoc Committees are tasked to explore these solutions quickly and thoroughly before presenting their findings and suggestions for moving forward. To source innovative solutions and forge collaborative partnerships, MHC brings a broad spectrum of the community together through public meetings, Dealmakers meetings, and more.

Currently there is no representation from the Nevada North Lake Tahoe region officially participating in the MHC. As work force housing issues continue to impact the tourism industry around the region, staff feels it is important to be at the table to understand the various program that may impact the housing.

Attached to this staff report is an overview of the MHC project as well as a MHC Collaborative Agreement. There is no financial obligation to join the MHC other than time associated with their efforts.

Requested Action

Request board discussion and possible action to join the MHC and to appoint a primary and secondary representative.

VIII-1

2018

MOUNTAIN HOUSING COUNCIL OF TAHOE TRUCKEE



THE CHALLENGE

The North Tahoe-Truckee region, pictured to the right, has a population of roughly 30,000. On holiday weekends, those numbers swell to around 100,000. For full and part-time residents as well as vacationers, there are 33,300 housing units – mostly expensive, large single family homes built before 1979. 65% of them are vacant more than half the year.

Locals are struggling to find housing in our community - with estimates showing a shortfall of more than 12,000 units to serve the local workforce.



As of January 2018, the MHC represents the above geographic focus. The MHC is open to expanding the geographic scope of its work in the future where appropriate.

THE IMPACT

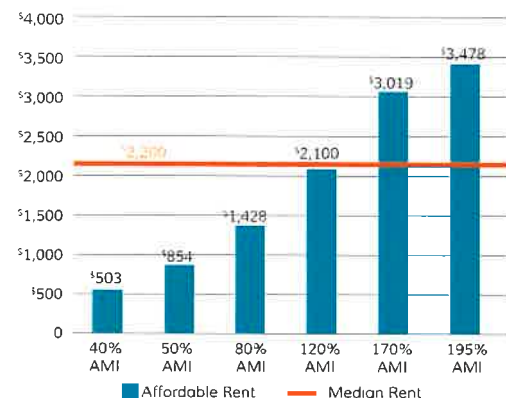
Teachers, firefighters, police, business owners, and many more can no longer afford to live here. They are forced to move away, leaving employers unable to staff businesses, emergency responders struggling with response times, and a rippling impact on our region's economy, culture, and vitality.

ACCELERATING SOLUTIONS

The Mountain Housing Council (MHC), a project of the Tahoe Truckee Community Foundation, brings together 25 diverse key stakeholders to take on the unique and pressing challenges of achievable local housing in the North Tahoe-Truckee region. The MHC's goal is to build on needs identified in the 2016 Regional Housing Study and accelerate solutions to housing problems of availability, variety, and affordability.

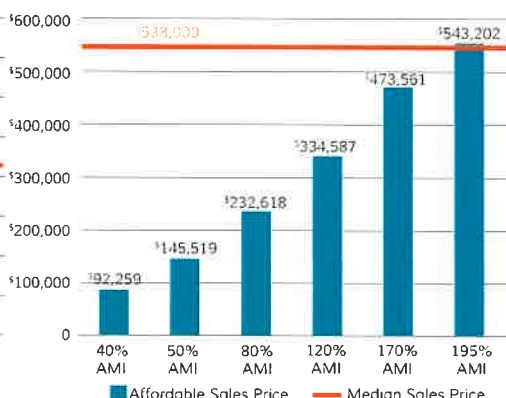
AFFORDABLE RENT PER INCOME LEVEL

3-Bedroom home for a family of four, compared to rental rate in North Tahoe - Truckee region



AFFORDABLE HOME PRICE PER INCOME LEVEL

Single-family home for a family of four, compared to median home sales price in North Tahoe - Truckee region



AMI = Area Median Income *Figures based on 2016 Regional Housing Study

MOUNTAIN HOUSING COUNCIL OF TAHOE TRUCKEE

MEMBERS

LOCAL GOVERNMENTS

Nevada County
Placer County
Town of Truckee

SPECIAL DISTRICTS

North Tahoe Public Utility District
Squaw Valley Public Service District
Tahoe City Public Utility District
Tahoe Forest Hospital District
Tahoe Regional Planning Agency
Tahoe Truckee Unified School District
Truckee Donner Public Utility District
Truckee Tahoe Airport District

CORPORATE PARTNERS

Squaw Valley | Alpine Meadows
Sugar Bowl Resort
Vail Resorts

NONPROFITS

Family Resource Center of Truckee
Martis Fund
Mountain Area Preservation
North Tahoe Family Resource Center
Tahoe Prosperity Center
Tahoe Truckee Community Foundation
Truckee North Tahoe Transportation Management Association

NETWORKS

Community Collaborative of Truckee Tahoe
Contractors Association of Truckee Tahoe
North Lake Tahoe Resort Association
Sierra Business Council
Tahoe Donner Homeowners Association
Truckee Chamber of Commerce
Tahoe Sierra Board of Realtors







PROJECT OF TAHOE TRUCKEE COMMUNITY FOUNDATION

VIII-2

MOUNTAIN HOUSING COUNCIL

THREE YEAR GOALS

To increase the number and diversity of available units (new & used)

-  10 innovative policy solutions
-  \$15M to support range of housing types in region
-  Unlock 300 existing units for full-time low income to achievable local housing*
-  Create 300 new units for achievable local housing
-  Rehabilitate 30 existing very low-income units
-  1% increase in workers living locally (not commuting)

SOLUTIONS IN THE WORKS

The Mountain Housing Council seeks to accelerate solutions through government, business, and nonprofit partnerships targeting innovations in three key areas: funding, land, and policy. Council leaders convene quarterly to identify barriers and opportunities to unlocking existing housing stock and developing new stock. Tiger Teams and Ad-hoc Committees are tasked to explore these solutions quickly and thoroughly before presenting their findings and suggestions for moving forward. To source innovative solutions and forge collaborative partnerships, MHC brings a broad spectrum of the community together through public meetings, Dealmakers meetings, and more.

FUNDING

Development is expensive in the North Tahoe - Truckee area and building achievable local housing is unprofitable in most cases. MHC is focused on attracting funding to supplement development costs for achievable local housing as well as funding to support housing rental and purchase assistance programs.

LAND

Finding land at reasonable costs to develop is challenging for would-be achievable local housing developers. MHC is mapping lands for available and appropriate development for a range of housing types, to meet the needs of all our community members.

POLICY + PROGRAMS

Change requires collaborative efforts across the region. Together, MHC examines the root causes of the housing crisis at the intersection of counties, towns, and special districts. MHC is focused on creating an innovative policy and program agenda that works to lower barriers and increase incentives for a range of housing types and affordability levels including for-sale and rental products.

VISION

All people that work and live in the North Tahoe - Truckee region have access to diverse, quality, and achievable local housing.

MISSION

To accelerate solutions for achievable local housing for those that live in the North Tahoe - Truckee Region.

GET INVOLVED

No one entity or group can solve the region's housing crisis. Business owners are already stepping up to assist their employees with housing. Public agencies are committed and focused on innovative policies and programs. Developers are exploring new construction and development models to decrease costs.

**TO LEARN MORE, GO TO
MOUNTAINHOUSINGCOUNCIL.ORG**



*Achievable local housing is defined as housing for those households earning between 80% AMI and 195% AMI. For progress updates on how the Mountain Housing Council's three-year goals, visit mountainhousingcouncil.org



Collaborative Agreement

Date: _____

Organization Name: _____

Primary Representative (Name and Title): _____

Alternate (Name and Title): _____

Participation:

- ☐ Community Partner
- ☐ Funding Partner

Background: Mountain Housing Council of Tahoe Truckee (Council) is a collaborative effort working to identify priorities and create an innovative and accelerated portfolio of solutions to regional housing issues. The Council operates, geographically in eastern Nevada and Placer Counties and the Town of Truckee.

I. About the Collaborative Agreement

Purpose: The purpose of this Collaborative Agreement (Agreement) is to outline how this diverse body of committed stakeholders will work together to achieve results.

Authority: This Agreement is not intended to, and does not, impose any legally binding requirements on the individuals or entities that participate in the process. Members recognize and respect that each participant is first bound to their organization and within their organization's constraints bring what resources they can to the Council's effort. Signatories do not assume liability for any other member's actions, obligations, or liabilities or any third



party claims that arise out of this initiative. **The Council is built upon a good faith effort.**

Expiration: This Collaborative Agreement is effective for a three-year period or for the duration of Council activities from the date of the signature on page 7.

II. Roles + Responsibilities

1. Project + Financial Manager + Convener

Tahoe Truckee Community Foundation (TTCF) will serve in the role of Project Manager, Administrator and Convener for the Mountain Housing Council, including providing the following services:

- Convene stakeholder groups
- Garner funding
- Sponsor meetings
- Address technical study needs
- Provide staff support to manage the Council activities

As Project Manager and Convener, TTCF will manage funds contributed by the Funding Partners. An administrative fee of 10% will be allocated from the Council budget by TTCF for overhead and fund management.

An annual budget will be developed by TTCF and approved by the Board of Directors of TTCF. All Council activities will be categorized as a program of TTCF with TTCF acting as the fiscal manager. Funding will drive the work of the Council with the capacity to include additional support for TTCF managed items such as project facilitation, coordination, communications, and administrative responsibilities.

In addition, TTCF will:

- Provide Council oversight in regards to funds and collaborative activity;
- Report to Funding Partners including providing financial reports on a bi-annual basis.



2. Stakeholder Groups

There are four stakeholder groups that serve to move the Council and housing solutions forward through various committees and work groups.

The following is an outline of how each of these stakeholder groups participate in the work of the Council.

a. Council Community Partners

Nonprofit and social service partners are essential Council participants. The primary role in participation is to ensure inclusive community involvement. As representatives of unique missions and constituents, we look to these partners to share the work of the Council formally and informally to ensure that a range of community voices and needs are heard.

Roles:

1. Outreach and promotion
2. Focus group facilitation
3. Data collection and storytelling
4. Participation in the Think Tank, Tiger Teams, and Ad Hoc groups
5. Other TBD

Community Partner Membership:

Membership of the Community Partners represents non-profits, associations and networks that have mission alignment and constituencies associated with regional housing goals. Membership in the Community Partners group is by invitation.

b. Council Funding Partners

The Funding Partners represent local agencies, special districts, and corporations who have committed funding to the Mountain Housing Council. The primary role of the Funding Partners includes moving policy issues and aligning regulatory activities for Council goals.

Funding Partner Membership:



Membership is based on an invitation, Board endorsement and funding along with access to other resources such as:

1. Land: Own land for possible Mountain Housing Council efforts
2. Policy: Manage policies around housing that can be shaped in a way to accelerate housing solutions
3. Constituents: Have a large constituency that needs housing or can advance goals of the Council

To view a full list of Council Partners to date, go to www.mountainhousingcouncil.org

c. Collaborative Partners/ Deal Makers Network

The Collaborative Partners/ Deal Makers Network are private investors, developers, landholders and property managers who come together to advance and create large-scale housing solutions for the Tahoe Truckee region.

Roles:

1. Lend expertise
2. Help vet concepts and projects
3. Help identify capital sources
4. Network and connect to advance the mutual mission of accelerating regional housing solutions aligned with the housing targets set by the Council
5. Identify barriers to unlocking regional housing solutions
6. Other TBD

Collaborators Network:

Participation in the Network does not necessarily imply Council Membership. This group will be convened separate from Council meetings and participation will be more fluid based on projects and needs. The work of the Deal Makers will directly inform the Council who will be called upon to help think through the barriers and opportunities identified in this forum.

d. The Public

The (residents of Eastern Placer, Nevada County, Northern El Dorado



and the Town of Truckee North Tahoe Truckee represent the myriad of community members in our region including but not only individuals, families, employers, employees, neighbors, and friends.

1. Inform the work of the Mountain Housing Council based on the realities faced by our community members as it relates to housing
2. Promote and amplify the importance of a regional collaboration to focus leadership efforts in accelerating solutions for housing
3. Attend and participate in the public aspects of the Mountain Housing Council

3. Staffing Roles

Project Director/Lead Facilitator:

In cooperation with TTCF staff the Project Director/Lead Facilitator will design stakeholder meetings and guide the overall process toward achieving its mutually agreed-upon purpose and goals. The Lead Facilitator will be contracted by TTCF.

Coordinator:

The Coordinator organizes and tracks the meetings and activities of the Council.

III. Code of Conduct

All participants in the Mountain Housing Council, across all stakeholder groups and meetings agree to the follow Code of Conduct that outlines a set of behaviors and standards that we believe will result in a successful initiative. As a general practice in civil discourse, the Council will abide by the guidelines from "Speak Your Peace."

Speak Your Peace:

- Pay attention. Be aware and attend to the people and the world around you.



- Listen. Genuinely focus on others as they speak so that you may better understand their perspectives.
 - Be Inclusive. Welcome all points of view, every individual, and all groups of citizens working for the greater good.
 - Don't Gossip. And do not accept when others do. Speaking with consideration and kindness is at the heart of civil behavior.
 - Show Respect. Honor other people and their opinions, especially in the midst of disagreement.
 - Be Agreeable. Two ingredients for being agreeable in conversation: 1. The ability to consider that you might be wrong. 2. The ability to admit that you don't know.
 - Apologize. Be sincere and repair damaged relationships.
 - Give *constructive* criticism. Be sure that your intention is to help, not to humiliate or attack someone personally.
 - Take responsibility. Don't shift responsibility or blame others.
-

Meeting Agreements:

1. Show up and bring your best ideas and innovation with you to every meeting
2. Be prepared for each meeting by reviewing documents and meeting material distributed prior
3. Treat others in the Council with respect and expect to be treated with respect
4. Voice opinions and concerns openly in the Council meetings and listen openly to opinions of others
5. Assist in and advocate for achievement of the collaborative goals of the Council
6. Work collaboratively towards resolution of Council issues; strive for consensus
7. Share experience and expertise as a means of advancing the Council's common interests
8. Serve as an ambassador for the Council and share progress of the work with base and staff

**Decision-Making Agreements:**

Teams, Committees, Work Groups will strive to make decisions through a consensus model, facilitated and documented by the Lead Facilitator or a member of the Facilitation Team.

1. The definition of consensus spans the range of: strong support to "I can live with it." Any of these statements by a Council member constitutes consensus.
2. Many of our Council representatives cannot act independently on behalf of the agencies and organizations that they represent. Therefore, voting will be a consensus tool that will be used on a very limited basis from time-to-time with intention around preparation of information, education and timing. When the Council uses a vote to determine a course of action, the meeting notes will reflect the voting detail of those who approved, opposed and abstained.

Communication Agreements:

1. TTCF will manage internal and external communications for the Council. Council members will coordinate with TTCF on communications about the effort to maintain consistent messaging and impact
2. Council members will share information and results of the work to their constituency base with support from TTCF

IV. Miscellaneous

No provision of this agreement is intended to confer any benefit upon any third party, and no third party shall have the right to enforce any provision of this Agreement.

Each signatory agrees that it shall not use any other signatory, Council member or TTCF's name, or any logo or insignia of such person or entity, or otherwise identify such person or entity in any form of publicity or disclosure without the prior written permission of the person or entity, which permission may be given or withheld in the person or entity's sole discretion.



This Agreement, and any dispute between the parties arising out of this agreement, shall be governed by and construed in accordance with the laws of the State of California, excluding its conflict of laws rules.

Nothing in this Agreement is intended to establish a partnership, joint venture or agency relationship between any of the signatories and TTCF.

V. Signature of Collaborative Agreement

I agree to follow the Collaborative Agreement as outlined above.

Signature: _____

Date: _____



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: February 20th, 2019
TO: IVCBVB Board of Directors
FROM: Andy Chapman
SUBJECT: FY 2019/20 Board Retreat 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 the past we have conducted our board retreat in March during our regularly scheduled board meeting date and time. Staff would like the board to weigh in on a March or April date for our board retreat, again to be conducted during our regularly scheduled board meeting date. In addition, staff would like to get direction from the board on specific, strategic planning topics of interest that the board would like to address. Attached to this staff report are the planning retreat notes from the 2018 Board planning retreat.

Requested Action

Discussion from the board on FY 2019/20 Strategic Planning Session topics of interest and to confirm the date of the board retreat as either March 20th or April 17th.

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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

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- 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)

February Dashboard Feb 20, 2019

Revenues & Stats				
	Dec-2018	Dec-2017	Variance	
Grant Revenues				
Monthly	\$ 142,212	\$ 120,070		18.4%
YTD	\$ 1,269,352	\$ 1,147,418		10.6%
Total Taxable Revenues	\$ 4,289,676	\$ 3,623,415		18.4%
	Dec. Actual	Dec. Budget		
Monthly	\$ 142,212	\$ 126,674		12.3%
YTD	\$ 1,269,352	\$ 1,180,596		7.5%
Occupancy				
Hotel	53.5%	50.8%		5.4%
Motel	29.7%	24.1%		23.1%
Vacation Rental	22.1%	19.2%		15.1%
Time Share	10.7%	20.6%		-48.0%
Home Owner	9.6%	11.1%		-13.7%
Total	27.4%	27.1%		1.1%
Room Rate				
Hotel	\$ 281.28	\$ 254.39		10.6%
Motel	\$ 94.80	\$ 115.93		-18.2%
Vacation Rental	\$ 271.78	\$ 280.77		-3.2%
Time Share	\$ 301.70	\$ 114.07		164.5%
Home Owner	\$ 299.66	\$ 279.89		7.1%
Total	\$ 273.19	\$ 246.78		10.7%
RevPar				
Hotel	\$ 150.57	\$ 129.21		16.5%
Motel	\$ 28.12	\$ 27.91		0.8%
Vacation Rental	\$ 60.05	\$ 53.97		11.3%
Time Share	\$ 32.35	\$ 23.51		37.6%
Home Owner	\$ 28.72	\$ 30.96		-7.2%
Total	\$ 74.87	\$ 66.96		11.8%

Visitor Information Comparative Statistics For Fiscal YTD				
	Jan-2019	Jan-2018	Variance	
Walk In Visitor Count				
Monthly	1173	1174		-0.1%
YTD	32,369	32,479		-0.3%
Merchandise Sales				
Monthly	\$ 1,289	\$ 1,790		-28.0%
YTD	\$ 37,360	\$ 27,600		35.4%
Lift Ticket Sales				
Monthly	\$ 134	\$ 0		
YTD	\$ 434	\$ 0		
Concierge & AT Sales				
Monthly	0	0		
YTD	\$ 225,634	\$ 222,112		1.6%
Vacation Planners mailed	137	175		-21.7%

Destimetrics Reservations Activity (as of Jan 31, 2018)				
	FY 2018/19	FY 2017/18	Variance	
Current Month Occupancy				30.0%
Current Month ADR	\$ 320	\$ 325		-1.5%
Current Month REVPAR	\$ 176	\$ 138		27.5%
Next Month Occupancy	55.0%	44.2%		24.4%
Next Month ADR	\$ 343	\$ 363		-5.5%
Next Month REVPAR	\$ 189	\$ 160		18.1%
Winter Total Occupancy (proj)	40.0%	33.7%		18.7%
Winter Total ADR (proj)	\$ 313	\$ 322		-2.8%
Winter Total REVPAR (proj)	\$ 125	\$ 109		14.7%

Reno Tahoe International Airport			
	Dec-2018	Dec-2017	Variance
Total Passengers Served			#DIV/0!
Average Load Factor			#DIV/0!
Total Number of Departures			#DIV/0!
Non-Stop Destinations Served			#DIV/0!
Departing Seat Capacity			#DIV/0!
Crude Oil Averages (barrel)			#DIV/0!

Notes of interest:

Conference Revenue Statistics				
(Booked as of Dec 31, 2018)	FY 2018/19	FY 2017/18	Variance	
Total Revenue Booked	\$ 2,585,767	\$ 2,107,393		22.7%
Number of Room Nights	14,905	12,318		21.0%
Number of Delegates				#DIV/0!
Number of Tentative Bookings	60	49		22.4%
Number of Leads Generated				#DIV/0!
Conference Revenue And Percentage by County:				
	18-19	17-18		
Placer	66.0%	50.0%	\$ 1,838,304	\$ 1,046,673
Washoe	10.0%	35.0%	\$ 280,735	\$ 744,244
South Lake	24.0%	13.0%	\$ 669,978	\$ 266,188
Nevada	0.0%	2.0%	\$ -	\$ 50,288
Total Conference Revenue	100.0%	100.0%	\$ 2,789,017	\$ 2,107,393

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Top Website Lodging Referrals (January)	Total Lodging Ref.	Unique Lodging Ref.
Hyatt Regency Lake Tahoe Resort	165	158
The Village at Squaw Valley	77	71
Tahoe Biltmore Lodge & Casino	73	72
Hyatt High Sierra Lodge	64	62
The Ritz-Carlton, Lake Tahoe	64	62
Tahoe Luxury Properties	63	60
Northstar California Resort	61	60
Cedar Glen Lodge	56	54
Tahoe Mountain Lodging	54	48
Tahoma Meadows Cottages	54	53
Cottage Inn at Lake Tahoe	53	52
Hauserman Rental Group	53	52
Castle Peak Vacation Rentals	50	43
Mourelatos Lakeshore Resort	49	46
The Lodge at Sugar Bowl	48	47
Resort at Squaw Creek	46	45
Tahoe Signature Properties	46	41
Lake Tahoe Deluxe Vacation Rentals	41	35
Sunnyside Restaurant & Lodge	39	38
Tahoe Moon Properties	39	39
Tahoe Vista Lodge and Cabins	39	34
Brockway Springs Resort	37	36
Tahoe Truckee Factory Stores	35	29
Basecamp Hotel Tahoe City	34	33
Cedar Crest Cottages	34	34



north lake tahoe

NLT Departmental Activity Recap

December 2018

Departmental Reports Posted - [HERE](#)

PR Highlights

- 22 placements; \$404,432 in ad value; 43,722,431 in total impressions.
 - Sherman's Travel, Outside Online, Vogue, Elite Daily, USA Today, Los Angeles Times, In the Snow, Karry On (AUS), ABC 10 (Sacramento), Reno Gazette Journal, KOLO-TV.
- Hosted:
 - Malik Cocherel for the Tahoe Film Fest
- https://coveragebook.com/coverage_books/87ce240c/

Content Review

- 3 Blogs Posted
 - 'Tis the Season: Your North Lake Tahoe Gift Guide | 1 Social Share
 - Winter Wonderland: Your Guide to a Happy Holiday in North Lake Tahoe |
 - Dashing Through the Snow: Your Guide to Getting Around North Lake Tahoe this Winter | 109 Social Shares
- 2 Newsletter Distributed
 - SNOW-HO-HO In North Lake Tahoe!
 - 9.4% open rate, 0.7% click-thru rate (CTR), Majority opened around 5 PM.
 - Celebrate New Year's Eve in North Lake Tahoe!
 - 7.6% open rate, 0.3% click-thru rate (CTR), Majority opened around 7-11 AM.

Social Media Update

- 1,539 New followers across FB, Instagram and Twitter
- 3.8 million impressions
- 74.4k engagements
- Executed the 12 Days of Tahoe Giveaway series to increase engagement and followers on Instagram.
 - Partners Highlighted (13 total): WinterWonderGrass, No Barriers, Spartan, Northstar California, Lake Tahoe Music Festival, Lake Tahoe Dance Festival, Diamond Peak Resort, Thunderbird Lodge, Tahoe Waterman, Wild Society, Lake Tahoe Shakespeare Festival, Squaw Valley | Alpine Meadows
 - As a result of this contest, @TahoeNorth reached 60k followers on Instagram!
- A shift in focus to more winter-themed content, in addition to snow updates and #TahoeSnowTracker posting resulted in an increase in follower growth, impressions, and engagements. This can be attributed to both an excitement for Tahoe's peak winter season as well as the need for updates on snow that encourage drive and fly markets to visit NLT when snow conditions are optimal.

Paid Media Update

- 4.4 million impressions
- 5,000 website visits
- 494 Book Now Conversions
- 2,383 Time on Site Conversions – nearly 51% of all users stemming from digital ads spent more than 115 seconds on the site.
- Paid Search ads continued to drive the highest quality site traffic, resulting in nearly 1.9K website visits, 405 time on site conversions, and 229 book now conversions. This equated to 46% of all book now conversions in

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December. Keywords related to “snowboarding” and “ski” were particularly effective, driving a high volume of ad clicks and in turn site traffic.

- In their first month back, YouTube ads were viewed over 55K times resulting in an average cost per view of just \$0.03. In addition, YouTube ads drove 252 ad clicks and 32 time on site conversions.
 - While users in Los Angeles were more likely to watch a YouTube ad, users in San Diego were 128% more likely to spend 115 seconds browsing GoTahoeNorth.com. We will continue to monitor this trend and optimize accordingly.
- Over 70K users visited GoTahoeNorth.com in December, up 7% from the same month last year.

Leisure Sales Efforts

Marketing Co-operatives:

- Expedia Fall Sales Campaign
 - Wrapped up this project on December 15th. A final total of \$21:\$1 ROI. Final report will be provided next month.
- Dreamscapes Canada
 - Advertorial is written and will be adjacent to a ½ page ad
 - Winter issue
- SKI.COM Trade Newsletters
 - Partner participation – four hotels in our region
 - (3) newsletters going out to the 18K travel agents within Ski.Com
 - November & December is complete. January’s newsletter is prepped and ready to go out.
- BA Holidays, UK:
 - Sales Incentive, digital marketing incentive and print incentive
 - This also includes a partnership with the Daily Telegraph, circulation 500,000 and Highlife Magazine, potential reach is 3.6 million
 - Launching in January 2019
- Upcoming:
 - *Best Day Travel, Mexico*: Social media and website campaign for spring – fall of 2019

Travel Trade Sales Calls and Trainings:

- Las Vegas Sales Calls: Bonotel & Allied T Pro
 - Partners attended: Mourelatos, The Village at SV and Resort at Squaw Creek
 - Total agents trained 15
- Attended the Expedia Conference
- Hosted the High Sierra Council Quarterly meeting

International Media:

- Upcoming:
 - Mrs. Around the World, UK – January 1-5th
 - Travel Nevada Winter Media Fam – January 15-16th
 - Latitude Blog, Mexico – January 17-19th
 - Our first Gold Pass, Visit California paid for the flight and rental car and NLT coordinated this trip with SF and Sacramento
 - Visit California Domestic & International Digital Influencer FAM: Jan 30-Feb

International Office Update:

- Canada October Update:
 - Action plan for product placement discussed and will be put into place
 - Sales calls with 5 tour operators
 - Draft invitations created for Vancouver Event
- UK/Ireland Update:

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- Highlights: Attended Norwegian Airlines Supplier Appreciation event and Turquoise Holidays appreciation event
- Second Ireland Sales calls completed – American Holidays, Cassidy Travel, Flight Centre, Tour America
- Total agents trained: 66
- Trainings conducted with AC Group and Travelbag in England
- Total agents trained: 20
- Australia October Update:
 - 12 people trained with Ski Specialist & Infinity Holidays
 - 5 – Meetings Conducted
 - Highlights: Hyatt and the Ritz-Carlton are in print brochures for Helloworld and Qantas Holidays for the first time. To view – [click here](#)

Conference Sales

Definite Bookings:

- Meister Media Worldwide, October 21-24, 2019. 243 room nights; \$36,263 in room revenue and 75pp at the Village at Squaw Valley
- Meister Media Worldwide, FruitGrower Direct, November 11-14, 2019. 243 room nights; \$36,263 in room revenue and 80pp at the Village at Squaw Valley
- California Special Districts Association, General Manager Leadership Summit, June 27 – July 2, 2020. 376 room nights; \$76,146 in room revenue and 145pp at the Resort at Squaw Creek
- Water Quality Association, Mid-Year Leadership Summit, 9/13 – 17, 2020. 280 room nights; \$77,745 in room revenue and 150 pp at the Resort at Squaw Creek
- The Institute of Makers of Explosives, Annual Fall Meeting, September 28 – October 6, 2019. 220 room nights; \$56,000 in room revenue and 100pp at the Hyatt
- Employer Associations of America, Fall CEO Conference, September 14-18, 2019. 77 room nights; \$16,093 in room revenue and 27pp at the Hyatt
- Adventist Health, Hanford Strategic Planning Retreat, April 4-6, 2019, 360 room nights; \$96,116 in room revenue and 200pp at the Resort at Squaw Creek
- Adventist Health, Mission Summit, April 9-13, 2019, 589 room nights; \$66,348 in room revenue and 300pp at the Resort at Squaw Creek
- HPN Global, 58597 Mini-Conference, May 18-22, 2019, 70 room nights; \$12,448 in room revenue and 3pp at the Ritz-Carlton
- Microsoft, Go for the Gold Tahoe, June 5-9, 2019, 183 room nights; \$35,742 in room revenue and 45pp at the Hyatt
- Lever, Culture Quest 2019, August 20-22, 2019, 292 room nights; \$58,254 in room revenue and 175pp at the Hyatt
- Accu-Bore, Holiday Party, November 8-9, 2019, 204 room nights; \$30,396 in room revenue and 300pp at the Hyatt

Events/Trade Shows Attended:

- CalSAE Seasonal Spectacular in Sacramento. Staff met with roughly 75 current and potential customers who swiped their card at the trade show booth and generated 4 leads from the show.
 - Hosted a 13-person customer dinner at Camden Spit & Larder with the Hyatt, Resort at Squaw Creek, Village at Squaw Valley
- HPN Partner Conference in Miami. Over 30 one on one appointments with HPN meeting planners and participated in networking events with roughly 200 HPN planners
- Connect Southwest. 20 one on one appointments with meeting planners from across the country
- Connect Georgia. 22 one on one appointments with meeting planners from across the country. Conducted a number of sales calls in Atlanta

Site Visits/Contacts:

- In the months of November & December, staff made over 800 contacts with prospective clients.
- Lever, Culture Quest 2019, 292 room nights in August 2019

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- California Association of Community College Registrars and Admissions Officers, Annual Meeting, 620 room nights in April 2020
- Connect Southwest North Lake Tahoe pre-conference customer familiarization tour. Staff hosted 11 customers for 2 nights of activities and hotel tours. The planners stayed at the Resort at Squaw Creek and toured Hyatt, Ritz-Carlton, Granlibakken and the Village at Squaw Valley. They also saw a number of offsite venues including Thunderbird Lodge, High Camp and Truckee
- American Angus Association, Board Meeting. 228 room nights in June 2019. They have selected the Resort at Squaw Creek

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Summary:

The adverse weather has affected visitor count and sales at the Visitors Center. Staff has been adjusted accordingly and is at comfortable levels. The visitors that do come into the center stay longer due to the relaxed atmosphere and helpful suggestions from our staff. Lift ticket sales have reduced dramatically from years past.

Staffing:

- Our staffing has been adjusted to visitor counts and continues to be lean.

Operations:

- Advance training in Quickbooks POS to minimize mistakes
- Develop naming conventions for inventory
- Continuing to review visitor handouts for clarity and quality of information

Projects:

- IV/CB Fireworks Committee Member
- Manage FB/Instagram advertising for premiere partners
- Managed carpet replacement in January
- Interior painting
- Actively building fan base on Facebook and Instagram through engaging posts
- Working on partnership with Tahoe Rim Trail

Meetings attended:

- Reno Tahoe Territory Meeting, Gardnerville
- NLT PR Summit, Squaw
- Firework meetings

President/CEO Report
Activities Report
January 2019

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Oversee agency efforts on behalf of the coop funding partners
 - Continued development of winter consumer marketing campaign
 - Review and approve Coop invoice billing and payments
 - Manage website review and enhancement project
 - Developed NLT Marketing Coop Committee meeting agenda
 - Worked with NLTRA on new conference sales lead distribution policy
 - Met with NLTRA CEO for monthly process meeting
 - Met with Hyatt sales team on NLT Conference Sales program
- OPERATIONS & ACCOUNTING
 - Implementing 6-month budget reforecast per board discussion
 - Installed new carpet in retail space and gallery
 - Met with Nevada Resort Association representatives on surcharge discussion
- PROJECTS
 - Work with transit partners on enhanced IVCB service
 - Work with partners on 2019 fireworks show and barge purchase
 - Work with Reno Tahoe Territory on new website project
 - Work with Reno Tahoe Territory on International Public Relation project
 - Met with Paul Huddle and Shelli Fine (RSCVA) on new mt. bike event
- MEETINGS
 - Attended Sales Staff meetings
 - Attended Vendor status meetings
 - Attended RSCVA Sales Director meeting
 - Attended RSCVA Marketing Director meeting
 - Attended RASC Board meeting
 - Attended TMA meeting
 - Attended Reno Tahoe Territory Executive meeting
 - Attended Tahoe Prosperity Board Meeting
 - Attended Visit California Outlook Forum
 - Attended Visit California Committee meetings
 - Attended Visit California Commission meeting

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