



north lake tahoe

Incline Village - Crystal Bay Visitors Bureau

AGENDA

Board Meeting

**Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Wednesday September 22, 2021 3:00 pm**

The Board of Directors of the Lake Tahoe Incline Village Crystal Bay Visitors Bureau will hold their monthly meeting on Wednesday September 22nd 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 Notice

This notice has been properly posted at the following locations: Incline Village Post Office, IVGID Office, Crystal Bay Post Office, Incline Justice Court, Incline Village Crystal Bay Visitor Bureau, at <https://www.gotahoenorth.com/lake-tahoe-business-community/incline-village-crystal-bay-visitors-bureau> and NRS 232.2175 at <https://notice.nv.gov>.

Public Comment

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.

Supporting Materials

Supporting materials for the meeting are available on the IVCBVB's website at <https://www.gotahoenorth.com/lake-tahoe-business-community/incline-village-crystal-bay-visitors-bureau>. Pursuant to NRS 241.020(6), supporting material is made available to the general public at the same time it is provided to the Board. The designated contact to obtain support materials is Greg Long, 969 Tahoe Blvd, Incline Village NV 89451 775-832-1606.

Items on the agenda are for possible action by the Board of Directors unless stated otherwise. Items will not necessarily be considered in the order listed. The Board of Directors may combine two or more agenda items for consideration, may remove an item from the agenda or may delay discussion relating to an item on the agenda at any time.

AGENDA

- | | |
|--|--------------------|
| I. Call to Order/Roll Call | Bill Watson |
| II. PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting. | Bill Watson |
| III. Approval of Agenda (For Possible Action) | Bill Watson |

- | | | |
|---------------|--|------------------------------|
| IV. | Approval of July 2021 Board Meeting Minutes (For Possible Action) | Bill Watson |
| V. | Approval of August 2021 Special Board Meeting Minutes (For Possible Action) | Bill Watson |
| VI. | Appointment of Two New Board Members from Candidates Below (10 min)
(For Possible Action)
Tyler Gaffaney, General Manager, Tahoe Biltmore Lodge & Casino
Eric Roe, General Manager, Crystal Bay Club
Claudia Anderson, Executive Director, Parasol Foundation | Bill Watson |
| VII. | Appointment of NLT Coop Members (For Possible Action) (5 min) | Bill Watson |
| VIII. | Review of FYE 2021 Financial Statements (For Possible Action) (20 min) | Long/Steele |
| IX. | Summer 2021 Micro Transit Pilot Program Report (10 min) | Andy Chapman |
| X. | Review of North Lake Tahoe Marketing Coop Fall Campaign (15 min) | Augustine Agency/MAKH |
| XI. | Review of August 2021 Financial Statements (10 min) | Greg Long |
| XII. | Discussion and Direction on IVCBVB Organization Reimagining Project (45 min) | Andy Chapman |
| XIII. | Submittal of August Dashboard | Greg Long/A. Chapman |
| XIV. | Management Reports | Andy Chapman |
| XV. | Departmental Reports
a) Conference Sales
b) Leisure Sales
c) Consumer Advertising
d) Social/Content
e) Public Relations | Andy Chapman |
| XVI. | Old Business | Bill Watson |
| XVII. | New Business
• July 4 th 2022 Firework Preliminary Discussion | Bill Watson |
| XVIII. | Director Comments | Bill Watson |
| XIX. | PUBLIC COMMENT – Pursuant to NRS 241.020
This is the time for public to comment on any matter whether or not it is included on the Agenda of this meeting. | Bill Watson |
| XX. | Adjournment – (For Possible Action) | |



north lake tahoe

Incline Village Crystal Bay Visitors Bureau

**July Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Tuesday, July 21, 2021, 3:00pm**

I. Call to Order/Roll Call

Bill Watson

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:05pm by Chair Bill Watson. Roll call was taken, and the following members were present: Michael Murphy, Bill Watson and Blane Johnson. The following IVCBVB employees were present: Greg Long, Director of Operations, Andy Chapman, CEO, Tyson League of Hutchison and Steffen legal counsel.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Watson

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)

Bill Watson

Motion to approve the June 2021 agenda by Blane Johnson. Second by Michael Murphy. Approved.

IV. Board Chair Welcome and FY2021/22 Platform

Bill Watson

Bill Watson introduced himself as the new Chairman of the Board. He has been on the Board for many years. Wants to look at the Mission and make sure it still valid moving forward. Institutional memory is still strong so we should tap that from the longtime board members.

V. Approval of June 2021 Board Meeting Minutes (For Possible Action) Bill Watson

Motion to approve the June Board Meeting Minutes by Michael Murphy. Second by Blane Johnson. Approved.

VI. Preliminary Review of FYE 2021 Financial Statements

Greg Long

DoO Greg Long and CEO Chapman highlighted several items on the year end statements. Board Members were directed to look at the financial packet for additional questions or concerns.

VII. Summer 2021 Micro Transit Pilot Program Report

Andy Chapman

CEO Chapman gave the news that the program has been wildly successful so far. As of July 14th there have been over 14,000 riders. 50% of those have been from our Zone 3. Kings Beach is underperforming. You currently can't connect from Incline to Tahoe City on the Connect. You have to ride TART busses.

VIII. Review of FY 2021/22 NLTMC Coop Budget

Andy Chapman

CEO Chapman outlined the Coop budget with top line budget of 1.9 million. Will not be renewing contracts with international partners. Conference sales stays the same except trade shows are getting reduced. Research will be included. More money in Website.

Motion to approve the Coop Budget by Michael Murphy. Second by Blane Johnson. Approved.

IX. NLTMC FY 21/22 Agreement with Augustine Agency

Andy Chapman

CEO Chapman describes RFP process to find a new or retain existing agency. New contract was submitted to Board along with a Scope of Work.

Motion to approve the contract by Blane Johnson. Second by Michael Murphy. Approved.

X. CEO Annual Review and Performance Merit Evaluation

Bill Watson

Chair Watson described the evaluation process and censuses of existing board members to give Andy the maximum incentive bonus of 20%. The Board is honored to have Andy as the CEO of the organization. Salary increase has been put off until September.

Motion to approve a 20% Bonus to CEO Chapman for work performed during the pandemic by Bill Watson. Second by Blane Johnson. Approved.

XI. Review of June Dashboard Report

Long/Chapman

DoO Greg Long and CEO Chapman walked the Board through the dashboard. Board Members were directed to look at the packet for more detail.

XII. Management Reports

Staff

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

Provided in packet for review.

XIII. 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)

Provided in packet for review.

XIV. Old Business **Andy Chapman**
Jeff Heintz CEO of NLTRA has resigned.

XV. New Business **Andy Chapman**
IVCBVB Awareness campaign has started with Abbi Agency.
New resident orientation will happen July 27th and will be hosted by IVCBA.

XVI. Director Comments **Bill Watson**

None

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

None

XVIII. Adjournment – (For Possible Action)

Motion to adjourn by Blane Johnson. Second by Michael Murphy. Adjourned. 3:58pm.

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:

Incline Village Post Office

Crystal Bay Post Office

Incline Village Crystal Bay Visitor Bureau

IVGID Office

Incline Justice Court

Nevada notices - <http://www.notice.nv.gov>



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Incline Village | Crystal Bay Visitors Bureau

SPECIAL BOARD MEETING
August Special Board Meeting Minutes
Lake Tahoe Incline Village Crystal Bay Visitors Bureau
Monday, August 30, 2021, 3:00pm

I. Call to Order/Roll Call

Bill Watson

The Incline Village Crystal Bay Visitors Bureau (IVCBVB) Board Meeting was called to order at 3:07pm on Zoom by Chair Bill Watson. Roll call was taken, and the following members were present: Michael Murphy, Bill Watson and Blane Johnson. The following IVCBVB employees were present: Greg Long, Director of Operations, Andy Chapman, CEO, Jason Guinasso of Hutchison and Steffen legal counsel.

II. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Watson

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

DoO Greg Long confirmed that there was no public comment emailed to info@gotahoe.com at this time.

CEO Chapman gave an update on the Caldor Fire. Currently S. Lake Tahoe is in an evacuation warning. We are providing information on our consumer facing website. Asking people not to travel to area.

III. Approval of Agenda (For Possible Action)

Bill Watson

Motion to approve the August 2021 special agenda by Blane Johnson. Second by Bill Watson. Approved.

IV. Discussion on Fall 2021 Micro Transit Pilot Program Funding.

Andy Chapman

CEO Andy Chapman gives background information on the Summer micro transit program and how successful it is. Heavy use is happening from 8:00pm to midnight in our zone. Placer county has announced a program running this fall. We would like to match our partners on the California side so there is continuity in the destination. The cost would be \$120,000 for 7 days a week, 6:00pm – Midnight, from Sept 7th - Dec 9th. Andy has been working on bringing partners into the program. League to Save Lake Tahoe is a possible partner of \$20,000. We also are holding reserves in our Lake Tahoe Express account which could help fund this new program. TMA will not charge for management during the Fall period.

Motion to approve the Fall Micro Transit Pilot Program Funding up to \$100,000 by Bill Watson. Second by Michael Murphy. Approved.

V. Old Business
None.

Bill Watson

VI. New Business
None.

Bill Watson

VII. Director Comments

Bill Watson

None.

VIII. PUBLIC COMMENT – Pursuant to NRS 241.020

Bill Watson

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

None

IX. Adjournment – (For Possible Action)

Motion to adjourn by Blane Johnson, Seconded by Michael Murphy. Adjourned. 3:29pm.

**Physically disabled persons desiring to attend should contact Greg Long at (775) 832-1606.
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Incline Village Crystal Bay Visitor Bureau

IVGID Office

Incline Justice Court

Nevada notices - <http://www.notice.nv.gov>



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

September 22, 2021

To: Board of Directors

From: Andy Chapman, President/CEO

Re: IVCBVB Board Appointment

Background

In June 2021, Board member Heather Bacon completed her third, 3-year term. Additionally, Board member Bill Wood retired from the Crystal Bay Club and resigned as a board member of the IVCBVB. These departures have created two open board seats to be filled.

The Board appointed a Board Chair Bill Watson to work with CEO Andy Chapman as the sub-committee at its June meeting to oversee the board appointment process. Three letters of interest were received. These individuals are as follows:

- Claudia Anderson, Executive Director, Parasol Foundation
- Tyler Gaffaney, General Manager, Tahoe Biltmore Lodge & Casino
- Eric Roe, General Manager, Crystal Bay Club

One seat per our By-Laws, include the Crystal Bay Hotel/Casino Representative, while the other seat is an At-Large seat, therefore, either Tyler Gaffaney or Eric Roe could be appointed to that seat. Conversely, either one of them as well as Claudia Anderson could be appointed to the At-Large seat.

Possible Board Action

Appointment of new board member for term 2021/22 to 2023/24 term.



FOUNDERS

Warren Trepp
Carla Hanson

BOARD OF DIRECTORS

Ron Alling, CHAIRMAN
Janice Charley
Kevin Hameister
David Hardie
Mark Krasner
Aimee LaFayette
John McLaughlin
Aaron Moore
Alvaro Pascotto
Bill Watson

EMERITUS BOARD

Warren Trepp, CHAIRMAN
Carole Anderson
George Ashley
Joyce Benka
Ed Boleky
Joe Bourdeau
Janusz Clark
Judy Clydesdale
Nanci Glogauer
Hank Harris
Dean Meiling
Wendy Mueller
Janet Pahl
Wayne Prim
Gary Pulver
Mike Smith
Elbridge Stuart
David Williams
Stuart Yount

September 17, 2021

Incline Village Crystal Bay Visitors Bureau
969 Tahoe Blvd.
Incline Village, NV 89451

Dear Board of Directors,

I am writing to express my interest in serving on the board of the Incline Village Crystal Bay Visitors Bureau. As a 20-year resident of Tahoe as well as a community advocate through my role at the Parasol Tahoe Community Foundation, I believe my background would be well suited to service on the board.

I have included a short bio that highlights my current work as CEO of the Parasol Tahoe Community Foundation. In this role I have not only built a solid organization I have also had the opportunity to participate over the years in many efforts related to Tahoe's economy which have underscored the importance of tourism to the well-being of our local communities and the region as a whole. Therefore, I believe I have a well-rounded perspective on both the challenges and opportunities of the sector.

Additionally, prior to moving to Tahoe my career was spent in the private sector in executive roles at small to mid-sized companies. In that capacity I was successful in growing profitable enterprises. This experience affords me the understanding of what it takes to develop and operate a thriving business.

I look forward to the possibility of serving our community in a new way as a member of the board of the Incline Village Crystal Bay Visitors Bureau. Thank you for your time and consideration.

Best regards,

A handwritten signature in blue ink, appearing to read "Claudia Andersen", with a long, sweeping horizontal stroke extending to the right.

Claudia Andersen

CEO

948 Incline Way
Incline Village, NV
89451
775.298.0100
parasol.org

Bio for Claudia Andersen

Claudia Andersen is the CEO of the Parasol Tahoe Community Foundation, Tahoe's oldest and largest community foundation, which is dedicated to the cultivation of community philanthropy to enhance and preserve the quality of life at Tahoe. Founded in 1996 by community members, Parasol, through the generosity of its donors, has granted more than \$85 million to charitable organizations working to make our community the best it can be.

As Parasol's CEO, Ms. Andersen is responsible for the overall management of the nonprofit organization, including fund development, grantmaking, community leadership, finance, charitable investments and board relationship development.

Prior to joining the community foundation in 2006, Claudia had a long and diverse career in the for-profit sector. Her experience spans all areas of business, from large corporate management to leadership of a small privately held manufacturing company. But whatever her role, Claudia has always been interested in the people that make success possible. Therefore, moving into the non-profit sector was an easy transition.

A graduate of Western Illinois University, Claudia left the cold Chicago winters for the sunshine of southern California, eventually settling in Marin County for over fifteen years. As a hiker and backpacker, it didn't take long for the Sierras to beckon. She relocated with her husband to the mountains and beauty of Lake Tahoe in 2001.

Additional Experience:

- IVCB Fireworks Coalition – member & philanthropic partner
- Envision Tahoe Initiative – steering committee member for regional economic & resiliency strategy development
- Washoe Tahoe Housing Partnership – advisory group member & funding partner
- IVCBA – founding member & funder
- Tahoe Living Working Group (TRPA) – member
- Tahoe Prosperity Center – founding board member, served on Executive Committee as board VP & Treasurer, provided fiscal sponsorship
- Lake Tahoe Basin Prosperity Plan – original steering committee member

June 26, 2021

This letter is to express my interest in serving on the Incline Village Crystal Bay Visitors Bureau Board. I graduated from the University of Nevada Reno with a degree in Marketing and a goal to live in Lake Tahoe. I accomplished that goal in 2008 when I moved to North Lake Tahoe and started working at the Tahoe Biltmore Lodge and Casino. Throughout my career I have seen tourism rise and fall with record snowfall, drought years and most recently the Covid pandemic. As I'm sure we all know, tourism is tied to many factors (economy, weather, development, construction, public health...) and I would like to use my experience of navigating these ups and downs to help guide the future of North Lake Tahoe tourism.

Throughout the years I have evolved in my career by not only working at the Tahoe Biltmore but also through my involvement with the North Tahoe Business Association (as a committee chair and board member) and as a member of the NLTRA's Tourism Development Committee. I want to use the concepts that I learned at UNR and the experience that I have gained to be a valuable asset to the IVCBVB and North Lake Tahoe. I am ready and excited to see what challenges and opportunities are in store for North Lake Tahoe. Thank you for your consideration.

Tyler Gaffaney

General Manager
Tahoe Biltmore Lodge and Casino

Tyler Gaffaney

A dynamic team leader; able to bring energy, enthusiasm, and humor to motivate team members to achieve their potential and exceed objectives.

290 Park Ln
Kings Beach, CA 96143
775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/253/8bb

Professional Profile

- Creative Leader and team player
- Strategic thinker, focused on planning and executing to produce measurable results
- Not afraid to get in the “trenches” and help fellow co-workers
- Over 10 years of Marketing experience within the resort industry
- Proficient in Microsoft Word, Excel, Outlook and Adobe Photoshop and Illustrator
- Proven track record for completing projects punctually and under budget
- Excel in coaching to excellent guest service and leading by example to my team members

Experience

General Manager, Tahoe Biltmore: Crystal Bay, NV 2016 - present

- Responsible for all aspects of the casino, hotel and restaurant operations while paying particular attention to expenses, revenue, and forecasting while providing a safe and fun working environment.
- Daily meetings with the Tahoe Biltmore Marketing team to go over all promotions, media buying, and event planning for the entire property. Also attend weekly meetings with Mountainside Media which is a social media marketing firm that helps our team with all social media.
- Manage all department managers with daily one on one and weekly group meetings to be sure all targets and goals are being met.
- Managed the install and implementation of a new Point of Sale system for all Food & Beverage venues in 2018.
- Managed the install and implementation of a new slot accounting system in 2017.

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Kings Beach, CA 96143
775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/b33-800

Director of Operations, Tahoe Biltmore; Crystal Bay, NV 2012 - 2016

- Effectively managed all day to day operations of the Tahoe Biltmore Casino and Lodge, encompassing nine different revenue centers.
- Planned, designed, and executed the opening of a brand new restaurant concept (Bilty's Brew & Q).
- Actively recruited and hired Marketing and Sales team members with experience in social media marketing to improve the Tahoe Biltmore's overall online presence.
- Developed talent in the Marketing and Sales departments enhancing the guest experience in all planned events.
- Trained Marketing team members on graphics programs including photoshop and Illustrator.
- In 2015 completely changed the Tahoe Biltmore's Marketing and Sales Dept. Hired two part time marketing assistants and one full time sales position. We developed a new website completely focused on weddings and events (www.tahoewed.com).
- Accountable for each venue's P&L statements and working within each venue's monthly and annual budget.

Marketing Director, Tahoe Biltmore, Crystal Bay, NV 2009 - 2012

- Lead change in new branding and overall message of the Tahoe Biltmore and the individual revenue generating centers.
- Conducted a S.W.O.T. analysis of current Tahoe Biltmore property, leveraged analysis to improve marketing strategies.
- Redefined the Tahoe Biltmore's target market, used that information to implement a new marketing strategy.
- Managed all advertising and third party agencies by developing new strategic marketing partners (Sliding on the Cheap).
- In 2009, recruited a marketing firm to build a new website with a content management side for ease of updating. Managed all content and updated the website.
- Developed the Tahoe Biltmore's first social media site and marketing strategy/campaigns.
- Reinstated a previously outsourced lodging and lift ticket package program by managing it in-house. That program drove over \$100,000 of revenue to the Tahoe Biltmore.
- Collaborated closely with the General Manager of the property on the marketing budget and marketing campaigns.

Sales and Marketing Manager, Tahoe Biltmore, Crystal Bay, NV 2008 - 2009

- Responsible for developing, booking and executing all event sales (weddings, banquets, private parties...)
- Took control of outsourced graphic design and brought it in-house saving the company over \$5,000 annually.
- Targeted new audience through creation of new events such as car shows, dart tournaments, cribbage tournaments for the Tahoe Biltmore which resulted in over \$50,000 in new revenue.

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Kings Beach, CA 96143
775-742-5054
tgaffaney2002@yahoo.com

www.linkedin.com/pub/tyler-gaffaney/45/653/86b

Education

2000 - 2001 Dickinson State University Dickinson, ND
General Studies

2001 - 2004 University of Nevada, Reno Reno, NV
B.S. Business Administration with focus on Marketing.
Graduated with 3.00 GPA

Community Service

I was actively involved with the North Tahoe Business Association for ten years. I spent two years chairing the marketing and promotions committee and eight years on the board. I termed out and left the board in 2018.

Eric Roe

14 State Route 28
Crystal Bay, NV 89402
517.404.3937
eroe@cbc-nv.com
crystalbaycasino.com

6/8/2021

Dear Andy:

Bill Wood suggested that I contact you regarding the open board position with IVCBVB. My educational background in hospitality, along with my professional experience, makes me an excellent candidate for this position.

IVCBVB is known for its innovation, professionalism, and results-driven marketing strategy, which is why I am certain I would make a valuable addition to your team. I would be interested in learning more about this opportunity, so I have enclosed my resume for your consideration. I am confident that my experience in gaming and hospitality will be an asset to your organization. As you will see on my resume, I have a proven record of achievements, which will allow me to make major contributions to Crystal Bay Casino and IVCBVB. I look forward to speaking with you to discuss how my experience and abilities match your needs. Please do not hesitate to contact me at 517.404.3937 or by email at eroe@cbc-nv.com should you have any questions. I look forward to speaking with you.

Eric Roe
General Manager
Crystal Bay Casino

ERIC ROE

600 VILLAGE BLVD, INCLINE VILLAGE, NV 89450, 517.404.3937, EROE@CBC-NV.COM

EXPERIENCE

NOVEMBER 2008 - PRESENT Crystal Bay Club Casino *Crystal Bay, NV*

GENERAL MANAGER

- Manage all aspects of the casino property including operations, marketing, staffing, and customer satisfaction.

CASINO MANAGER

- Responsible for daily operations of all departments, including player development, promotion development, staffing, training, compliance, and accounting practices.

SLOT DIRECTOR

- Review various analyses pertaining to activities, costs, operations and forecasts of the departmental progress and performance, in order to maximize the profitability of the property.
- Designed and implemented new Player's Club tier structure, including qualifying criteria and benefits associated with each tier.
- Designed and opened North Lake Tahoe's first Non-Smoking Gaming Center.

CASINO SHIFT MANAGER

- Assume all responsibilities of the property in the absence of the General Manager.
- Greet and welcome guests on the casino floor, establishing rapport and ensuring that the highest possible standards of guest services and employee relations are maintained.
- Assist the entire general management of the casino floor, ensuring gaming is efficiently operating in compliance with policies and procedures and gaming regulations.
- Make on-the-scene operating decisions and grant approvals as needed, resolve problems and situations as they arise.

FEBRUARY 2020 - PRESENT Lake Tahoe Distillers Inc. *Reno, NV*

CEO

- Responsible for all aspects of a Craft Distillery including licensing, compliance, purchasing, safety, health department standards, sales and accounting.

JUNE 2016 - PRESENT Tahoe Jetovator LLC *Incline Village, NV*

MANAGING PARTNER /OWNER

- Responsible for all aspects of a seasonal watersports business including scheduling, staffing, accounting, customer service and safety.
- Licensed USCG captain.

OCTOBER 2000 - JULY 2007 Roe Retailers LLC *Howell, MI*

OWNER/OPERATOR

- Owned and operated five retail franchised stores
- Performed all administrative duties, including payroll, bookkeeping, tax preparation, purchasing, supervising personnel, and working closely with customers on a regular basis.

EDUCATION

1997-2003 Michigan State University *E. Lansing, MI*

HOSPITALITY BUSINESS/COMERCIAL PARKS AND RECREATION AND TOURISM

- Extensive course work in Hospitality business and Gaming management.

2012 University of Nevada Reno *Reno, NV*

MASTERS BUSINESS ADMINISTRATION

- Completed course work in Gaming, Accounting and Marketing to compliment my professional experience.



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

September 2, 2021

To: Board of Directors

From: Andy Chapman, President/CEO

Re: NLT Marketing Coop Committee Appointment

Background

The North Lake Tahoe Marketing Cooperative is made up of 4 members each from the Incline Village Crystal Bay Visitors Bureau and the NLTRA. Committee membership from each organization is made up of the Executive Director/CEO, one or two board members and one or two community members for a total of 4 members. Each of the two organizations appoints members to the committee. Last year the IVCBVB members were Andy Chapman, Bill Wood, Heather Bacon and Ashley Barton.

With the retirement of Bill Wood and the terming out of Heather Bacon as a board member, the IVCBVB board needs to take action to appoint new NLT Coop Committee members.

The following individuals have expressed an interest in appointment.

Heather Bacon, Boulder Bay

Ashley Barton, Hyatt Resort Casino

As CEO, Andy Chapman will continue to participate as well. In addition, one board member will need to be appointed.

Possible Board Action

For the IVCBVB Board to appointment our committee representatives to the North Lake Tahoe Marketing Cooperative Committee for 2021/22 Fiscal Year.



Incline Village Performance Report

Summer 2021

Dates: June 24 - September 6, 2021

Rides: 14,923

Passengers (unlinked passenger trips): 24,256

VRH: 2,923

TVH: 3,184

VRM: 43,797

TVM: 44,903

Passenger miles: 44,708

Unduplicated riders (6/24 - 9/6 / all time): 1,206 / 1,206

Passengers per revenue hour: 8.3

Percent of rides shared: 51%

Average wait time: 14:16

Average ride time: 8 minutes

Average experience rating: 4.86 out of 5

Percent of rides more than 5 min late to pickup: 9%

Outside Area Request Attempts: 106 (157 unique riders)

Percent of rides with less than 20 min trip duration: 97%

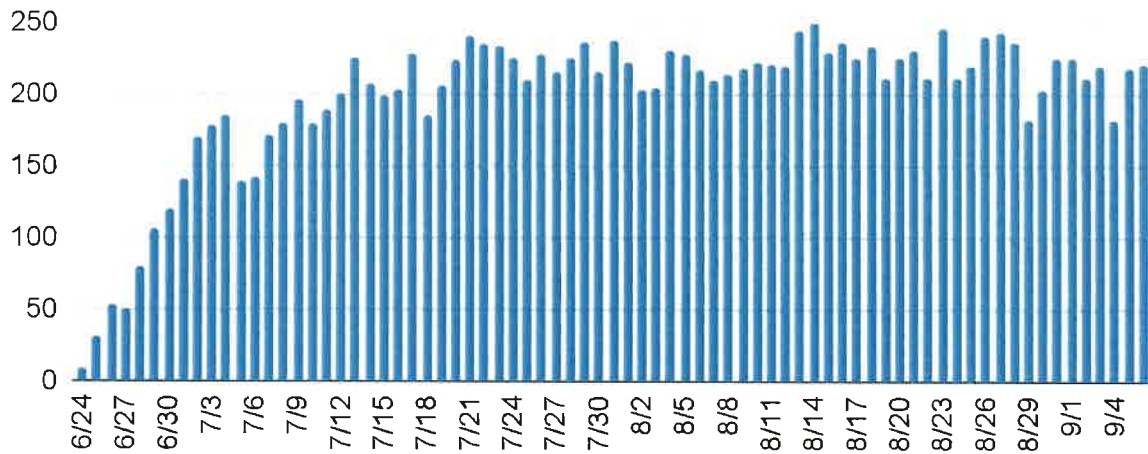
Percent of rides picked up in under 20 min (≤ 100 ride days): NA

Percent of rides picked up in under 30 min (> 100 ride days): 91%

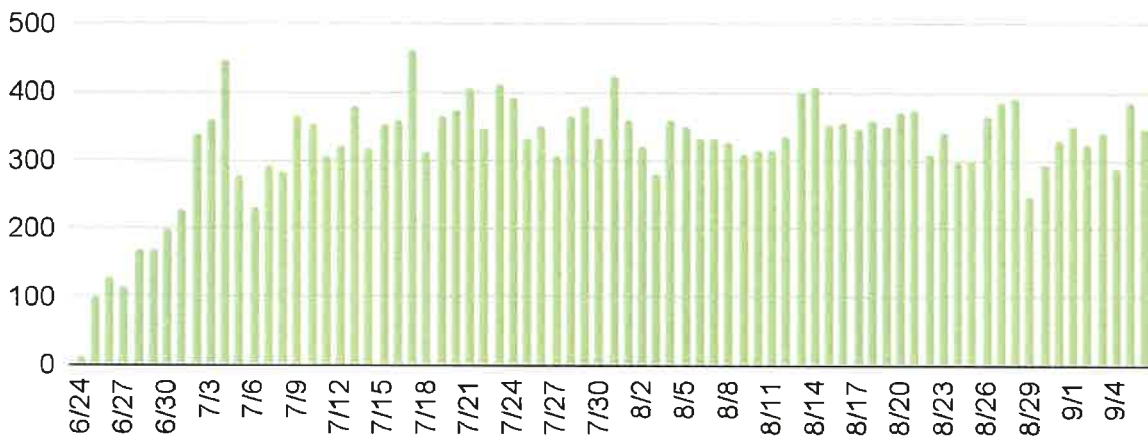
Missed Trips: 0

Rider no shows: 470

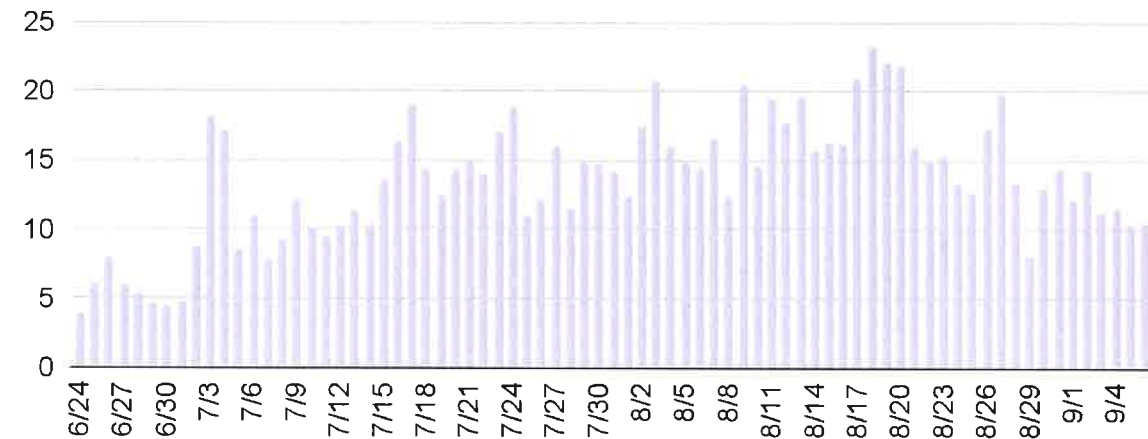
Rides



Passengers

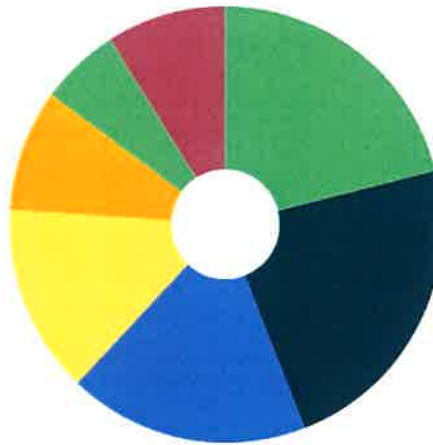


Average Wait Time



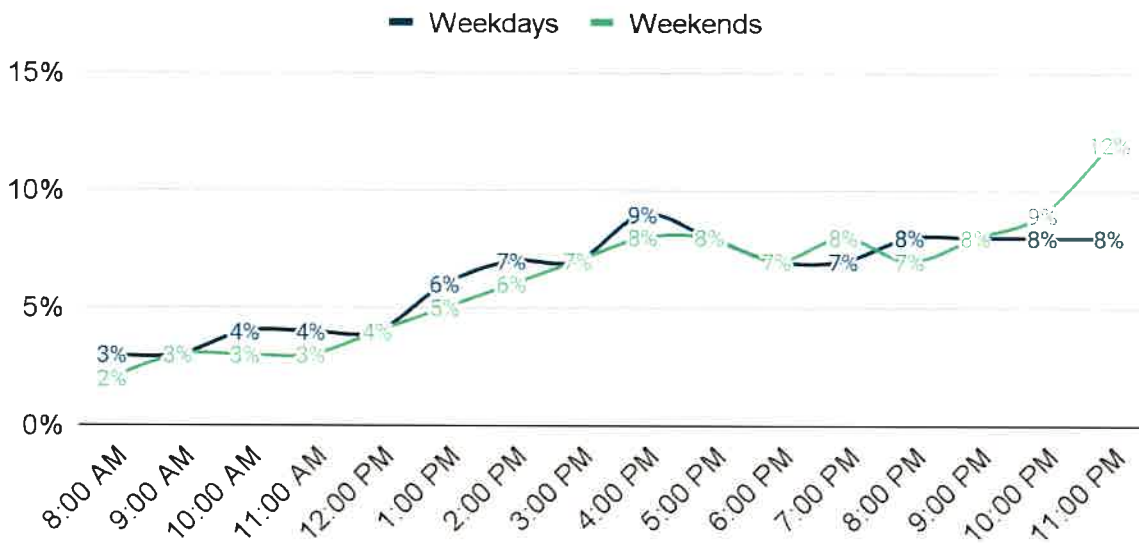
Wait Time Distribution

- 0 - 5 min
- 5 - 10 min
- 10 - 15 min
- 15 - 20 min
- 20 - 25 min
- 25 - 30 min
- 30+ min

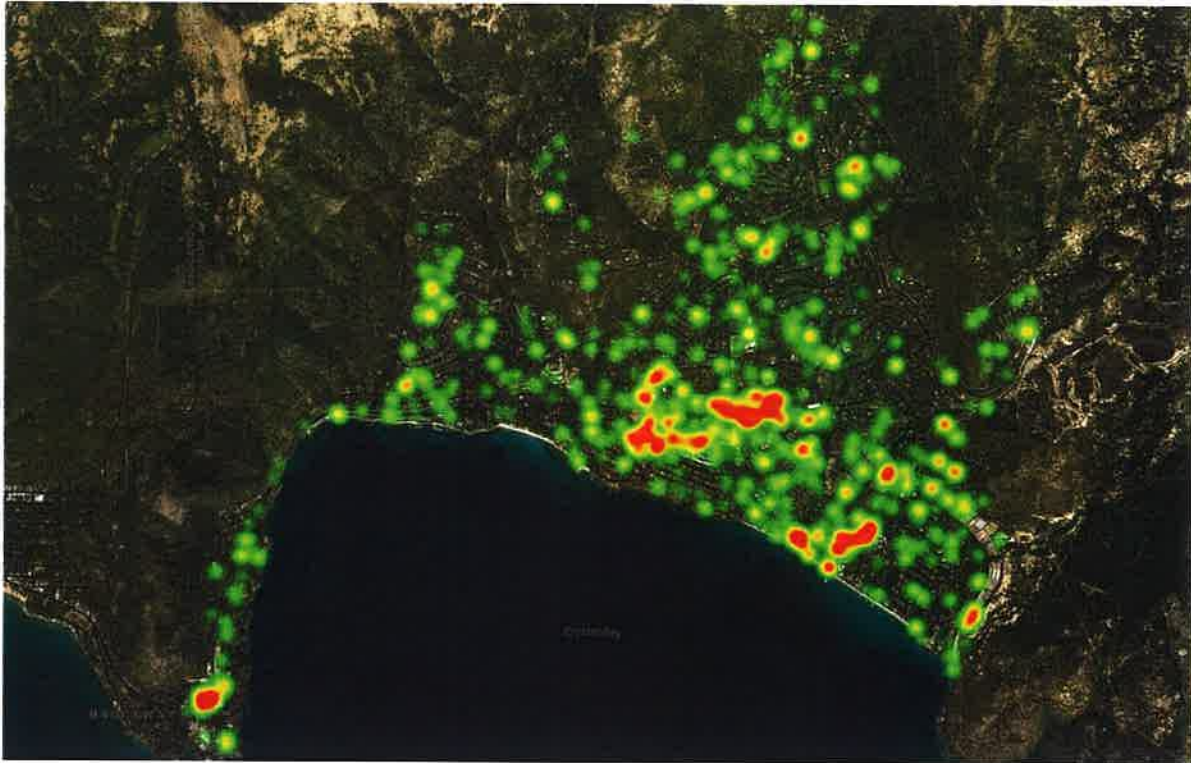


0 - 5 min: 21%	5 - 10min: 23%	10 - 15 min: 18%	15 - 20 min: 14%
20 - 25 min: 9%	25 - 30 min: 6%	30+ min: 9%	

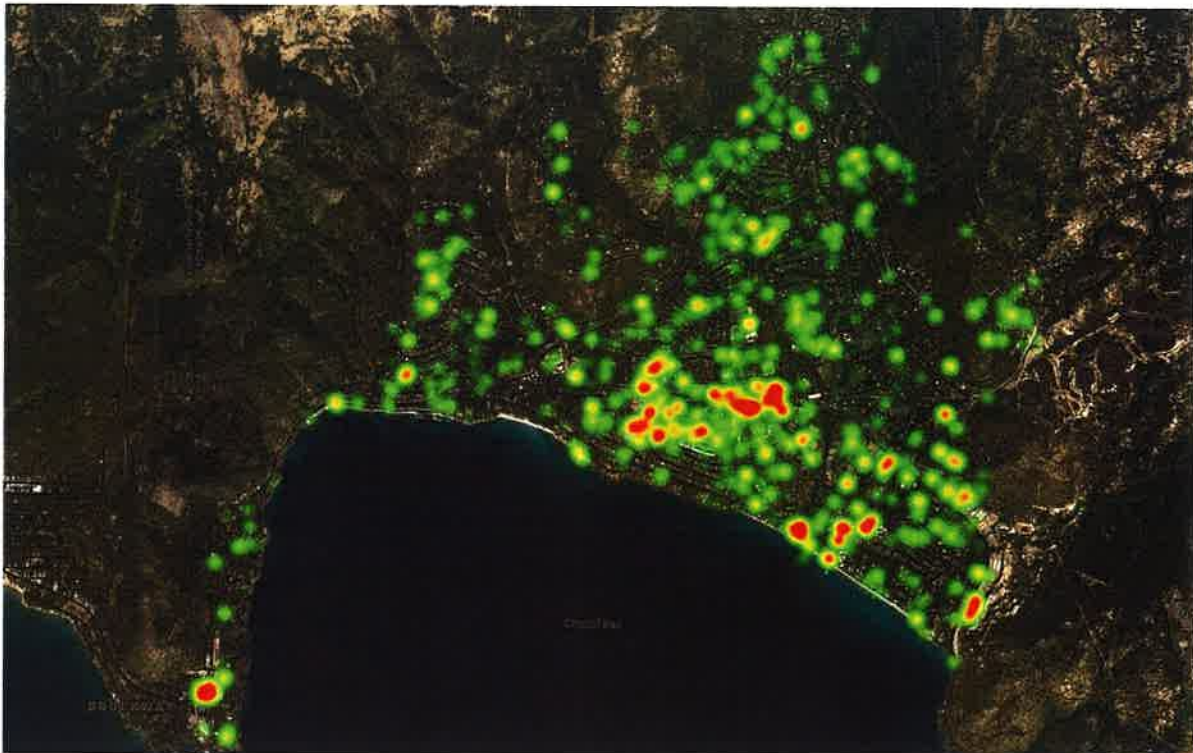
Demand by Hour



Pickups Heat Map



Dropoffs Heat Map



Trip Patterns



Hardware Performance and Reliability

No issues to report.

Vehicles

Vehicles are undergoing routine maintenance.

Marketing Efforts

Word of mouth continues to be our biggest source of promotion.

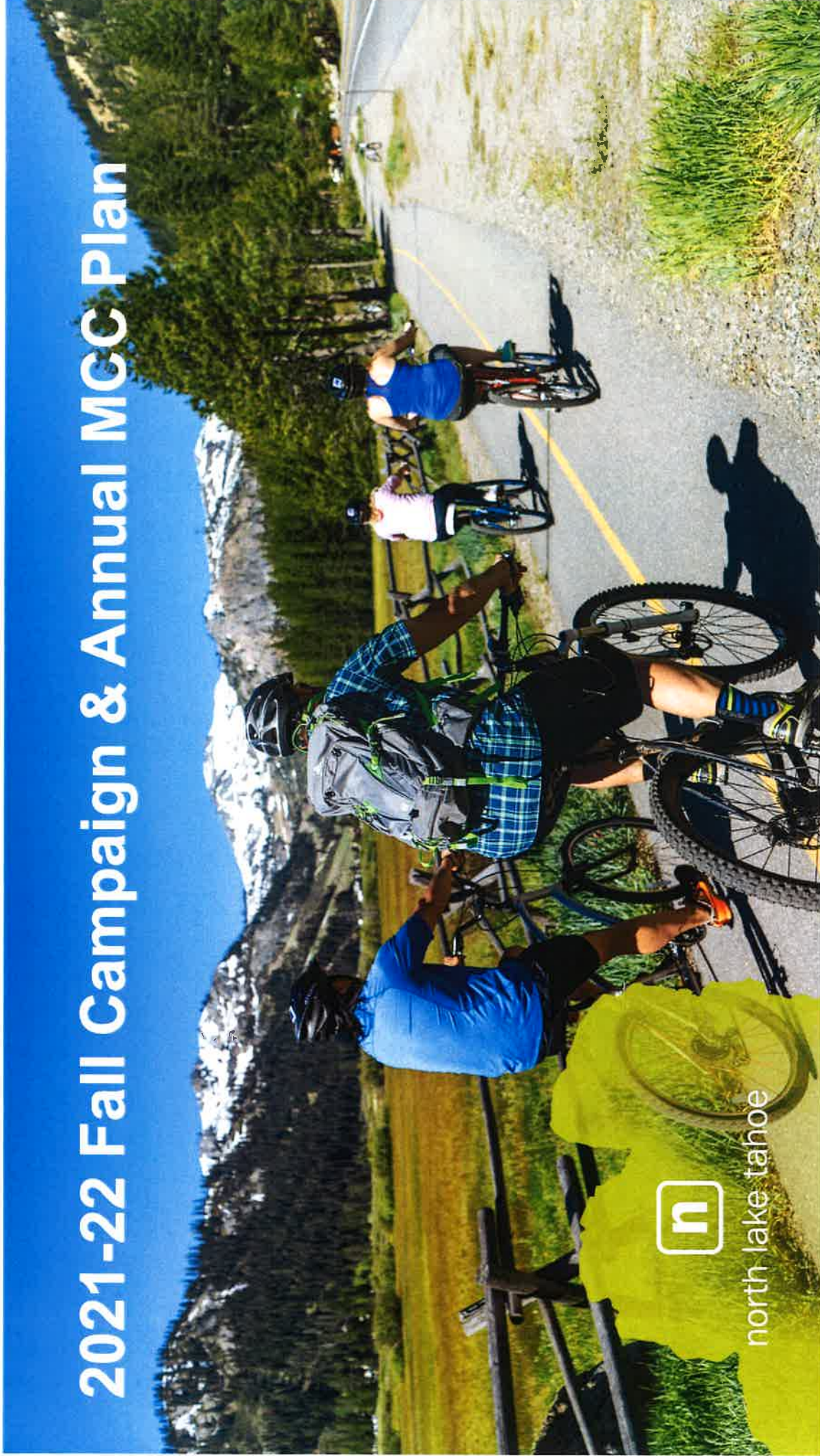
Customer Service

Most of the calls we've received have been FAQ type inquiries. Net promoter score continues to be very high.

2021-22 Fall Campaign & Annual MCC Plan



north lake tahoe





CONSUMER FALL CAMPAIGN

KEY STRATEGIES

- Tier 1:
 - Increase length of stay
 - Increase mid-week visitation
 - Increase visitation during spring and fall
- Tier 2:
 - Support Traveler Responsibility Pledge and sustainability efforts
 - Increase in-market spending and support of local businesses
 - Engage with locals and visitors, promoting positive sentiment and community support
 - Attract and motivate audiences by evoking emotion and creating a deeper connection through positioning, visuals and copy
 - Increase awareness of seasonal activities, events and experiences
 - Continue to grow destination awareness, brand loyalty and conversation



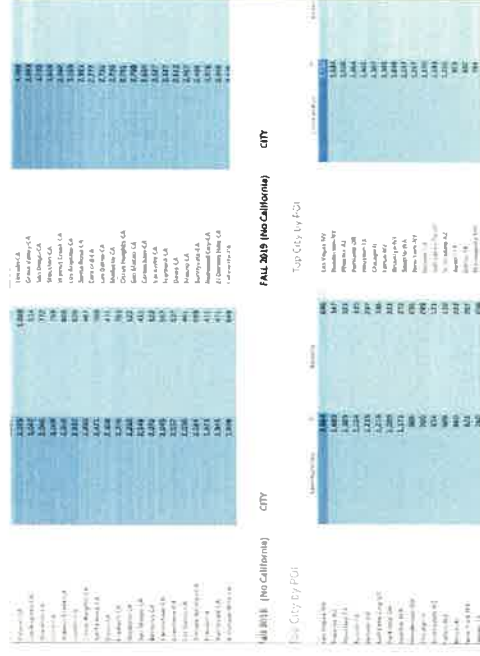
PAID MEDIA TACTICS

- Continued flexibility in response to ever-changing COVID conditions
 - Prioritize easily adjustable media channels (i.e. digital vs. traditional media)
- Focus on fall and spring seasons with some support in winter and summer
- Use visitation data to guide decisions (Fusion7, Arrivalist, etc.)
 - Target markets
 - Media channels
 - Audience segments, persona's, etc.
 - High value visitors
- Analyze industry data (AirDNA, Destimetrics) to understand future bookings and booking windows.
- Promote sustainability messaging on an ongoing basis



TARGET MARKETS

- Direct flight data
- Fusion7 data

[illegible]

TARGET MARKETS

2021 Fall Only

- Los Angeles
- San Diego
- Portland
- Seattle



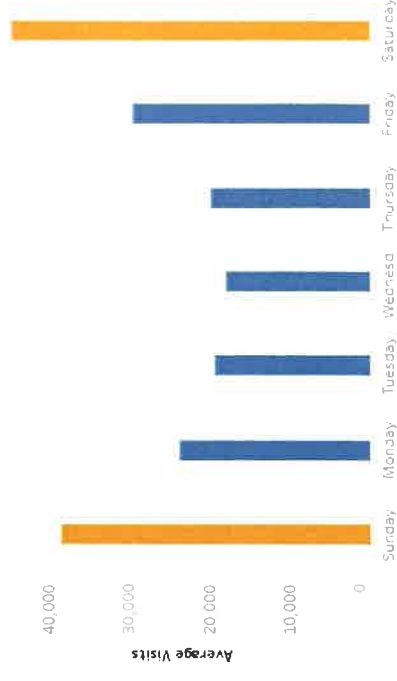
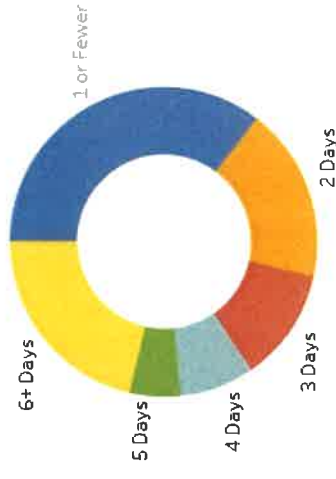
VISITATION DATA

- Using visitation data, target:
 - Past visitors and look-a-likes
 - Summer/winter visitors to push fall/spring
 - Share data/audience profiles across programmatic display, social and OTT.CTV
 - Prioritize the "high value" visitor



HIGH VALUE VISITORS

- Visitation data: benchmarks:
 - Length of stay = 4+ nights
 - Includes some mid-week
 - Origin city = any fly market (national)
 - Has higher spending percentage



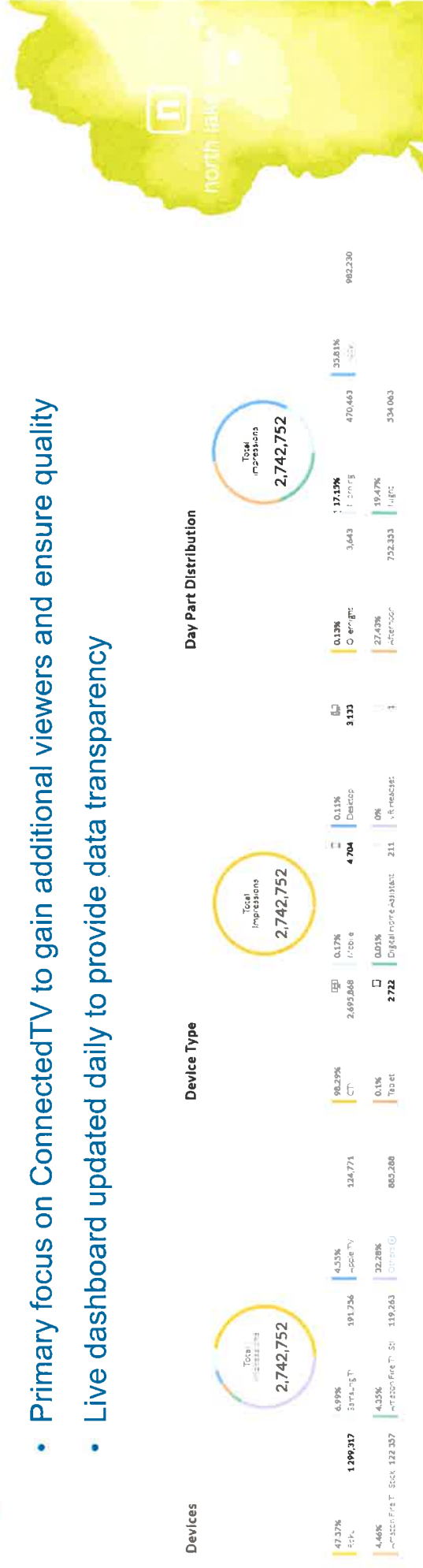
DIGITAL AND SOCIAL

- Programmatic display prospecting and retargeting
- Programmatic native
- Search marketing
- FB/IG prospecting and retargeting
- Instagram Stories
- Twitter
- TikTok
- YouTube prospecting and retargeting



VIDEO

- YouTube prospecting and retargeting
- TikTok
- Facebook/Instagram
- OTT.CTV
- Primary focus on ConnectedTV to gain additional viewers and ensure quality
- Live dashboard updated daily to provide data transparency



OTA'S AND MISCELLANEOUS

- TripAdvisor Annual – continues to be top performer
- Expedia spring co-op
- Weekend Sherpa (targeting Los Angeles) for fall/spring
- 1x email per season
- Native direct (winter/summer)
 - Direct opportunities with properties such as ski.com



SUSTAINABILITY

- San Francisco/Sacramento Television
 - Utilize during high drive market visitation seasons (summer/winter)
- Facebook/Instagram
 - Continuous messaging all year to locals and visitors



CONSUMER MEDIA FLOWCHART

NLT 2021-22 MEDIA PLAN		1Q 2021												2Q 2021												3Q 2022												4Q 2022												Net Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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FALL CAMPAIGN CREATIVE – DISPLAY ADS



FALL CAMPAIGN CREATIVE – SOCIAL MEDIA ADS



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Explore towering mountains, crystal blue waters and unique towns this fall in North Lake Tahoe.



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Plan an Unforgettable Secret Season Getaway

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Stay longer with lodging specials.

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MILLENNIAL



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FALL CAMPAIGN CREATIVE – SOCIAL MEDIA ADS

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WORK FROM NATURE

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Take a Step in a Beautiful Direction

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RETARGETING

FALL CAMPAIGN CREATIVE – WILDFIRE RESOURCES



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Sign up for alerts and more

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SUSTAINABILITY – TART CONNECT



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TART Connect
Now - September 6, 2021

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The TART Connect app offers a free and easy way to get around North Lake Tahoe. Get picked up in as little as 15 minutes. Servicing three zones from Incline Village to Tehoma.



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Free Shuttle Service
Now - September 6, 2021

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SUSTAINABILITY – TRAVELER RESPONSIBILITY PLEDGE

North Lake Tahoe

Help us make a difference and preserve the natural wonders of our region by taking the Traveler Responsibility Pledge.

Take the Pledge

LEARN MORE

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Help us make a difference and preserve the natural wonders of our region by taking the Traveler Responsibility Pledge.

Become A Steward

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Respond the Environment

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Rise Em

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You can make a positive impact on the North Lake Tahoe region by following these six simple tips

BECOME A STEWARD OF LAKE TAHOE

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North Lake Tahoe

From picturesque crystal blue waters and towering tree-lined mountains, preserving North Lake Tahoe's natural beauty starts with you.

DEMONSTRATE MINDFUL TRAVEL

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Take the Traveler Responsibility Pledge

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TRAVELLER RESPONSIBILITY PLEDGE

TRAVEL RESPONSIBLY

Take the Pledge



MCC PLAN

KEY STRATEGIES

- Balance media platform opportunities
- Maintain messaging through majority of year
- Audit past creative to adjust/evolve campaign creative as needed



Tactics

- Utilize lead-gen program through *Meetings Today*
- Maintain presence through social/programmatic using prospecting and retargeting
- Incorporate audience matching through social retargeting to *Meetings Today* audiences
- Utilize video in retargeting and LinkedIn efforts
- Continue with CVENT, now in 3-year contract



MCC MEDIA FLOWCHART

[illegible]

Aug 2021 Financial Summary Report

Aug Month End Variance Report

REVENUE

- R277 Concierge: Under budget due to smoke impacts
- R250 Fund Transfer: Over budget due to higher May 2021 TOT collections

EXPENSES

- 0305 Payroll: Over budget due to timing of Bonuses.
- 0460 Contract Services: Over budget due to Abbi Agency contract
- 0690 Sponsorship: Over budget due to entry into sustainable recreation and tourism partnership
- 0691 Shuttle Subsidy: Under budget due to timing of payment
- 0751 Concierge Expense: Under budget due to smoke impacts

Aug Year to Date Variance Report

REVENUE

- R277 Concierge: Over budget due to strong demand for tours in July
- 0410 Fund Transfer: Over budget due to higher TOT collections

EXPENSES

- 0305 Payroll: Over budget due to timing of Bonuses.
- 0690 Sponsorship: Over budget due to entry into sustainable recreation and tourism partnership
- 0691 Shuttle Subsidy: Under budget due to timing of payment
- 0751 Concierge Expense: Under budget due to smoke impacts
- 0800 Grant Expenses: Over budget due to unexpected grant opportunities

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

August 2021

	Aug 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	6,861.20	6,931.00	-69.80	99.0%
R277 · Concierge	9,648.50	13,000.00	-3,351.50	74.2%
Total POS Sales	16,509.70	19,931.00	-3,421.30	82.8%
R250 · Fund Transfers	248,152.01	177,011.00	71,141.01	140.2%
R252 · Interest Income	8.15			
Total Income	264,669.86	196,942.00	67,727.86	134.4%
Cost of Goods Sold				
50000 · Cost of Goods Sold	3,188.59	3,812.00	-623.41	83.6%
Total COGS	3,188.59	3,812.00	-623.41	83.6%
Gross Profit	261,481.27	193,130.00	68,351.27	135.4%
Expense				
0305 · Payroll	45,026.53	28,890.00	16,136.53	155.9%
0314 · State Employer Taxes	121.42	90.00	31.42	134.9%
0315 · Federal Unemployment	4.76	40.00	-35.24	11.9%
0316 · Public Employees Retirement Sys	7,942.02	8,040.00	-97.98	98.8%
0319 · Employer Medicare/Soc Sec	889.20	500.00	389.20	177.8%
0320 · Health Insurance	2,996.08	3,158.00	-161.92	94.9%
0400 · Utilities				
0401 · Utilities- Electric	157.09	168.00	-10.91	93.5%
0402 · Utilities-Gas & Heat	29.38	21.00	8.38	139.9%
0403 · Utilities- Water & Refuse	330.70	330.00	0.70	100.2%
Total 0400 · Utilities	517.17	519.00	-1.83	99.6%
0405 · Bank & Cr Card Charges	942.97	310.00	632.97	304.2%
0410 · Office Supplies & Expenses	1,327.11	400.00	927.11	331.8%
0411 · Maintenance/Janitorial	541.00	800.00	-259.00	67.6%
0412 · IT - Computers	987.50	0.00	987.50	100.0%
0420 · Postage & Freight	175.00	100.00	75.00	175.0%
0421 · Communications	573.97	550.00	23.97	104.4%
0430 · Building Repairs & Insurance	951.68	261.00	690.68	364.6%
0451 · Legal & Accounting Services	2,750.00	1,925.00	825.00	142.9%
0460 · Contract Services	13,950.00	6,800.00	7,150.00	205.1%
0461 · Remote Offices	2,500.00	2,500.00	0.00	100.0%
0462 · Equipment Lease & Maint.	121.20	300.00	-178.80	40.4%
0473 · Dues & Subscriptions	909.79	375.00	534.79	242.6%
0501 · Travel & Lodging	-121.98	500.00	-621.98	-24.4%
0505 · Local Transportation/Car	0.00	50.00	-50.00	0.0%
0507 · Meeting Expenses	130.14	300.00	-169.86	43.4%
0601 · Hospitality in Market				
0601.5 · In House	279.41	100.00	179.41	279.4%
Total 0601 · Hospitality in Market	279.41	100.00	179.41	279.4%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

August 2021

	Aug 21	Budget	\$ Over Budget	% of Budget
0611 · Advertising Dallas Co-op (Advertising Dallas Co-...	-1,296.74			
0622 · Advertising Co-op	58,333.00	58,333.00	0.00	100.0%
0623 · Regional Marketing Programs	630.39	1,000.00	-369.61	63.0%
0650 · Payroll Expense	97.50	100.00	-2.50	97.5%
0690 · Sponsorship	10,450.00	0.00	10,450.00	100.0%
0691 · Shuttle Subsidy/Sponsorship	53,897.76	89,000.00	-35,102.24	60.6%
0751 · Concierge Expense	-7,770.00	11,700.00	-19,470.00	-66.4%
0990 · Depreciation Expense	0.00	10,000.00	-10,000.00	0.0%
51100 · Freight and Shipping Costs	392.39			
59900 · POS Inventory Adj -Merchandise	-7.48			
Total Expense	198,241.79	226,641.00	-28,399.21	87.5%
Net Ordinary Income	63,239.48	-33,511.00	96,750.48	-188.7%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	3.90			
Total Other Income	3.90			
Net Other Income	3.90			
Net Income	63,243.38	-33,511.00	96,754.38	-188.7%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

July through August 2021

	Jul - Aug 21	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	16,356.85	15,377.00	979.85	106.4%
R277 · Concierge	37,161.25	26,000.00	11,161.25	142.9%
Total POS Sales	53,518.10	41,377.00	12,141.10	129.3%
R250 · Fund Transfers	412,416.75	268,516.00	143,900.75	153.6%
R252 · Interest Income	16.33			
Total Income	465,951.18	309,893.00	156,058.18	150.4%
Cost of Goods Sold				
50000 · Cost of Goods Sold	7,677.70	8,457.00	-779.30	90.8%
Total COGS	7,677.70	8,457.00	-779.30	90.8%
Gross Profit	458,273.48	301,436.00	156,837.48	152.0%
Expense				
0305 · Payroll	96,597.93	87,053.00	9,544.93	111.0%
0313 · Employers Insurance of Nevada	858.00	900.00	-42.00	95.3%
0314 · State Employer Taxes	248.27	590.00	-341.73	42.1%
0315 · Federal Unemployment	9.89	80.00	-70.11	12.4%
0316 · Public Employees Retirement Sys	15,418.36	16,080.00	-661.64	95.9%
0319 · Employer Medicare/Soc Sec	1,661.55	1,400.00	261.55	118.7%
0320 · Health Insurance	5,993.66	6,316.00	-322.34	94.9%
0400 · Utilities				
0401 · Utilities- Electric	316.69	336.00	-19.31	94.3%
0402 · Utilities-Gas & Heat	62.14	54.00	8.14	115.1%
0403 · Utilities- Water & Refuse	655.66	660.00	-4.34	99.3%
Total 0400 · Utilities	1,034.49	1,050.00	-15.51	98.5%
0405 · Bank & Cr Card Charges	2,714.55	640.00	2,074.55	424.1%
0410 · Office Supplies & Expenses	1,786.74	800.00	986.74	223.3%
0411 · Maintenance/Janitorial	1,157.90	1,600.00	-442.10	72.4%
0412 · IT - Computers	1,075.00	250.00	825.00	430.0%
0415 · Misc. Sales Tax (Sales Tax Paid on Purchases)	0.00	25.00	-25.00	0.0%
0420 · Postage & Freight	275.00	200.00	75.00	137.5%
0421 · Communications	1,172.94	1,100.00	72.94	106.6%
0422 · Printing Expenses	175.09	0.00	175.09	100.0%
0430 · Building Repairs & Insurance	1,904.36	2,011.00	-106.64	94.7%
0451 · Legal & Accounting Services	5,500.00	3,850.00	1,650.00	142.9%
0460 · Contract Services	18,900.00	16,300.00	2,600.00	116.0%
0461 · Remote Offices	5,000.00	5,000.00	0.00	100.0%
0462 · Equipment Lease & Maint.	410.69	600.00	-189.31	68.4%
0473 · Dues & Subscriptions	3,649.78	750.00	2,899.78	486.6%
0474 · License & Fees	0.00	75.00	-75.00	0.0%
0501 · Travel & Lodging	-184.12	1,000.00	-1,184.12	-18.4%
0504 · Registrations	0.00	875.00	-875.00	0.0%
0505 · Local Transportation/Car	0.00	100.00	-100.00	0.0%
0507 · Meeting Expenses	266.85	600.00	-333.15	44.5%
0601 · Hospitality in Market				
0601.5 · In House	352.13	200.00	152.13	176.1%
0601 · Hospitality in Market - Other	161.04	0.00	161.04	100.0%
Total 0601 · Hospitality in Market	513.17	200.00	313.17	256.6%

INCLINE VILLAGE CRYSTAL BAY VISITORS BUREAU

Profit & Loss Budget vs. Actual

Accrual Basis

July through August 2021

	Jul - Aug 21	Budget	\$ Over Budget	% of Budget
0611 · Advertising Dallas Co-op (Advertising Dallas Co...	-1,296.74			
0622 · Advertising Co-op	116,666.00	116,666.00	0.00	100.0%
0623 · Regional Marketing Programs	1,091.30	2,000.00	-908.70	54.6%
0650 · Payroll Expense	197.50	200.00	-2.50	98.8%
0690 · Sponsorship	10,450.00	7,150.00	3,300.00	146.2%
0691 · Shuttle Subsidy/Sponsorship	104,578.42	178,000.00	-73,421.58	58.8%
0725 · Uniforms	0.00	250.00	-250.00	0.0%
0751 · Concierge Expense	17,450.50	23,400.00	-5,949.50	74.6%
0990 · Depreciation Expense	0.00	10,000.00	-10,000.00	0.0%
51100 · Freight and Shipping Costs	447.42			
59900 · POS Inventory Adj -Merchandise	32.87			
Total Expense	415,757.37	487,111.00	-71,353.63	85.4%
Net Ordinary Income	42,516.11	-185,675.00	228,191.11	-22.9%
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	3.90			
Total Other Income	3.90			
Net Other Income	3.90			
Net Income	42,520.01	-185,675.00	228,195.01	-22.9%



north lake tahoe

Incline Village | Crystal Bay Visitors Bureau

MEMORANDUM

Date: September 22, 2021

TO: IVCBVB Board of Directors

FROM: Andy Chapman, President/CEO

RE: IVCBVB Organization Reimagining Project

Background:

The IVCBVB was created over 30 years ago as the primary organization tasked with promoting the Incline Village and Crystal Bay region to visiting guests. First as a division of the RSCVA, then as its own agency, the IVCBVB efforts are funded with a portion of the Transient Occupancy Tax (TOT) generated through overnight stays in hotels, motels, vacation homes, STRs, etc.

The IVCBVB's mission statement, last updated in March 1997, states the following: *The Visitors & Convention Bureau's mission is to encourage tourist visits and ultimately enhance the occupancy and revenues for lodging facilities in the Incline Village and Crystal Bay areas. We will offer the most current marketing and sales support, produce appropriate special events, publish targeted advertising and collateral, and provide visitor services and information.*

While elements of this mission statement are accurate and still ultimately relevant, staff recommends an effort be undertaken to evaluate, determine, and recommend for board consideration an updated vision and mission statement for the IVCBVB. Like organizations regionally, domestically, and internationally are all taking a close look at their core vision to ensure alignment in today's competitive and complicated marketplace.

Sustainability, responsible travel, and destination stewardship have become critical components for bureau consideration as travel demand increases regional capacity thresholds causing a range of negative impacts. Left unchecked, these impacts could alienate residents, degrade visitor experience, overload infrastructure, damage nature and natural resources, and threaten local culture and heritage.

The IVCBVB has already begun efforts that lean into this new arena. The North Lake Tahoe Traveler Responsibility Pledge and Responsible Travel video series has served as a vehicle to gain stewardship commitment by our visitors and provided educational awareness of the critical issues facing the region. IVCBVB's investment in the TART Connect Summer and Fall pilot program has made significant enhancements in transit availability while reducing area road congestion.

Industry momentum is uniting around the Destination Marketing and Management Organization (DMMO) structure and the IVCBVB can take a leadership role in this regional effort.

Board Action

Staff will present to the board a potential organization reimagining project for consideration and direction.

DESTINATION OVERCROWDING

and Its Footprint on the Travel Industry

Steps and Solutions Regarding Visitor Management in the U.S.

EXECUTIVE SUMMARY

Travel and tourism is growing around the world. However, due to several contributing factors, many destinations are grappling with a new reality—overcrowding, just one element contributing to concerns over visitor management. While this issue has predominately been on the rise in Europe and other parts of the world, the United States is beginning to see evidence of this emerging trend.

While not widespread, destination overcrowding and resident discontent is a growing concern across the U.S.

U.S. Travel Association analysis finds overcrowding to be mostly localized to cities and national parks. Many factors can lead to overcrowding in an area: America's national parks and cultural sites, for example, are some of the most unique and diverse landscapes and historical centers in the world, and they intrigue domestic and international visitors alike.

The factors that make a city an attractive place to live also make it an attractive place to visit. It's not surprising, therefore, that residents express concern about issues that arise with rapid growth—and sometimes seek to attribute these problems too broadly to tourism.

Most discussions of overcrowding as a concerning trend happen locally and within the context of several broader issues, including residential population growth¹, inadequate infrastructure and traffic congestion², rising housing prices, and the continuing pattern of migration to urban areas. While few of these issues are spurred by tourism alone, growing tourism demand and imbalances of visitors during certain seasons, days of the week and times of the day, or during headline events, put added pressure on existing infrastructure.

What Can Be Done?

While the destination overcrowding challenges facing American communities today may be nowhere near the scale and scope of the problems facing Europe and other iconic global destinations, it is important to address issues before they escalate. Industry leaders can seize this opportunity to help steer this discussion and offer solutions to inform and engage residents and visitors alike.



STEP 1

Conduct a self-audit of your destination's risk for overcrowding.

STEP 2

Monitor resident sentiment and build a relationship with this key stakeholder. When residents feel their concerns are heard, they are more likely to support initiatives that boost travel.

STEP 3

Educate residents on the power of travel. The less informed people are about the benefits of tourism, the more likely they are to consider overtourism a problem so make sure they understand the benefits travel delivers to your community.

STEP 4

Establish partners and lay the foundation with influential stakeholders, including residents, business owners, political leaders and the media to drive solutions to the broader problems rather than focusing exclusively on the impact of tourism.

STEP 5

Reassess your destination's public story to make sure you're messaging all the ways travel and tourism benefits your community and thinking about growth in a sustainable way—not just continuing to break records.

STEP 6

Promote visitor management strategies by highlighting the many diverse locations, landmarks and activities for all seasons to help spread out travel volume.

STEP 7

Educate visitors to become destination stewards and provide tips on how they can enjoy your community, parks and natural wonders without having a negative impact.

STEP 8

Get involved at the national level by advocating to Congress to invest in our travel infrastructure and alleviate a key complaint of overcrowding: congestion.

STEP 9

Help shape the debate at the local and national level on overcrowding by working with U.S. Travel and our membership to shape the narrative and define terminology that best represents the problem.

¹ The Oregonian, 'Portland-area population growth slows to lowest level since 2013: Census Bureau says,' March 22, 2018.

https://www.oregonlive.com/front-porch/index.ssf/2018/03/portland-area_population_growth.html

New York Times, 'New York City's Population Hits a Record 8.5 Million,' March 22, 2018. <https://www.nytimes.com/2018/03/22/nyregion/new-york-city-population.html>

² American Society of Civil Engineers, '2016 Tennessee Infrastructure Report Card', <https://www.infrastructurereportcard.org/state-item/tennessee/>

Summary:

The Visitors Center was closed for 2 weeks during the Caldor Fire. Visitation was strong in July and early August until smoke and evacuation warnings started on Aug, 18th.

Staffing:

- Very lean staff

Operations:

- Manage hours of Visitors Center through Caldor Fire
- Cancelling Thunderbird Lodge reservations
- Placing advertising for our Activity Ticket clients
- Inventory management
- Looking for part-time help

Projects:

- Completing tax return with new CPA
- D.G Menchetti signage
- GoTahoeNorth.com transition management
- Manage FB/Instagram for Bureau
- Restriped parking lot
- Estimating roof replacement
- Estimating flooring for office
- Bathroom updates
- Looking for Outreach/Program coordinator

Meetings attended:

- SEO meetings, co-op agency meetings, Cloudriff training meetings, strategy meetings, Northern Lights, Agency transition meetings.

President/CEO Report
Activities Report
September 22, 2021

- NORTH LAKE TAHOE MARKETING COOPERATIVE
 - Finalized FY 2021/22 Coop budget
 - Worked with agency partners on crisis communications around Caldor Fire
 - Planning fall consumer advertising campaign
 - Worked on sales staff transition plan
 - Worked with NLTRA partners on new CEO search
 - Meeting weekly with Adam Wilson from NLTRA board as transition lead
 - Participated in Augustine Agency PR/Communication planning meeting
- PROJECTS
 - Launched Fall Micro Transit evening shuttle service
 - Participating in Lake Tahoe Sustainable Tourism and Recreation Partnership
 - New board member outreach and recruitment
 - Developed IVCVBV Organizational Communication Project with the Abbi Agency
 - Conducted IVCVBV Special August Board meeting
- MEETINGS (in person or virtual)
 - Attended agency status meetings
 - Attended B-Monthly
 - Attended Visit California Research Committee Meeting (weekly)
 - Attended RASC Executive Committee Meeting (weekly)
 - Attended TTD Board Meeting
 - Attended RSCVA Board of Directors meeting
 - Attended Lake Tahoe Recreation providers/public managers calls
 - Attended Destimetrics DMO Roundtable
 - Attended Visit California's Brand Content Committee meeting
 - Attended TMA Executive Committee meeting
 - Attended Tahoe Environmental Summit
 - Attended VCA Wildfire Crisis call
 - Attended IVCBA Northern Lights meeting
 - Attended NLT Sales Committee meeting
 - Attended CalTravel Summit