



## AGENDA

**Board Meeting**  
**Travel North Tahoe Nevada**  
**Wednesday, November 15<sup>th</sup>, 2023 3:00 pm**

### **Mission Statement**

*Encourage destination experiences that support a vibrant economy, enhance community character and foster environmental stewardship.*

### **Our Vision**

*Preserve and enhance a vibrant and innovative destination by leading in stewardship and sustainability.*

The Board of Directors of Travel North Tahoe Nevada will hold their monthly meeting on Wednesday November 15<sup>th</sup>, 2023 beginning at 3:00pm. The meeting will be held at the Travel North Tahoe Welcome Center 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, Travel North Tahoe Nevada, at <https://travelnorthtahoenevada.com/> 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 TNTNV 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 TNTNV website at <https://travelnorthtahoenevada.com/>. 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**

- |               |   |                            |
|---------------|---|----------------------------|
| <b>I.</b>     | <b>Call to Order/Roll Call</b>  | <b>Chair</b>               |
| <b>II.</b>    | <b>PUBLIC COMMENT – Pursuant to NRS 241.020</b><br>This is the time for public to comment on any matter whether<br>or not it is included on the Agenda of this meeting. | <b>Chair</b>               |
| <b>III.</b>   | <b>Approval of Agenda</b> (For Possible Action)   | <b>Chair</b>               |
| <b>IV.</b>    | <b>Appointment of Eric Roe to Fill Vacant Crystal Bay Resort Seat</b> (5 min)   | <b>Chair</b>               |
| <b>V.</b>     | <b>Appointment of new 2023/24 Board Officers</b> (5 min)<br>(For Possible Action)   | <b>Chair/Chapman</b>       |
| <b>VI.</b>    | <b>Approval of September 2023 Board Meeting Minutes</b> (For Possible Action)   | <b>Chair</b>               |
| <b>VII.</b>   | <b>2022/23 Ad Effectiveness Research</b> (20 min)   | <b>Smari Research Team</b> |
| <b>VIII.</b>  | <b>Discussion and Approval on Strategic Plan Vendor Contract</b> (15 min)<br>(For Possible Action)  | <b>Chapman</b>             |
| <b>IX.</b>    | <b>Discussion/Board Direction on RSCVA January 2024 Appointee</b> (15 min)  | <b>Chapman</b>             |
| <b>X.</b>     | <b>Review of October 2023 Financial Statements</b> (10 min)<br>(For Possible Action)  | <b>Long</b>                |
| <b>XI.</b>    | <b>Update on 2<sup>nd</sup> Annual Road to Wondergrass Tahoe Special Event</b> (15 min)   | <b>Chapman</b>             |
| <b>XII.</b>   | <b>Update on Travel Nevada New York Media Event</b> (15 min)  | <b>Chapman</b>             |
| <b>XIII.</b>  | <b>Submittal of October Dashboard</b> (15 min)  | <b>Long/Chapman</b>        |
| <b>XIV.</b>   | <b>Management Reports</b>   | <b>Chapman</b>             |
| <b>XV.</b>    | <b>Departmental Reports</b><br>a) Conference/Leisure Sales<br>b) Consumer Advertising<br>c) Social/Content<br>d) Public Relations                                       | <b>Chapman</b>             |
| <b>XVI.</b>   | <b>Old Business</b>   | <b>Chair</b>               |
| <b>XVII.</b>  | <b>New Business</b>   | <b>Chair</b>               |
| <b>XVIII.</b> | <b>Director Comments</b>  | <b>Chair</b>               |
| <b>XIX.</b>   | <b>PUBLIC COMMENT – Pursuant to NRS 241.020</b><br>This is the time for public to comment on any matter whether<br>or not it is included on the Agenda of this meeting. | <b>Chair</b>               |
| <b>XX.</b>    | <b>Adjournment –</b> (For Possible Action)  |                            |



November 15, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: TNTNV Board Appointment

**Background**

Board member Tyler Gaffaney's resignation from the board has created an open position on the TNTNV Board of Directors. The board seat the Mr. Gaffaney held was a dedicated Crystal Bay seat that has historically been held by the GM of a Crystal Bay property.

Eric Roe, the General Manager of the Crystal Bay Club Casino, has expressed his interest in retaining the seat and has provided his letter of intent as such that is attached to this staff report.

**Possible Board Action**

Affirm new board member Eric Roe for the dedicated Crystal Bay seat for term #1 ending in June 2024.

**Eric Roe**

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

**10/26/2023**

Dear Andy:

I am writing to express my interest in 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 and have enclosed my resume for your consideration. I am confident that my experience in entertainment, gaming and hospitality will be an asset to your organization. In my short time as General Manager of Crystal Bay Casino, my team and I have been able to make major contributions to both the Crystal Bay Casino and North Lake Tahoe travel & entertainment scene, which I believe will translate well to the IVCBVB board. 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](mailto: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, entertainment, 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 - SEPTEMBER 2021      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.



November 15<sup>th</sup>, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: TNTNV Board Officer Appointment

**Background**

Given the recent resignation by Tyler Gaffaney, the TNTNV officers need to be re-appointed for the FY 2023/24. Below is the suggested slate of officers for consideration to fulfill the remainder of the 2023/24 term.

Claudia Andersen – Chair

Bill Watson – Vice Chair

Blane Johnson – Secretary/Treasurer

Pascal Dupuis – At Large Board Member

Eric Roe – At Large Board member.

**Possible Board Action**

Pending Board discussion, staff requests the Board to appointment a new slate of officers for the 2023/24 fiscal year.



**September 2023 Board Meeting Minutes  
Lake Tahoe Incline Village Crystal Bay Visitors Bureau  
Wednesday, September 13, 2023, 3:00pm**

**I. Call to Order/Roll Call**

**Blane Johnson**

*Blane Johnson sitting in as Chair.*

The Travel North Tahoe Nevada Board Meeting was called to order at 3:00pm by Acting Chair Blane Johnson. Roll call was taken, and the following members were present: Bill Watson (3:00-3:58pm), Pascal Dupuis, Claudia Andersen, and Blane Johnson. The following TNTNV employees were present: Andy Chapman, President/CEO, Greg Long, Chief Operating Officer, Bart Peterson, Director of Sales, Kim Warren, Executive Assistant. Additional guests: Troy McWhinney, Jason Newcomer, Tracy Owen Chapman, Kevin Drake, Eric Roe, and John Steele. Legal representation from Hutchison and Steffen.

**II. 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.**

CEO Andy Chapman shared Tyler Gaffaney resigned position from EKN; therefore, he also resigned from the Board. We will be looking at a replacement in November.

**III. Approval of Agenda**

**Blane Johnson**

Motion to approve the July 2023 agenda by Bill Watson. Approved.

**IV. Approval of July 2023 Board Meeting Minutes**

**Blane Johnson**

Motion to approve the July 2023 Meeting Minutes by Bill Watson. Second by Claudia Anderson. Approved.

**V. Appointment of Pascal Dupuis to fill vacant Incline Village Resort Seat    Johnson/Chapman**

Pascal Dupuis shared his commitment to participate and that he will be an active member.

## **VI. Presentation on CalNeva Redevelopment Project**

**McWhinney Group**

Troy McWhinney provided an overview of the McWhinney family-owned business, legacy portfolio, diversified and long-term focus, and working with the local community. Jason Newcomer shared take aways from the community and the plan to bring lodge into the woods with design and landscaping. He noted creating a place for the community and additional plans/ideas (keeping the showroom, circle bar, and state line moment; new build of spa and rebuild of cabins; dining opportunities, meeting rooms, use of existing tunnel, work force housing). CalNeva's 100-year anniversary is in 2026. Jason Newcomer requested call to action in support of the project.

Kevin Drake inquired about providing transportation to guests.

## **VII. Review of FYE 2023 Financial Statements and Tax Returns**

**Greg Long/John Steele**

COO Greg Long highlighted several items in the financial statements and noted the trend of guests chasing rates and staying in Carson City, Carson Valley, or Reno, impacting North Lake Tahoe. COO Long also spoke about finances for July 4<sup>th</sup> festivities with TNTNV paying all expenses (most before end of fiscal year) and then billing the Parasol for reimbursement (start of fiscal year). The Parasol accepts Sky Show donations.

John Steele shared financials can be adjusted and more accurately show these expenses to reflect financial position. Also, he reviewed financial statements and noted there were no big changes from the prior year. John Steele reviewed income statement, revenue, and expenses.

Blane Johnson inquired about an audit. COO Greg Long shared one was done when CEO Andy Chapman was hired in 2015. Options were discussed (from audit to review of bank statements).

COO Long reviewed four years of financial statements noting line items for expense and income history. CEO Chapman noted trend line.

Motion to approve FYE 2023 Financial Statements and Tax Returns by Pascal Dupuis. Second by Claudia Andersen. Approved.

## **VIII. Review of Aug 2023 Preliminary Financial Statements**

**Greg Long**

COO Greg Long and CEO Andy Chapman highlighted several items in the financial statements. Board Members were directed to look at the financial packet for additional questions or concerns.

COO Long reviewed FYE 2023 and the August 2023 financial summary. He noted variations in revenue and expenses by month and by year to date. Reports are in packet for review.

Motion to accept financial report by Claudia Andersen. Second by Pascal Dupuis. Approved.



**IX. Discussion on FY 2023/24 CEO Performance Goals**

**Andy Chapman/Board**

CEO Andy Chapman noted the group saw the goals in July. CEO Chapman reviewed the Strategic Priorities (Marketing & Promotions [coop work; social channels], Destination Stewardship Plan Implementation, Enhanced Destination Assets [e.g., TART Connect expanded fall coverage and other partners are helping with funding], Financial Sustainability, and Organizational Reputation/Relationships [making sure TNTNV is “at the table”]).

CEO Chapman noted conversation in July about bringing Board and Organization through strategic planning process. A new strategic plan will be in place June 30, 2024.

Motion to approve and accept goals as listed by Claudia Andersen. Pascal Dupuis seconds. Approved.

**X. Review and Discussion on TNTNV’s July 4<sup>th</sup> Event Involvement**

**Chapman/Board**

CEO Andy Chapman provided a summary of how TNTNV got involved in July 4<sup>th</sup> celebration and the shift from fireworks to drone show. CEO Chapman noted there is a significant effort from community members to bring fireworks back. CEO Chapman discussed our role in supporting the July 4<sup>th</sup> events (e.g., IVCBA parade, pancake breakfast) without support of fireworks.

TNTNV still possesses barges purchased from Red, White, and Tahoe Blue. The Board previously directed TNTNV to sell barges; there is an interested party. Blane Johnson shared if we plan to sell them outside of community to let other group know they can buy them; if they do not, the barges will be sold elsewhere. The barges will not be loaned.

Claudia Andersen shared her Board would not participate in collecting donations for fireworks given their Tahoe Fire Safe initiative.

CEO Chapman recapped TNTNV’s current direction to let new group see if they will put on fireworks. Barges are for sale at appraised price. If we feel they cannot get the event going, are we ready for some type of event (potential drones/SkyShow or another event).

Blane Johnson added that if in the next month or two, if the firework crew is moving forward, we should provide a public statement regarding TNTNV standing aside.

**XI. Submittal of August Dashboard**

**Long/Chapman**

Blane Johnson suggested to accept the rest of the reports in the packet.

**XII. Management Reports**

**Andy Chapman**

Blane Johnson suggested to accept the rest of the reports in the packet and Board Members were directed to look at the provided packet.

**XIII. Departmental Reports**

**Staff**

- a. **Conference Sales** - Bart Peterson reviewed sales efforts and provided a recap of travel and meetings, in addition to sharing his upcoming schedule.
- b. **Leisure Sales** – Bart Peterson noted leisure activities focusing on travel trade.
- c. **Consumer Advertising**
- d. **Social/Content**
- e. **Public Relations**

**XIV. Old Business**

**Blane Johnson**

None

**XV. New Business**

**Blane Johnson**

None

**XVI. Director Comments**

**Blane Johnson**

None

**XVII. 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.**

None

**XVIII. Adjournment –**

**Blane Johnson**

Motion to adjourn by Claudia Andersen. Second by Pascal Dupuis. Adjourned. 5:16pm.

**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**

**Travel North Tahoe Nevada Welcome Center**

**IVGID Office**

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



November 15, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: Strategic Plan Vendor Contract

**Background**

As part of the Strategic Priorities approved by the Board in July, staff has conducted outreach to several strategic planning firms on TNTNV's strategic planning process. As discussed in July, the purpose of the process is to update the 2017/18 Strategic Plan Framework, which was subsequently reaffirmed in at the June 2020 board retreat.

Staff has worked closely with the Whereabout agency who focused on strategic destination planning focused on stewardship and organizational structure. Attached to this staff report is Whereabout's proposal for consideration.

**Possible Board Action**

Approve the Travel North Tahoe Nevada's proposal for Strategic Planning Services from Whereabout Consulting not to exceed \$34,550 (excluding hard costs for travel).



OCTOBER 2023

# TRAVEL NORTH TAHOE NEVADA

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PROPOSAL FOR STRATEGIC PLANNING SERVICES



**WHEREABOUT**

photo by David Mirabal on Unsplash

Andy Chapman  
President/CEO  
Travel North Tahoe Nevada

Dear Andy:

I deeply believe that no organization should operate without a good Strategic Plan. Using a very small percentage of your time to do strategic planning allows you to be intentional about how you spend the *rest* of your time as an organization. Further, in a time of great change and ongoing uncertainty, having the north star of a strategic plan keeps an organization focused and efficient.

As the proposed lead for this project, let me introduce myself: I'm a destination strategist who has led travel and tourism projects across a multitude of challenges: sustainability, recovery, and destination development. My past clients span the U.S. and include Brand USA, Travel South, nine state tourism agencies including Travel Nevada, to dozens of county and municipal destinations ranging in scale from Park City, Utah to San Francisco Travel. I've been doing this work for over a decade.

As you consider the proposals you receive for your Strategic Plan, I'd like to highlight a few key attributes that I believe set the Whereabout team and approach apart:

- » Our approach seeks to get **solid, reliable information** during research and planning, and we are expert at converting that information into **actionable insights** that can drive your strategic direction.
- » Through my work with North Tahoe Community Alliance over the past few years, I've gained understanding of the tourism landscape in the North Tahoe region. We are **familiar with Tahoe**, yet bring **fresh, expert eyes** to thinking about your future.
- » Our engagement with destinations across the U.S. brings with it an understanding of **trends and emerging innovations** that will help you create a plan responsive to our time.
- » As a small firm designed specifically for planning efforts like yours, you'll receive the **responsiveness and personalized service** that this process deserves.

On behalf of my team, we are enthusiastic about the opportunity to help Travel North Tahoe Nevada optimize the direction of your organization and look forward to the opportunity to share more about Whereabout's approach with you.

Sincerely,



Matthew Landkamer  
Founding Principal, Whereabout



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# ABOUT WHEREABOUT



Whereabout is a **destination futures studio** focused on stewardship. We believe that every destination can achieve a sustainable balance between a robust visitor economy, protection of natural resources, and resident quality of life—and that setting a long-term vision for the future is the first step. We've worked with destination organizations across the U.S. at every scale to create destination assessments, strategic plans, stewardship plans, and marketing plans.

Primary Contact: Matthew Landkamer, Founding Principal  
(206) 349-5948 | [matthew@whereabout.travel](mailto:matthew@whereabout.travel)  
P.O. Box 3604 Portland, OR 97208

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# WHEREABOUT TEAM

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**MATTHEW LANDKAMER**  
PROJECT LEAD,  
DESTINATION STRATEGIST

## CERTIFICATIONS

Professional Certificate  
in Sustainable Tourism,  
Global Sustainable Tourism  
Council (GSTC)

PROSCI® Change  
Management

Public Interest Design,  
SEED Network

## EDUCATION

B.A. in Fine Arts, Nebraska  
Wesleyan University

Matthew is a destination strategist, change leader, and idea generator. For nearly a decade, his work has been focused on helping destinations think strategically about their organization, their visitor economy, and their place. He has helped state tourism agencies and local DMOs across the country with destination stewardship planning, recovery planning, strategic planning, and change management. He founded Whereabout in 2021 to focus his work around his belief that every destination can achieve a healthy balance between a robust visitor economy, protection of natural resources, and resident quality of life.

In addition to his client work, he's served on the U.S. Travel Board of Directors and has been invited to speak at conferences throughout the U.S. on topics such as destination resilience, destination strategy, and regional collaboration between destination organizations.

## RELEVANT PROJECTS

- » **Visit SLO CAL, CA**  
Strategic Plan
- » **City of Napa TID, CA**  
Strategic Plan (in progress)
- » **Explore Tualatin Valley, OR**  
Strategic Plan (in progress)
- » **Travel Paso, CA**  
Strategic Plan
- » **Explore Butte County, CA**  
Strategic Plan
- » **Highway 1 Road Trip, CA**  
Strategic Plan
- » **Visit Santa Maria Valley, CA**  
Events & Festivals Strategy
- » **Park City/Summit County, UT**  
Sustainable Tourism Plan\*\*
- » **Oregon's Mt. Hood Territory, OR**  
Destination Strategy Framework Development
- » **Newberg, OR**  
Tourism Strategic Plan



# WHEREABOUT TEAM

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**STACY HUMPHREY**  
PROJECT MANAGER,  
DESTINATION STRATEGIST

## CERTIFICATIONS

PROSCI® Change  
Management

Project Management,  
PSU CEPE

Strategic Organizational  
Development, PSU CEPE

## EDUCATION

M.S.P. Urban Planning,  
Florida State University

Stacy Humphrey is a strategic planner, community advocate, and destination strategist. For over two decades, she has been focused on community visioning and problem solving, bringing in all community voices, and charting a path forward with the broadest benefit and support. Stacy has deep experience in travel & tourism and community economic development. She has helped local community and state tourism agencies across the country with tourism planning and in charting a course forward through economic recovery. Stacy founded Stacy Humphrey LLC in 2022 to focus her work on communities, strategy, and economic development.

## RELEVANT PROJECTS

- » **Great Rivers & Routes, IL**  
Tourism Master Plan (in progress)
- » **City of Napa TID, CA**  
Strategic Plan (in progress)
- » **Illinois Office of Tourism**  
Illinois Tourism Strategy: Roadmap Through Recovery to Long-Term Success (not adopted)\*
- » **Park City/Summit County, UT**  
Sustainable Tourism Plan\*
- » **Town of Gilbert, AZ**  
Tourism Strategic Plan\*
- » **Visit Grants Pass**  
Building a Vibrant Downtown
- » **Heber Valley, UT**  
Tourism Master Plan\*
- » **City of Avondale, AZ**  
Avondale Tourism Plan\*
- » **Arizona Office of Tourism**  
Tourism Strategic Recovery Plan\*

Projects marked with an \* performed under previous employment at Coraggio Group

# WHEREABOUT TEAM

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**GREG NETZER**  
COMMUNITY STRATEGIST

## INDUSTRY EXPERIENCE

Technology, Consumer Products, Healthcare, Energy, Food & Beverage, Education, Government, Manufacturing, Nonprofit, Economic Development, Tourism, Financial Services

## EDUCATION

Master of Fine Arts in English/ Writing, University of Michigan

Bachelor of Science in Business Admin/Finance, University of Missouri

Greg is a strategic consultant and leadership advisor with more than 25 years of experience consulting for and leading organizations as varied as Fortune 100 companies and startup nonprofits, including a decade in entrepreneurship and economic development. He has extensive experience in strategic planning, brand strategy development, organizational alignment, process design and improvement, stakeholder engagement, communications and business planning, and facilitation. Greg focuses on helping leaders to clarify their vision and build the business strategy that will help them attain it. He is also an award-winning writer with a long history writing about business and culture for publications such as The New York Times Magazine and many others.

## RELEVANT EXPERIENCE

- » **Portland Innovation Quadrant (IQ)**  
Business Plan, Strategic Plan
- » **Worksystems, Inc.**  
Workforce Development Strategy Assessment
- » **Greater Portland Inc**  
Interim VP of Marketing
- » **Built Oregon**  
Entrepreneurship Strategy, Conference Design & Strategy, Strategic Plan
- » **Portland Incubator Experiment (PIE)**  
Leadership Advisor & Mentor
- » **City of Independence, Oregon**  
Tourism & Economic Development Brand Strategy
- » **Clark County & Skamania County, Washington**  
Crisis Triage Center Readiness Assessment, Strategic Plan
- » **NW Natural**  
Public Utility Environmental Activity/Insight Assessment
- » **City of Salem, Oregon**  
Strategic Communications & Engagement Plan
- » **Multiple Corporate / Private Sector Projects**  
Details on request

# APPROACH TO STRATEGIC PLANNING

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## PHASE I: DISCOVERY & ANALYSIS

The first phase of work builds towards a Strategic Perspectives Report, which will detail the current state of tourism promotion and management in North Tahoe Nevada to support effective strategic decision-making.

### KICKOFF MEETING

Our first step is a 90-minute kickoff meeting with the CEO where we will ensure alignment on the scope of work and timeline, discuss project logistics, identify relevant and available data sources, and identify associated plans that may affect the Strategic Plan.

### DATA AND ASSOCIATED PLAN REVIEW

After the Kickoff Meeting, we will gather available documents pertinent to the Travel North Tahoe Nevada Strategic Plan such as any prior marketing plans or other planning documents and any performance data that Travel North Tahoe Nevada collects.

### STAKEHOLDER INTERVIEWS

Hearing directly from your stakeholders is an important input to a Strategic Plan that has buy-in from the local tourism industry. We will conduct up to 10 individual video interviews with key stakeholders, city government officials, local tourism businesses, and others with a vested interest in the success of the North Tahoe Nevada visitor economy.

### STAKEHOLDER SURVEY

Parallel to the review of associated plans and stakeholder interviews, we will gather information

from your community stakeholders through an online survey. The survey will go to as broad a selection of tourism stakeholders as possible and will gather their impressions of the current state of your visitor economy, their opinions about your tourism assets, where they see opportunities for shaping visitation to the destination, their hopes for the future of the visitor economy, and the primary obstacles they see related to your strategic direction.

## STRATEGIC PERSPECTIVES REPORT

The Strategic Perspectives Report is the foundation for the Strategic Planning process, as it provides crucial thematic considerations. We will analyze and synthesize all the information gathered from available data and stakeholder outreach and draw conclusions about where the strategic planning process should focus. The report will include:

- » Introduction/Methodology
- » Strategic Perspectives
  - » Thematic Summary
  - » Data Points
  - » Quotes
  - » Conclusions
- » Appendices
  - » Survey Results

The Strategic Perspectives will highlight strengths and weaknesses of Travel North Tahoe Nevada, identify gap areas, identify new opportunities, and recommend specific strategies to ensure Travel North Tahoe Nevada is in the best position possible to execute its Mission.

## PHASE II: STRATEGY DEVELOPMENT

In the second phase, we will take what we learned in the first phase and work with you and your stakeholders to turn insights into actionable strategies. To best facilitate this work, we propose forming a Planning Team of 8-12 members made up of Travel North Tahoe Nevada staff and Board members. This Team will be asked to participate in a series of planning meetings. To support continuity in the planning process, we advise setting the expectation that they will strive to attend all meetings.

### WORKSHOP 1: NORTH STAR (4 HOURS)

We will convene your Planning Team for this half-day workshop and begin with a review of the Strategic Perspectives Report, as the insights and strategic recommendations contained in the report will set the stage for a focused and effective planning process. We will share what we've learned and what we think it means strategically for Travel North Tahoe Nevada.

The second part of this workshop will focus on aligning the North Star for your organization: your Vision, Mission, Values, and Position statements. Combined, these statements set the course for the organization and guide all other decision-making, answering the questions of what the organization exists to do, how its team and Board members go about that work, and what unique value the organization provides to the community. We will utilize existing vision, mission, and values statements (if any) as a point of beginning for this conversation, moving forward from there to ensure they are clearly articulated and endorsed by the staff and Board alike.

### WORKSHOP 2: STRATEGIC DEVELOPMENT (4-6 HOURS)

We will begin the second workshop by identifying the 3-5 main bodies of work that the organization will undertake in the next three years: your Strategic Objectives. This conversation will be heavily informed by what we collectively learned from the Strategic Perspectives Report, and therefore will be both data-informed and an expression of stakeholder perspectives.



For the remainder of this workshop, we'll turn to the strategy part of the plan, working collaboratively with the team and its local knowledge but also bringing our industry knowledge about what's worked well in other destinations. For each Objective, we'll identify a set of Strategies and Indicators to monitor progress and success. The result of this work will be 3-5 Objectives, whose success can be judged by 2-3 Indicators, and whose strategic aims will be furthered by the execution of 3-6 Strategies. This will constitute the first draft of the plan, and it'll probably be messy at this point—Indicators will need to be refined, Strategies will need to be better articulated, etc. But we'll be able to see the contours of the plan and, more importantly, the Planning Team will begin to see the future of the organization.

### WORKSHOP 3: STAKEHOLDER CHECK-IN (2 HOURS)

We'll pause at this point in the process to check in with the community again—connecting back to what we learned from your stakeholders in the survey and showing them where their ideas got included in the draft plan. In a two-hour meeting, we'll share insights from the Strategic Perspectives Report and the draft of the Strategic Plan, then we'll give the community





a chance to weigh in on what they think might be missing, or where they enthusiastically support the direction of the plan. The facilitation of this meeting will be important, as we'll need to ensure that your stakeholders feel heard and contribute useful input, but also help them to understand that they are only offering suggestions, and that the final planning decisions rest with the Board and staff of Travel North Tahoe Nevada. We'll leverage our experience to design a workshop that is engaging and informative without giving too much of a platform to anybody who has an axe to grind.

## WORKSHOP 4: STRATEGIC PLAN REVISION (2 HOURS)

Working with the CEO and 1-2 other members of the Planning Team, we'll use this two-hour virtual workshop to reflect on the stakeholder feedback and make adjustments to the draft Strategic Plan, resulting in the content of a final draft that the CEO can take to the Board for approval.

## PHASE III: IMPLEMENTATION READINESS

The final phase of work will set Travel North Tahoe Nevada up for successful implementation of the Strategic Plan.

### FINAL PLAN DOCUMENTATION

The final plan will be documented in the simplest way possible—likely a single 11" x 17" sheet that has all the plan elements on one side, and all the implementation guidance and structure on the other. In our experience, having the plan documented as a "quick start guide" supports implementation by making the content of the plan readily accessible.

### IMPLEMENTATION SUPPORT

We never want to see our plans "gather dust on a shelf" and neither do you. We'll meet with the CEO once every other month for the first year following completion of the plan to provide guidance and coaching on getting implementation up and running, and building out a first-year action plan to take on the top-priority strategies. In our experience, these check-ins perform two functions: they provide an accountability deadline to get things started, and they also give destination leaders a forum for problem solving as implementation gets ramped up. Once some momentum is built, most destinations do well on their own for continued implementation.

# REFERENCES & EXAMPLE PROJECTS

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## VISIT PARK CITY, UT

### **Jennifer Wesselhoff**

President & CEO

435.658.9617

jennifer@visitparkcity.com

Services Provided: Strategic  
Planning

## 2022-2027 ORGANIZATIONAL STRATEGIC PLAN

On the heels of the creation of Visit Park City's internationally-recognized Sustainable Tourism Plan, Matthew (under contract to Coraggio Group) and Stacy (under previous employment at Coraggio Group) facilitated a process to create a five-year Strategic Plan for the destination organization.

[View the Park City Strategic Plan](#)

## VISIT SLO CAL, CA

### **Chuck Davison**

President & CEO

805.541.8000

chuck@slocal.com

Services provided: Strategic  
Planning, Stakeholder Engagement,  
Balanced Scorecard Development

## STRATEGIC DIRECTION 2026

Matthew has led strategic planning processes for Visit SLO CAL several times over the past decade, first under employment at Coraggio Group, and subsequently under the Whereabout flag. This latest effort sets the direction of the organization through 2026. Ongoing work with Visit SLO CAL is underway to support the implementation of the plan and tracking of success metrics.

[View the Visit SLO CAL Strategic Plan](#)

## EXPLORE BUTTE COUNTY, CA

### **Nichole Farley**

Executive Director

916.316.6066

nichole@explorebuttecounty.com

Services Provided: Strategic  
Planning

## STRATEGIC PLAN 2023-2025

Whereabout performed stakeholder outreach and facilitated a Board retreat and subsequent work sessions to arrive at Explore Butte County's 3-year Strategic Plan.

[View the Explore Butte County Strategic Plan](#)

# PROPOSED TIMELINE



# PROPOSED INVESTMENT

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## TOTAL INVESTMENT

Whereabout's proposed costs per phase are detailed below. The total proposed consulting fees for the Travel North Tahoe Nevada Strategic Plan are **\$34,550**, excluding hard costs for travel.

<b>PHASE I: DISCOVERY &amp; ANALYSIS</b>	<b>\$11,891</b>
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<b>PHASE II: STRATEGY DEVELOPMENT</b>	<b>\$15,092</b>
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<b>PHASE III: IMPLEMENTATION READINESS</b>	<b>\$7,567</b>
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<b>TOTAL CONSULTING FEES</b>	<b>\$34,550</b>
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## TERMS

Whereabout invoices monthly, including consulting fees as incurred and reimbursable travel costs. Invoices are due Net 30.







November 15, 2023

To: Board of Directors

From: Andy Chapman, President/CEO

Re: RSCVA Board Appointment

**Background**

The Reno Sparks Convention and Visitors Authority consists of 9 board members. One board member (per NRS Code) is appointed by Travel North Tahoe Nevada. RSCVA board members serve for a two-year term, and a representative can serve two consecutive terms before terming out. Per RSCVA stature, two nominees must be provided to the RSCVA except for when the current representative is being renominated.

TNTNV President/CEO, Andy Chapman is our current RSCVA appointee whose second, two-year term will end January 2024 and is not eligible to be. The RSCVA will consider the TNTNV's nominee at its January meeting.

While today's agenda item is not asking for any action (per NRS Code), the board is requested to have a discussion on possible candidates to be considered at the TNTNV's January board meeting.

## Oct 2023 Financial Summary Report

### Oct Month End Variance Report

#### REVENUE

- 46000 Merchandise Sales: Over budget due to higher gift shop sales
- R250 Fund Transfers: Over budget due to higher TOT collections
- 50000 Cost of Goods Sold: Over budget due to higher gift shop sales

#### EXPENSES

- 0305 Payroll: Over budget due to new employee training
- 0410 Office Supplies: Over budget due to new POS hardware
- 0460 Contract Services: Over budget due to timing of invoices
- 0473 Dues and Subscriptions: Under budget due to timing of invoices
- 0601 Hospitality in Market: Over budget due to going away party for Franny
- 0690 Sponsorship: Under budget due to timing of requests
- 0692 Sustainability Initiatives: Under budget due to timing
- 0730 Special Promotional items: Under budget due to timing
- 0751 Concierge Expense: Under budget due to timing of payouts

### Oct Year to Date Variance Report

#### REVENUE

- 46000 Merchandise Sales: Over budget due to higher gift shop sales
- R277 Concierge: Under budget due to lower tour sales in July 2023
- R250 Fund Transfers: Under budget due to lower TOT collections
- R252 Interest Income: Under budget due to timing of interest collection
- 50000 Cost of Goods Sold: Over budget due to higher gift shop sales

#### EXPENSES

- 0410 Office Supplies: Over budget due to new POS hardware
- 0430 Building Repairs & Insurance: Over budget due to timing of renewal invoices
- 0473 Dues and Subscriptions: Over budget due to timing
- 0501 Travel and Lodging: Over budget due to timing of travel
- 0690 Sponsorship: Under budget due to timing of requests
- 0692 Sustainability Initiatives: Under budget due to timing
- 0751 Concierge Expense: Under budget due to lower ticket sales

Travel North Tahoe Nevada  
Profit & Loss Budget vs. Actual  
October 2023

	Oct 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	9,008.00	5,000.00	4,008.00	180.2%
R277 · Concierge	14,676.40	15,000.00	-323.60	97.8%
Total POS Sales	23,684.40	20,000.00	3,684.40	118.4
R250 · Fund Transfers	288,209.46	285,252.00	2,957.46	101.0
R252 · Interest Income	4,099.25	4,000.00	99.25	102.5
Total Income	315,993.11	309,252.00	6,741.11	102.2
Cost of Goods Sold				
50000 · Cost of Goods Sold	4,062.50	2,750.00	1,312.50	147.7
Total COGS	4,062.50	2,750.00	1,312.50	147.7
Gross Profit	311,930.61	306,502.00	5,428.61	101.8
Expense				
0305 · Payroll	37,291.47	35,923.00	1,368.47	103.8
0313 · Employers Insurance of Nevada	39.00	0.00	39.00	100.0
0314 · State Employer Taxes	134.95	110.00	24.95	122.7
0315 · Federal Unemployment	17.52	5.00	12.52	350.4
0316 · Public Employees Retirement Sys	10,750.90	10,202.00	548.90	105.4
0319 · Employer Medicare/Soc Sec	801.07	611.00	190.07	131.1
0320 · Health Insurance	3,730.17	3,804.00	-73.83	98.1
0321 · Employee Training	150.00	1,000.00	-850.00	15.0
0400 · Utilities				
0401 · Utilities- Electric	222.50	250.00	-27.50	89.0%
0402 · Utilities-Gas & Heat	70.73	60.00	10.73	117.9%
0403 · Utilities- Water & Refuse	427.67	360.00	67.67	118.8%
Total 0400 · Utilities	720.90	670.00	50.90	107.6
0405 · Bank & Cr Card Charges	1,453.89	1,000.00	453.89	145.4
0410 · Office Supplies & Expenses	3,017.79	500.00	2,517.79	603.6
0411 · Maintenance/Janitorial	905.00	800.00	105.00	113.1
0412 · IT - Computers	89.49	150.00	-60.51	59.7
0420 · Postage & Freight	265.95	50.00	215.95	531.9
0421 · Communications	572.87	600.00	-27.13	95.5
0430 · Building Repairs & Insurance	886.27	500.00	386.27	177.3
0451 · Legal & Accounting Services	2,750.00	2,750.00	0.00	100.0
0460 · Contract Services	6,970.00	5,720.00	1,250.00	121.9
0461 · Remote Offices	3,500.00	3,500.00	0.00	100.0
0462 · Equipment Lease & Maint.	180.27	750.00	-569.73	24.0
0473 · Dues & Subscriptions	45.86	1,250.00	-1,204.14	3.7
0501 · Travel & Lodging	176.85	1,000.00	-823.15	17.7
0504 · Registrations	582.36	500.00	82.36	116.5
0505 · Local Transportation/Car	0.00	150.00	-150.00	0.0
0507 · Meeting Expenses	46.88	250.00	-203.12	18.8
0601 · Hospitality in Market	2,739.91	400.00	2,339.91	685.0

Travel North Tahoe Nevada  
Profit & Loss Budget vs. Actual  
October 2023

	Oct 23	Budget	\$ Over Budget	% of Budget
0622 · Advertising Co-op	79,166.00	79,166.00	0.00	100.0
0623 · Regional Marketing Programs	196.68	500.00	-303.32	39.3
0650 · Payroll Expense	128.00	125.00	3.00	102.4
0690 · Sponsorship	1,070.99	25,000.00	-23,929.01	4.3
0691 · Shuttle Subsiday/Sponsorship	20,281.00	20,281.00	0.00	100.0
0692 · Sustainability Initiatives	0.00	55,457.00	-55,457.00	0.0
0730 · Special Promotional Items	0.00	1,000.00	-1,000.00	0.0
0751 · Concierge Expense	10,481.50	13,500.00	-3,018.50	77.6
51100 · Freight and Shipping Costs	105.08	100.00	5.08	105.1
59900 · POS Inventory Adj -Merchandise	-18.99	0.00	-18.99	100.0
Total Expense	189,229.63	267,324.00	-78,094.37	70.8
Net Ordinary Income	122,700.98	39,178.00	83,522.98	313.2
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	115.50	0.00	115.50	100.0
Total Other Income	115.50	0.00	115.50	100.0
Other Expense				
Co-op Bill Back	-4,187.99	0.00	-4,187.99	100.0
Sky Show Expenses July 4	-128,323.58	0.00	-128,323.58	100.0
Total Other Expense	-132,511.57	0.00	-132,511.57	100.0
Net Other Income	132,627.07	0.00	132,627.07	100.0
et Income	255,328.05	39,178.00	216,150.05	651.7

Travel North Tahoe Nevada  
Profit & Loss Budget vs. Actual  
July through October 2023

	Jul - Oct 23	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
POS Sales				
46000 · Merchandise Sales	43,579.88	31,500.00	12,079.88	138.3%
R277 · Concierge	170,566.90	185,000.00	-14,433.10	92.2%
Total POS Sales	214,146.78	216,500.00	-2,353.22	98.9
R250 · Fund Transfers	960,649.71	1,010,551.00	-49,901.29	95.1
R252 · Interest Income	7,761.33	16,000.00	-8,238.67	48.5
R274 · Grants	0.00	2,310.00	-2,310.00	0.0
Total Income	1,182,557.82	1,245,361.00	-62,803.18	95.0
Cost of Goods Sold				
50000 · Cost of Goods Sold	20,867.82	17,325.00	3,542.82	120.4
Total COGS	20,867.82	17,325.00	3,542.82	120.4
Gross Profit	1,161,690.00	1,228,036.00	-66,346.00	94.6
Expense				
0305 · Payroll	198,777.24	201,180.00	-2,402.76	98.8
0313 · Employers Insurance of Nevada	39.00	1,600.00	-1,561.00	2.4
0314 · State Employer Taxes	573.26	660.00	-86.74	86.9
0315 · Federal Unemployment	50.91	50.00	0.91	101.8
0316 · Public Employees Retirement Sys	41,901.86	44,726.00	-2,824.14	93.7
0319 · Employer Medicare/Soc Sec	4,003.48	3,420.00	583.48	117.1
0320 · Health Insurance	14,130.02	14,224.00	-93.98	99.3
0321 · Employee Training	400.00	2,000.00	-1,600.00	20.0
0400 · Utilities				
0401 · Utilities- Electric	916.71	1,000.00	-83.29	91.7%
0402 · Utilities-Gas & Heat	181.53	170.00	11.53	106.8%
0403 · Utilities- Water & Refuse	1,673.57	1,435.00	238.57	116.6%
Total 0400 · Utilities	2,771.81	2,605.00	166.81	106.4
0405 · Bank & Cr Card Charges	12,196.70	10,825.00	1,371.70	112.7
0410 · Office Supplies & Expenses	6,300.92	2,000.00	4,300.92	315.0
0411 · Maintenance/Janitorial				
0411.5 · Snow Removal	500.00	500.00	0.00	100.0%
0411 · Maintenance/Janitorial - Other	2,825.42	3,200.00	-374.58	88.3%
Total 0411 · Maintenance/Janitorial	3,325.42	3,700.00	-374.58	89.9
0412 · IT - Computers	372.96	600.00	-227.04	62.2
0420 · Postage & Freight	365.95	200.00	165.95	183.0
0421 · Communications	2,542.98	2,400.00	142.98	106.0
0422 · Printing Expenses	1,040.41	2,000.00	-959.59	52.0
0430 · Building Repairs & Insurance	5,743.58	2,000.00	3,743.58	287.2
0451 · Legal & Accounting Services	11,000.00	11,000.00	0.00	100.0
0460 · Contract Services	26,090.00	26,480.00	-390.00	98.5
0461 · Remote Offices	14,000.00	14,000.00	0.00	100.0

Travel North Tahoe Nevada  
Profit & Loss Budget vs. Actual  
July through October 2023

	Jul - Oct 23	Budget	\$ Over Budget	% of Budget
0462 · Equipment Lease & Maint.	1,012.93	2,100.00	-1,087.07	48.2
0473 · Dues & Subscriptions	7,572.46	2,500.00	5,072.46	302.9
0474 · License & Fees	0.00	500.00	-500.00	0.0
0501 · Travel & Lodging	7,277.02	4,000.00	3,277.02	181.9
0504 · Registrations	2,514.91	2,000.00	514.91	125.7
0505 · Local Transportation/Car	219.44	600.00	-380.56	36.6
0507 · Meeting Expenses	144.18	1,000.00	-855.82	14.4
0601 · Hospitality in Market	3,134.07	1,600.00	1,534.07	195.9
0622 · Advertising Co-op	316,664.00	316,664.00	0.00	100.0
0623 · Regional Marketing Programs	704.21	2,000.00	-1,295.79	35.2
0650 · Payroll Expense	503.00	500.00	3.00	100.6
0690 · Sponsorship	20,070.99	130,000.00	-109,929.01	15.4
0691 · Shuttle Subsidy/Sponsorship	40,563.00	40,563.00	0.00	100.0
0692 · Sustainability Initiatives	0.00	85,457.00	-85,457.00	0.0
0725 · Uniforms	0.00	2,500.00	-2,500.00	0.0
0730 · Special Promotional Items	1,935.00	2,000.00	-65.00	96.8
0751 · Concierge Expense	146,797.50	166,500.00	-19,702.50	88.2
0800 · Grant Expenses	3,804.55	4,617.00	-812.45	82.4
51100 · Freight and Shipping Costs	1,103.23	400.00	703.23	275.8
59900 · POS Inventory Adj -Merchandise	-213.19	0.00	-213.19	100.0
Total Expense	899,433.80	1,111,171.00	-211,737.20	80.9
Net Ordinary Income	262,256.20	116,865.00	145,391.20	224.4
Other Income/Expense				
Other Income				
52500 · Purchase Discounts	115.50	0.00	115.50	100.0
Total Other Income	115.50	0.00	115.50	100.0
Other Expense				
Co-op Bill Back	-6,250.31	0.00	-6,250.31	100.0
Sky Show Expenses July 4	-103,793.55	0.00	-103,793.55	100.0
Total Other Expense	-110,043.86	0.00	-110,043.86	100.0
Net Other Income	110,159.36	0.00	110,159.36	100.0
et Income	372,415.56	116,865.00	255,550.56	318.7

Nov 15, 2023

Revenues & Stats					
		Sept-2023	Sept-2022		Variance
TOT Revenues	Monthly	\$ 232,658	\$ 217,072		7.2%
	YTD	\$ 1,193,307	\$ 1,247,378		-4.3%
Total Taxable Revenues		\$ 7,035,152	\$ 6,447,036		9.1%
		<b>Sept Actual</b>	<b>Sept Budget</b>		
	Monthly	\$ 232,658	\$ 218,463		6.5%
	YTD	\$ 1,193,307	\$ 1,229,014		-2.9%
Occupancy	Hotel	81.5%	78.5%		3.8%
	Motel	40.5%	30.3%		33.7%
Vacation Rental		31.9%	32.8%		-2.8%
Time Share		39.8%	3.8%		948.2%
Home Owner		18.4%	19.9%		-7.4%
<b>Total</b>		<b>42.42%</b>	<b>33.07%</b>		<b>28.3%</b>
Room Rate	Hotel	\$ 369.66	\$ 350.74		5.4%
	Motel	\$ 256.84	\$ 198.45		29.4%
Vacation Rental		\$ 388.52	\$ 343.34		13.2%
Time Share		\$ 63.59	\$ 525.71		-87.9%
Home Owner		\$ 380.49	\$ 403.33		-5.7%
<b>Total</b>		<b>\$ 291.82</b>	<b>\$ 364.31</b>		<b>-19.9%</b>
RevPar	Hotel	\$ 301.37	\$ 275.41		9.4%
	Motel	\$ 104.03	\$ 60.24		72.7%
Vacation Rental		\$ 123.83	\$ 112.62		10.0%
Time Share		\$ 25.33	\$ 19.85		27.6%
Home Owner		\$ 70.10	\$ 80.25		-12.6%
<b>Total</b>		<b>\$ 133.69</b>	<b>\$ 133.69</b>		<b>0.0%</b>

Visitor Information Comparative Statistics For Fiscal YTD				
	Oct-2023	Oct-2022		Variance
Walk In Visitor Count				
Monthly	3718	2688		38.3%
YTD	21,036	16,150		30.3%
Merchandise Sales				
Monthly	\$ 9,008	\$ 5,498		63.8%
YTD	\$ 35,804	\$ 28,922		23.8%
Concierge & AT Sales				
Monthly	\$ 14,647	\$ 10,502		39.5%
YTD	\$ 170,567	\$ 132,096		29.1%
Vacation Planners Mailed	65	86		-24.4%

Destimetrics Reservations Activity (as of Oct 31, 2023)					
		FY 2023/24	FY 2022/23		Variance
Current Month Occupancy		38.5%	40.1%		-4.0%
Current Month ADR		\$ 264	\$ 257		2.7%
Current Month REVPAR		\$ 101	\$ 103		-1.9%
Next Month Occupancy		20.8%	29.1%		-28.5%
Next Month ADR		\$ 272	\$ 251		8.4%
Next Month REVPAR		\$ 57	\$ 73		-21.9%
Winter Total Occupancy (proj)		20.8%	23.3%		-10.7%
Winter Total ADR (proj)		\$ 426	\$ 394		8.1%
Winter Total REVPAR (proj)		\$ 89	\$ 92		-3.3%

Reno Tahoe International Airport					
		Sept-2023	Sept-2022		Variance
Total Passengers Served		408,732	397,404		2.9%
Average Load Factor		86.4%	86.4%		0.0%
Total Number of Departures		1,812	1,735		4.4%
Non-Stop Destinations Served		24	23		4.3%
Departing Seat Capacity		254841	239362		6.5%
Crude Oil Averages (barrel)		\$ 89.43	\$ 84.26		6.1%
<b>Notes of Interest:</b>					
JetBlue: RNO-JFK will suspend on September 5. Scheduled to return in February 2024					
United: RNO-EWR will operate on September 4 and 5					
United: RNO-EWR will operate on September 4 and 5					
Southwest: RNO-DAL will operate through September 2. Scheduled to return in November 2023					
American: RNO-LAX will operate through September 5					
Alaska: RNO-LAX will operate through September 4					



Top Website Lodging Referrals (October)	Total Lodging Ref	Unique Lodging Ref.
The Ritz-Carlton, Lake Tahoe	180	171
Sun Bear Realty & Vacation Rentals	129	88
AvantStay	119	114
Hyatt Regency Lake Tahoe	108	105
Hyatt High Sierra Lodge	102	101
Natural Retreats – North Lake Tahoe	101	99
Everline Resort & Spa	80	77
Cedar Crest Cottages	57	57
River Ranch Lodge and Restaurant	53	49
The Village at Palisades Tahoe	44	41
Granlibakken Tahoe Resort	42	41
Meeks Bay Resort & Marina	37	36
Basecamp Hotel Tahoe City	34	32
Cottage Inn at Lake Tahoe	34	33
Tahoe Luxury Properties	34	31
Tahoe Vacation Rentals	33	33
Donner Lake Village	32	31
Franciscan Lakeside Lodge	32	28
Sunnyside Restaurant & Lodge	31	29
Tahoe North Shore Lodge	31	27
Tahoe Rental Company	31	30
Cedar Glen Lodge	27	26
Mourelatos Lakeshore Resort	27	26
Crown Motel & Family Resort	26	24
Tahoe Time Vacation Rental	25	25

**Summary:**

Strong summer crowds and sales are a distant memory at the Welcome Center. We have lost a critical 10 year employee.

**Staffing:**

- Franny's position has been rehired. A lot of training has been ongoing.
- Our summer part-time staff has been let go for the Winter

**Operations:**

- Manage Welcome Center and Staff
- Hiring for key position
- Manage Activity Tickets
- Inventory management and ordering

**Projects:**

- Point of Sale replacement
- RTT strategic plan participation
- Winter facility preparation
- Activity Tickets upgrades
- Investment setup and management
- New flooring
- New toilets
- GoTahoeNorth.com management
- RTT Executive Committee member

**Meetings attended:**

- Co-op agency meetings, Abbi Agency meetings, Co-op marketing committee, RTT meetings, RTT communications committee meetings, RTT strategic planning meetings, Northern Lights meetings.

President/CEO Report  
Activities Report  
November 15<sup>th</sup>, 2023

- NORTH LAKE TAHOE MARKETING COOPERATIVE
  - Overseeing PR/Communication efforts with Augustine Agency.
  - Working with agency partners on development of Winter Consumer creative campaign.
  - Developed and implementing Winter Consumer media buy.
  - Working with NLTRA staff and partners on 2024 Mountain Travel Symposium production.
  - Participated in MTS site visit.
  - Developing strategy to balance Lake Tahoe Visitors Authority recent brand campaign of “Visit Lake Tahoe”.
- PROJECTS
  - Working with RTC, Washoe County, Placer County and TMA on FY 2023/24 TART Connect programming.
  - Working with Washoe County on possible pilot program to plow East Shore Trail parking lot this winter.
  - Participating in Lake Tahoe Sustainable Tourism and Recreation Partnership.
  - Worked with Abbi Agency on organization communication and social media messaging.
  - Working with the Tahoe Film Festival producer on 2023 event.
  - Working with agencies on RFP’s for TNTNV strategic planning initiative.
  - Attended Travel Nevada on November New York Media Mission.
  - Developing and executing 2<sup>nd</sup> Annual Road to WonderGrass Tahoe project.
  - Sponsored the Tahoe Prosperity’s Envision Tahoe Summit
  - Volunteered with staff on the TAMBA Tunnel Creek Trail Day
- MEETINGS (in person or virtual)
  - Attended agency status meetings
  - Attended RSCVA Board Meeting
  - Attended TMA Executive Committee Meeting
  - Attended NLT Marketing Coop Meeting
  - Attended Stewardship Tahoe Core Committee Meeting
  - Attended TTD Board Meeting
  - Attended TTD Committee Meeting
  - Attended TMA Board Meeting
  - Attended DMA West Executive Committee Meeting
  - Attended NLTE Committee Meeting
  - Attended and presented at CalTravel Summit
  - Attended Envision Tahoe Summit