



NORTH TAHOE EVENT CENTER ADVISORY WORKING GROUP

**Ad Hoc Committee Meeting Notice
North Tahoe Public Utility District Offices
875 National Avenue
Tahoe Vista, CA 96148
Tuesday, May 29, 2018
6:00 P.M.**

A. Call to Order

B. Discussion and Recommendations of the North Tahoe Event Center Advisory Working Group

C. Adjournment

Posted and Mailed: May 25, 2018

Marianne Potts
Administrative Services Liaison

Notes from Meeting of May 1, 2018 Taken in real time by Kevin Lyon

What are the perceived problems?

- Ongoing deficit operating \$90,000 (\$135k total including NTPUD use) doesn't include deferred maintenance
- Lack of direction
- Perception that its being picked on compared to other activities in facilities
- Underutilized for what it could be
- Could be managed better or differently
- No marketing
- No control over parking, minimal dedicated parking (6 spots for staff only)
- Lack of marquis sign and easy to miss
- Needs updating and interior/exterior remodeling
- Lacking technology and good wifi

- Pine needles everywhere
- Lacks an identity
- Deck is not part of the facility either
- Parking fills up
- Fix crosswalks
- Deed restriction for park purposes (not clearly defined)

Perceived Opportunities/Good Things

- Huge potential as wedding venue (May to October weekends < 50 events)
- Good catering kitchen
- Public/community uses are vast
- MOU to take over deck for rentals
- More classes
- Possible funding from emergency services for space (plus actual emergencies)
- Partnering with wealthier agencies on ongoing basis (county to \$60k payment vs \$18k in exchange for more usage, NLTRA, TTAD, Placer County, TRPA, state parks)
- Build on the public meeting centrality
- County/regional funding for performing arts infrastructure
- Coworking space
- Grants (one time and recurring) for community programs and improvements and for marketing events
- Upgrade to FEMA emergency shelter standards
- Sponsoring/naming opportunities, and other donations
- Display art and historical photos with historical society
- Opportunity to partner with state to do second floor as part of revisiting the whole thing (significant capital improvement to improve core, pier, beach, etc)
- Have more events at the event center
- Work more with local lodging/businesses
- Ramp activities back up post-Laulima and construction and improvements
- Rent kitchen to anyone, not marketing well enough
- Review and improve overall pricing structure

- Figure out highest and best use with research and market analysis
- Creatively partner to do local shuttles
- Increase value and knowledge of local and other public purpose discounts
- Increase social media promotions of events and availability
- Revenue streams beyond room rental like linens, uplighting, furniture
- Concession or franchise
- Be able to offer apples to apples or better services
- More community events
- Outsource demand/lead generation with commissions
- Farmers market activities indoors
- More hispanic community involvement and usage
- More annual conference/convention rental (with local hotels)
- More shuttle connectivity with local hotels
- More civic engagement events
- More events tied to Reno events, piggyback larger scale events
- More offseason events
- Aim for breakeven point
- Potential beer and wine license and food
- Connect lakefront experience to sf visitors better, make more of lake being there
- Corporate events at the lake (Tesla, Apple, etc)
- Full senior center activities (like Minden/Gardnerville)
- Improve audio visual for TedX and film fest type events
- Concert venue that taps into the history
- Community event center framework with true marketing
- Define a split between occupancy per square foot for business vs community or align business with community event theme
- Figure out portfolio of demand for sales/event manager to meet revenue and usage numbers across the portfolio (possibly fill the gap within a year)

What was/is the public purpose?

- Was a bowling alley built in 1950s

- In the 70s was a concert venue with Jerry Garcia and Hells Angels in Parks and recreation primarily, Mamas and Papas, Jimi Hendrix
- State bought it and gave it to county to give to NTPUD along with money to renovate (\$3 million over time plus TOT funds \$50k down to \$15k to wear off)
- From late 70s to remodel had a gymnasium and preschools and art and all kinds of programs, which got shifted
- Renovation in 1987 was to be a conference center with multiple partitions and for public use
- 1986: It will serve as a convention center to bring tourists to North Tahoe
- Always had some subsidy, from fully staffed and fully marketed to no marketing and staff to answer the phone
- Lost the parking lot about 2010
- Ongoing conflict between need for community services vs other commercial uses and the will of the community for “is it a community center or meeting facility?”
- 2004 study defined a plan for the event center to develop the commercial side
- Funds came from the county for acquisition and remodel
- Under 30% current utilization year round now, current 50% of utilization is rental for community usage
- 60% utilization would be a target
- Shoulder seasons very underutilized
- Most growth would be events not community
- Hotels could partner to be shoulder users (they have 6 seasons per year)
- Concessionaire for senior services and other silos

Public/Commercial Purpose Boundaries

- Develop the technical elements of a structure that would define community and other segments
- Square footage hours usage based boundary perhaps
- Silos pure community (discount), community/event, pure commercial (right now weddings is major subcategory), maybe senior
- Lodging needs to go in commercial structure for usage

- Address vagueness about who is responsible for maintenance etc and community usage
- A good framework would accomplish a structure by which we could measure how well NTEC serves community and 2) to better financially manage (revenue target/goal x% of total AND usage goal)
- Overall strategic goal is overall utilization by room and then occupancy and revenue targets by segment and room
- Address who bumps who with priority for space
- Then get data from real customers about usage demands
- Hire a resource to achieve those goals
- We now have a good clear financial picture with standalone pro forma
- Potentially define a narrow RFP for marketing to drive revenue
- 2007 highest revenue as a model
- 2016 operating loss \$171, 2017 \$127, 2018 \$?