



BOARD MEETING MINUTES
Wednesday, April 7, 2010 – 8:30 a.m.
Tahoe City Public Utility District

FINAL MINUTES

ATTENDANCE: Ron McIntyre, Phil GilanFarr, Allen Highfield, Alex Mourelatos, Roger Beck, Jennifer Merchant, Ron Parson, Deb Dudley, and Kali Kopley

STAFF IN ATTENDANCE: Steve Teshara, Kym Fabel, Andy Chapman, Sally Lyon, Ron Treabess, and Sarah Holster

OTHERS IN ATTENDANCE: Steve Kastan, Cindy Gustafson, and Jan Colyer

1.0 CALL TO ORDER – ESTABLISH A QUORUM

1.1 The meeting was called to order at 8:30 a.m. by Board Chair Alex Mourelatos and a quorum was established. Alex read the meeting ground rules.

2.0 PUBLIC FORUM

2.1 Cindy Gustafson, TCPUD General Manager thanked the NLTRA Board for the approval of an infrastructure grant for the Lakeside Bike Trail project. She said the TCPUD will be going out to bid this summer for phase VII of the project which includes portion through the state park campground to below the Lighthouse Shopping Center. Phases V and VI will be bid this fall to secure a bid in a favorable bidding climate. She reported that obstacles associated with the project include coverage. Additional coverage is needed for phases V and VI.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 Alex Mourelatos noted agenda item D4. He said as an outcome of the Board/Management Team workshop, Steve has been asked to provide a monthly Board briefing, to include Board discussion and input, about work he is doing on such efforts as the TRPA Regional Plan Update and Legislative advocacy.

3.2 M/S/C (Parson/McIntyre) (9/0) to approve the agenda as presented.

4.0 CONSENT CALENDAR

4.1 Andy Chapman reported that item C6 was not included in the consent calendar distribution. He said the summary was submitted to him earlier today. Staff will send out the summary to the Board under separate cover. The Board asked that the item be removed from the consent calendar.

4.2 M/S/C (Parson/McIntyre) (9/0) to approve the consent calendar as amended.**5.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE UPDATED INFRASTRUCTURE AND TRANSPORTATION INTEGRATED WORK PLAN AND LONG RANGE FUNDING PLAN**

- 5.1 Ron Treabess reported that the updated Infrastructure and Transportation Integrated Work Plan (IWP) and Long Range Funding Plan is included in the packet. Staff has incorporated recommended changes into the plan from the NLTRA Board, Joint Infrastructure/Transportation Committee, and community, and is asking the Board for final approval. The approved plan will provide direction as it relates to the Five Year plan and be used as a tool in the development of the Infrastructure/Transportation budget for FY-2010/11. In addition, the approved plan will allow for the evaluation of new projects coming forward this current year. Ron noted that an additional \$172,000 in infrastructure funding is needed for TART base line transportation services. Staff is in the process of analyzing the North Lake Tahoe Express airport shuttle to determine the amount of subsidy needed for the service. Ron reported that staff has met with LSC Transportation, TART, and Truckee-North Tahoe TMA representatives to analyze next year's enhanced summer transportation services. The results of that meeting include the elimination of the Tahoe Vista trolley service.
- 5.2 Alex Mourelatos expressed concern in regards to funding base line services. He said it appears we are moving away from our goal of 30 minute headways. Ron confirmed that 30 minute headways are still a priority. The Tahoe Vista trolley has been removed as part of summer enhanced services, but TART's 30 minute service on the North Shore is still included in the plan. Ron said our goal to continue to improve transportation services is still being pursued. He said the adjustments for FY-2010/11 will allow TART to provide service on Highway 267 to Northstar in the summer. The connection to Truckee is still pending. Another recommendation is to fund nighttime service from Northstar to Stateline. These services are advancing the long term goals of transportation. Ron McIntyre asked staff to include the \$172,000 for base line services in the budget. Ron Treabess said although it is still uncertain, there could be additional State funding available for TART services through the restoration of some State Transportation Act dollars (STA).
- 5.3 Ron Parson expressed concern about transportation on the West Shore. He does not think the service is adequately serving employees or resort guests (especially in April) and is confusing for visitors. He said visitors do not want to transfer in Tahoma to go to Emerald Bay. In addition, on-call service does not work for Granlibakken. Ron McIntyre reported that the NLTRA has recommended to TART to make the West Shore service independent from the main line. At this time, TART is unable to make it work within the schedule. Jennifer Merchant added that the Incline to Tahoma route is a three segment route. She confirmed that eliminating a segment would require additional transfers. Jennifer said there is not enough funding available in April to continue services and suggested businesses take the responsibility if they have groups in house. Phil GilanFarr said consistency of service is most important to visitors. He said we should match the end of winter services with the closure of ski resorts. Phil said the businesses and business associations could help create an on-call or convenience service for shorter routes. Ron Treabess agreed and suggested that if transportation is a priority, we could use more TOT flexible funding for services. He said currently, TART does not have a solution for Granlibakken without disrupting the consistency of the schedule. He agreed that a smaller more flexible service would be appropriate for the West Shore.

5.4 Ron Parson asked for clarification regarding U.S. Forest Service funds for the Emerald Bay shuttle. He noted that service was very successful in the past. Steve Teshara confirmed that the Forest Service is funding summer service on the West Shore. He reported that the BlueGo system on the South Shore persuaded the Forest Service that a connection should be made between the South Shore and North Shore at Tahoma (El Dorado County line). He said we agreed to test the route, which did not prove successful, based on ridership. The NLTRA and TMA are working with South Shore on this issue. Steve said the answer may be a smaller transit vehicle on the West Shore. Ron Parson said we need to reevaluate transportation on the West Shore. Steve agreed and reported that funding is available through the Tahoe Transportation District (TTD) to update TART's Five Year plan which will include a ridership survey. Ron McIntyre suggested that the West Shore segment could be connected as a third segment on the Squaw Valley route. Alex Mourelatos noted that the Tahoe City Transit Center will support smoother transfers. Allen Highfield noted that no public transportation reaches the Ritz Carlton. Jan Colyer offered to meet with the Ritz Carlton on transportation services to the resort.

5.5 M/S/C (McIntyre/GilanFarr) (8/0/1 No-Parson) to approve the Infrastructure and Transportation Integrated Work Plan and Long Range Funding Plan 2010-2015.

6.0 STATUS REPORT/BOARD DISCUSSION, INPUT AND FURTHER DIRECTION TO STAFF REGARDING OUTCOMES OF MARKETING MEETINGS AND WORKSHOPS AND PROPOSED MARKETING DIRECTIONS AND BUDGET DEVELOPMENT FOR FY-2010/11

6.1 Andy Chapman reported that as part of the FY-2010/11 Strategic Planning and Budget Development process, a series of workshops were held to solicit feedback on marketing direction and efforts. The joint Marketing/Chamber Committee meeting focused on communicating the value of the NLTRA to the community including how the community can link to NLTRA marketing, measuring results, and return on investment (ROI), and defining off peak and targets and how to extend the core season. Committee members identified disconnects between winter and summer efforts and resort versus lake businesses. The Marketing Committee/Community workshop focused on two issues, including how the community can leverage and partner with the efforts of the NLTRA and opportunities and ideas to maximize the off-peak time periods throughout the season. Andy said the summary from this meeting will be distributed to the Board later this week. He reported that a marketing ad awareness study is also underway in the San Diego and San Francisco markets. Staff will present study results to the Board next month.

6.2 Roger Beck feels that if the Web site continues to be the focus of our marketing, then NLTRA staff members should view how customers use the site. In addition, he said we need to allow consumers to easily find information about all towns in the area. Andy confirmed that customers will be incentivized to navigate the Web site and complete a survey. The purpose of the ad awareness study is to determine campaign awareness. Next year the site will be divided by winter and summer to help familiarize users with the different towns. Andy reported that the top navigation bar has been updated to better assist consumers. Jennifer Merchant asked about the budget for marketing research. Andy said the studies are not budgeted until March or April. The total amount for both studies is \$20,000.

6.3 Jennifer asked about follow-up from last year's marketing workshops related to special events. Andy confirmed that a number of changes were made, including staff member

Judy Laverty's focus on special events. There was also an increase to the Community Marketing Grant Program. Successful grantees are now required to meet with Judy to determine the most efficient use of PR and how best to leverage event marketing with NLTRA efforts. There has been discussion with the community partners to better link special events to the Web site. The North Lake Tahoe Marketing Cooperative Committee discussed a potential special events coop campaign at its meeting yesterday. Andy confirmed that the increased focus and resources on special events have been effective. He said it has been discussed to add grant funding to the Chamber to work with community partners on coordinated special event promotions. Steve Teshara gave an example of the effectiveness of efforts related to special events. He said two different paddleboard event producers came to the Chamber Committee requesting grant funds. After meeting with Judy, the two are now working together to provide a series of paddleboard events on Lake Tahoe throughout the summer season. As a result, the effort has drawn significant new sponsorships.

- 6.4 Ron McIntyre asked about marketing efforts during off peak time periods. Andy reported the media plan is targeting the Bay Area drive market in June and late August. Ron McIntyre said it would be beneficial to make sure participants know about these efforts. Kym noted that off season events that were granted funding through the Chamber will be promoted through the Chamber and NLTRA during those time periods. Alex Mourelatos asked that any marketing plan demonstrate to the Board a fact-based planning strategy focused on strikezones. He said there needs to be a lodging forum for the purpose of marketing and transportation discussions. Jennifer expressed concern that the San Diego winter campaign omitted smaller lodges at the Lake. Andy confirmed that the campaign included a link to Cool Deals. He said there may be an opportunity for a small lodging coop which could be a discussion point at the proposed lodging forum. Ron Parson agreed that we need a lodging forum. Deb Dudley reported that she recently attended a tourism seminar and trends in lodging show the top 15% of hotel products get 85% of hotel revenue which shows consumers want a higher end product. She said we need to create demand for our product and develop an effective program that small properties can afford to participate in. Phil agreed there needs to be a lodging forum to discuss these opportunities. He said businesses are suffering on the North Shore. He said he hesitates to support the North Lake Tahoe Express, since our local transportation is ineffective in moving visitors around the area once they get here. He noted that small lodging needs to capitalize on their proximity to the Lake which the larger resorts cannot offer. Ron McIntyre suggested that since rental housing and condominiums are approximately 56% of TOT collections, they should be included in the forum.
- 6.5 Allen Highfield requested zip code statistics on Web searches. Andy said that information is typically included in the Marketing Committee packet, but he will include the Google Analytics report in the Board packet going forward. Andy noted that the report shows that our Web site is a powerful tool. We are driving 70,000 to 80,000 unique visitors to the site every month.

7.0 STATUS REPORT/BOARD DISCUSSION AND INPUT IN SUPPORT OF UPDATING THE NORTH LAKE TAHOE CHAMBER OF COMMERCE BUSINESS PLAN FOR FY-2010/11

- 7.1 Steve Teshara reported that the Chamber of Commerce Advisory Committee and Chamber staff are in the process of updating the North Lake Tahoe Chamber of Commerce Business Plan for FY-2010/11. A committee workshop is scheduled to be held tomorrow to discuss in more detail likely modifications to Objectives 1, 2, and 4.

Alex Mourelatos reported that discussion focused on a potential coordinated membership investment between the Chamber of Commerce and business associations. Kym Fabel said options include a 20% reduction in price from both Chamber and business associations to secure members. Phil GilanFarr said there needs to be a clear message to the community about the mission and objectives of the Chamber and how it relates to the business associations. Jennifer Merchant requested that any changes to the plan be included next month in *italics*. Ron Parson commended Chamber staff on improving business development elements of the Chamber.

8.0 BOARD BRIEFING/DISCUSSION – PRESIDENT AND CHIEF EXECUTIVE OFFICER

- 8.1 As an outcome of the March 9th Board/Management Team workshop, the NLTRA CEO will include an item on the monthly Board agenda for the purpose of updating the Board on specific “external partnership” initiatives. As part of today’s agenda item, Steve Teshara presented a status report on efforts related to the TRPA Regional Plan Update (RPU). He confirmed that the package of five reports, collectively known as the Regional Plan initiative (RPI), was presented to the TRPA Governing Board of March 25th. His role in the presentation was to summarize specific recommendations for Regional Plan changes intended to facilitate economic and community revitalization, as well as environmental improvements. RPI reports underscore the need for TRPA to more effectively encourage and engage private sector investment. Steve said the presentation had a significant impact on the Governing Board. This month the Governing Board will provide policy recommendations in Sacramento on the Land Use element of the Regional Plan (redevelopment). He said currently it is difficult to meet environmental goals and objectives of the plan in privately held sections unless direction is given to TRPA staff to make it easier for upgrades to occur. Steve reported that the complete set of documents is available for review on www.nltra.org. Ron Parson asked for clarification in regards to tools for successful redevelopment. Steve said redevelopment areas are defined by local governments. The relationship between those areas and the community plans includes transect zoning which targets priority areas that also need revitalization and redevelopment. Ron Parson asked about the transferring of commodities. Steve explained that there is a proposal that would make the transfer of commodities (development allocations) more flexible.
- 8.2 Steve gave a status report on the TRPA Regional Plan Update (RPU) including milestones and stakeholder meetings. The process is continuing. Each month staff reaches out to identified stakeholders on the North Shore and South Shore to discuss needs for policy direction. TRPA is working to develop the four alternatives for the Regional Plan Environmental Analysis. Land Use policy issues will go before the Governing Board this month. In May, TRPA will review Transportation and Noise policies. Steve said there several inflexible requirements that need to be addressed. He reminded the Board that there are 9 TRPA environmental thresholds that need to be achieved and maintained. Feedback suggests that TRPA needs to establish priority threshold goals. The process repeats itself next year in terms of writing Regional Plan code changes. Steve reminded the Board that Julie Regan offered to make a detailed presentation to the NLTRA Board on this topic.
- 8.3 Discussion followed in regards to the Regional Plan Initiative and Update.
- 8.3.1 Phil GilanFarr said it appears that Alternative 2 closely matches the goals and policies of our Master Plan. Steve agreed and said TRPA considers Alternative 2

as the preferred alternative; however, there needs to be a range of alternatives presented to have a credible environmental review process. Alex Mourelatos said it needs to be clear whether this is a Chamber or NLTRA effort.

- 8.3.2 Phil expressed concern that community plan recommendations have not been implemented. Ron McIntyre agreed and said in order to revitalize the economy, TRPA needs to incentivize not regulate private business. Steve said the presentation resonated with local representatives on the Governing Board since they are dealing with economic issues. He said there are costs associated with regulations such as TMDL water quality standards. Steve emphasized the importance of public and private partnerships.
- 8.3.3 Roger Beck asked about the level of funding for TRPA. Steve said there is less funding for operations, but in some cases more grant funding available. Roger asked if there have been improvements to the organization with recent staff changes. Steve explained that the management team is stronger, but new thinking and understanding needs to trickle down to program managers and project review staff. Roger said if issues persist, we should contact our elected officials in the State of California. Jennifer reported that there is an Oversight Committee that was established last year (Senate Resolution 13). Phil noted that there is already a baseline for maximum coverage, so the region cannot over develop.
- 8.3.4 Jennifer said we need to establish who the NLTRA Board and CEO is representing at these meetings. She said the County is in agreement with the NLTRA on most issues; however, it needs to be determined when it is appropriate for the NLTRA or Chamber to engage on the County's behalf. She said Placer County was not involved in the Regional Plan Initiative presentation. The County and NLTRA need to be effective working separately, but work together on issues of common interest. Jennifer expressed concern that there was not a strong North Lake Tahoe voice at the meeting with the exception of Steve. She said our constituency should have been invited to participate at the meetings. Steve confirmed that the information presented was regional in nature and based on placed based recommendations. It was intended to be a presentation by business leaders and representatives, which is why the North Lake Tahoe Chamber was our lead on this project. Phil said the TRPA needs to be clear on the Chamber's objectives. He asked Steve to take the lead on bringing North Lake Tahoe representation to the meetings. Jennifer feels that since we are spending research and planning dollars (TOT) on the process, then the NLTRA should coordinate with the County. Ron McIntyre said that is the intention of this new agenda item. Ron Parson said the Board should endorse efforts by the CEO, but in order to represent our members at these meetings properly, staff should come back to the Board with talking points to be approved. The Board can identify representatives that could accompany Steve at the meetings.
- 8.3.5 Jennifer said as we identify resources associated with these efforts, the Board needs to decide how much staff time should be spent on these issues in relation to other priorities of the organization. She recognized that these issues take significant time. If TOT is used for staff time for these efforts, then the perspective needs to be coordinated with the County. Alex Mourelatos said this

item is included on the agenda to inform the Board and the County on positions of the NLTRA/Chamber. Steve said he would send out an *On the Radar* memo to the Board on key issues related to the Transportation and Noise portion of the RPU that are currently being discussed. He committed to would work closely with Jennifer on the process.

9.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE THE FEBRUARY 28, 2010 FINANCIAL STATEMENTS

9.1 Steve Teshara reported that the Finance Committee selected Gilbert and Associates to provide independent audit and tax return preparation services for the NLTRA for fiscal years 2009/10, FY-2010/11, and FY-2011/12.

9.2 M/S/C (Parson/Highfield) (9/0) to approve the February 28, 2010 Financial Statements.

10.0 CHAMBER OF COMMERCE REPORT

10.1 Kym Fabel reported that last month the Chamber hosted a social media class that sold out. Another class is scheduled for April 21st. Deb Dudley suggested classes such as social media have levels since attendees have a range of existing knowledge and skill levels. Kym said she would survey members to determine which level is needed for the second class. Kym reported that last month's Placer County Assessor's workshop was also well attended.

10.2 Kym said she attended the TRPA Regional Plan Initiative meeting. She said Steve did a great job representing the North Shore at the meeting. She said it showed North Shore is an important player in this process.

10.3 Kym reported the April 1st mixer at CB's Restaurant was extremely well attended. The Weekly, which co-hosted the event, provided good information. Phil reported that he has received positive comments from the mixer.

10.4 The next ChamberEDucation event is scheduled for April 14th. The seminar will focus on workers compensation for Nevada and California. The next mixer is scheduled for May with the Wedding and Honeymoon Association. Upcoming events in June include the Business Expo on June 2nd and the Summer Recreation Luncheon on June 9th.

11.0 MARKETING REPORT

11.1 Andy Chapman reported on additional updates to the GoTahoeNorth Web site. He said the content update is underway along with incorporating video. The Cool Deals navigation tab has been moved to the far left or first tab in the navigation field. In addition, a ski and ride tab has been included with specific information related to resorts, ski tickets, transportation and roads. The N icon now functions as a "back" portal to the homepage. Based on Board direction from the last meeting, the Homepage now opens up to the event window and includes links to weather and road conditions. Lodging images have been enlarged and will eventually include a photo gallery of each property. The agency is working on a plan to separate the site between winter and summer. Staff and the agency are in the midst of the winter photo shoot.

- 11.2 Andy announced that Squaw Valley/Resort at Squaw Creek have secured the bid for the 2012 Mountain Travel Symposium (MTS); one of the largest, most significant annual tourism conferences. Staff will work with the Resort and MTS representatives on final contract language next week. Andy noted that the last time Squaw hosted the event; it was the largest attended MTS event to date. Deb Dudley added that the event is scheduled in April, a time of the year when we need the business.
- 11.3 Andy reported the North Lake Tahoe Marketing Cooperative Committee met yesterday and reviewed the spring/summer media plan. He noted that summer is difficult to plan due to the fiscal year so assumptions have been made for July –September 2010. The committee received a recap on the San Diego winter campaign and discussed the possibility of a regional event promotional strategy. The committee had preliminary budget discussions. Andy reported that there was discussion on the RFP process for marketing and advertising services. The three year contract with Smith and Jones/EXL Media expires December 31, 2010 which is a difficult time to make a transfer in agencies. The committee voted to extend the contact to June 2010 to coincide with the fiscal year. In addition, the extension will allow time to properly execute the winter campaign and establish a summer strategy prior to any new agency relationship. The RFP process is scheduled to take place in January in order to have a new agency or the renewal of the existing agency in place by July. The extension will come to the Board for review and approval. In regards to Jennifer Merchant's question about the rate structure, Andy confirmed that the current agency will operate under the same rate structure.

12.0 ACTIVITY REPORT

- 12.1 Ron Treabess reported that in regards to the Kings Beach Commercial Core Improvement Project, the Placer County Board of Supervisors approved entering into a professional services agreement with a firm out of Folsom to prepare the design and permitting process for the project. Construction is scheduled to begin in spring 2011 and anticipated to be completed in three years. The project team includes two local firms. The contract for the Tahoe City Transit Center is being delayed due to a challenge by one of the secondary bidders. A hearing is scheduled for April 13th. The contract will come back to the Board of Supervisors for approval at its April 27th meeting.

13.0 PRESIDENT & CEO'S REPORT

- 13.1 Steve Teshara reported on Tahoe Transportation District (TTD) funding to advance the Highway 89/89 Realignment project. He said the TTD is going through the process to amend the Federal Transportation Improvement Program (FTIP) to program \$1.5 million in Federal Lands Highways monies for the project. The funding is in the TTD work plan for the current fiscal year.
- 13.2 Steve reported that the Lake Tahoe Transportation and Water Quality Coalition is assisting Placer County with efforts to secure federal funding for the Snow Creek watershed restoration project. The request is that money would come from the Bureau of Reclamation through the Energy and Water Appropriations Committee.

14.0 DIRECTORS' COMMENTS

- 14.1 Jennifer Merchant announced that the Placer County Board of Supervisors is scheduled to have its quarterly Tahoe meeting at the Village at Squaw Valley on May 17th and 18th.

She intends to bring forward the NLTRA contract amendment for approval. Staff will include the item on the May 5th agenda for approval. Jennifer said the amendment includes the \$150,000 in marketing funds and the FY-2008/09 carryover money in the amount of \$690,000. Sally Lyon requested a carryover report. Jennifer Merchant said she would follow-up.

- 14.2 Phil GilanFarr reported that the June Concourse d' Elegance boat show is one of our premier events. He said a similar one is held in Florida and last year attracted 30,000 people. He noted that attendance at our show continues to drop. He said as an organization, we should be supporting this event to benefit our local lodging. Deb Dudley agreed and said there are other off peak events that need and would welcome our support.
- 14.3 Roger Beck asked about the status of the umbrella campaign for our outdoor music events. Andy said planning for the campaign is underway. A cooperative effort is being discussed for the summer. Alex Mourelatos said the agency is working to develop a "catchy" name for the campaign. He noted that the business associations are very supportive of a campaign.
- 14.4 Deb Dudley reported that the recent Marketing Workshops were successful and had a positive tone.
- 14.5 Alex Mourelatos expressed concern that TOT collections for the North Shore are down. There was a letter sent out from lodging properties to develop a coop marketing effort. Alex said he would reach out to the lodging properties to inform them about how they can take advantage of NLTRA's marketing efforts.

15.0 MEETING REVIEW AND STAFF DIRECTION

- 15.1 Staff will present results from the marketing ad awareness study next month and bring forward the final draft Chamber of Commerce Business Plan with changes highlighted in *italics*.

16.0 ADJOURN TO CLOSED SESSION

- 16.1 The meeting adjourned to Closed Session at 11:45 a.m.

17.0 RECONVENE TO OPEN SESSION

- 17.1 The Board voted to take the necessary steps to accomplish a mutually agreed upon change in leadership for the organization and to seek the counsel necessary to enable the change to occur.

18.0 ADJOURNMENT

- 18.1 The meeting adjourned at 3:30 p.m.

Submitted by,
Sarah Holster
Executive Assistant