



BOARD MEETING MINUTES
Wednesday, March 2, 2011
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES

ATTENDANCE

Wally Auerbach, Allen Highfield, Phil GilanFarr, Ron McIntyre, Alex Mourelatos, Barb Cohen, and Jennifer Merchant. Ron Parson, Deanna Gescheider, Tom Murphy, and Kali Kopley arrived after the meeting was called to order and were not present for all votes.

STAFF IN ATTENDANCE: Ron Treabess, Andy Chapman, and Kym Fabel

OTHERS IN ATTENDANCE: Steve Kastan, Cindy Gustafson, Pettit Gilwee, and Mike Gelbman

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:32 AM by Chairman Ron McIntyre and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions

2. Approval of Agenda

Ron McIntyre reported Deanna Gescheider asked for discussion on whether or not members of the community should be invited to participate in the upcoming interviews with CEO candidates. This will be added as Item 8A.

M/S/C (GilanFarr/Merchant) (6-0-0) to approve adding Discussion Item 8A to the agenda and to approve the agenda as amended.

C. PUBLIC FORUM

Ron Treabess read a letter from JMA Ventures asking NLTRA for a letter endorsing the Homewood Mountain Resort project. JMA offered to make a presentation at the April Board meeting. They are not asking for a recommendation, but a statement from NLTRA saying this type of project is good for the area. Discussion followed regarding NLTRA's role in Placer County Planning matters. Ron McIntyre stated that in the past Placer County has made it clear that NLTRA should not be involved in planning issues. Before a letter is sent supporting JMA's request, he would like clarification in writing from Placer County. Jennifer Merchant stated there is nothing in the current NLTRA / Placer County contract precluding this group from taking action one way or another.

ACTION: Jennifer Merchant will check with the County CEO on the appropriateness of NLTRA sending a letter supporting the idea of the Homewood Mountain Resort project.

Discussion continued. There was consensus that this item will be on next month's Board agenda with clarification from the Placer County CEO and staff's recommendation. Because most of the Board members have seen the Homewood Mountain Resort presentation, JMA will be asked to just make brief remarks. Alex Mourelatos suggested a Board policy be developed to respond to these types of requests.

D. REPORTS & ACTION ITEMS

3. Presentation: Lake Tahoe Basin Prosperity Plan/Tahoe Prosperity Center – "B" Gorman, CEO Lake Tahoe South Shore Chamber of Commerce

Andy Chapman said he has been involved in the Lake Tahoe Basin Prosperity Plan since its early stages and he is still a member of the Steering Committee. He introduced B Gorman, also a

founding member. She narrated a Power Point presentation providing a status report of the project. B Gorman discussed the economic status of Tahoe Basin residents, which led to the formation of the Plan. She explained the regional links, the cluster model being used to focus on the areas of Environment, Health and Wellness, and Green Building, and outlined some of the proposed initiatives for each. B Gorman stated the Steering Committee has determined the best way to implement the Plan is to develop the Tahoe Prosperity Center and explained both the function and make-up of the proposed organization.

After the presentation, B Gorman answer questions from the Board clarifying components of the Plan.

4. Presentation: FY 2011/12 Overall Marketing Strategies – Les Pederson, Marketing Committee Chair

Les Pederson presented the Draft 2011/12 Overall Marketing Strategies, which was included in the Board packets. Andy Chapman stated that as the Marketing Committee was developing the report, there was quite a bit of discussion about ways to expand peak periods and the impact of events. The Board was asked to review the document and provide their input. Discussion followed regarding components of the report.

Ron Parson and Tom Murphy both commented that this is a good report that has quantifiable and measurable goals. Tom Murphy asked how the brand recognition can be improved using an outside advertising agency, as is recommended. He suggested all signage, advertising, and other collateral need a consistent, recognizable logo. Andy Chapman agreed and feels that considering a new advertising agency would not change the brand, just the execution.

Alex Mourelatos suggested that rather than paying commission fees to on-line travel agencies, the Committee consider options for recapturing that economic flow and develop a local booking engine. Both the Marketing and Lodging Committees will explore that idea.

Discussion continued. Barb Cohen reminded the group that last summer there was agreement within the Marketing Committee to develop a program supporting small lodging. She and Alex Mourelatos both feel this report waters down the needs of the small lodging provider, which is necessary for the overall economic well being of the area. Barb Cohen said she knows it has been discussed, but does not see it happening.

Phil GilanFarr has seen a substantial decline in retail and restaurant business at the lake. He feels there is a lot of emphasis on Squaw Valley and Northstar and would like to see the entire variety of lodging facilities showcased in order to drive more business to the lake. Jennifer Merchant agreed, saying the whole of lakeside business, lodging, retail, and restaurants, needs a more clear focus. Ron McIntyre asked the group if they consider marketing lakeside businesses to be the issue or is the bigger problem the lack of opportunity to develop the commercial core areas. He suggested more aggressive redevelopment needs to be considered to change North Lake Tahoe. Barb Cohen agreed, but noted that in the meantime, the businesses need to be promoted.

The discussion continued regarding the need for redevelopment, promoting awareness of the North Lake Tahoe brand, including large and small businesses, and the need to stay competitive with other markets. The Marketing Committee was asked to consider additional opportunities to promote for lakeside businesses and small lodging and to include appropriate stakeholders in the discussion.

5. Amgen Tour of California Update

Andy Chapman presented a written report on the May event. He reviewed the structure of the Local Organizing Committee, sponsors, media placement, the route of the bike race, and optimum viewing sites. The Ten Day Countdown to the Tour will begin May 5, 2010. Tahoe was selected to work with Amgen's "Break Away From Cancer" program. Current activities include a call for

volunteers, coordination of hospitality, and permitting. Pettit Gilwee reported on the media campaign Tahoe is planning, both locally and regionally.

The Board asked questions and made suggestions regarding viewing locations, marketing the event, use of public transportation, and ways businesses could be more involved, including flags or banners they can purchase for display. Mike Gelbman, publisher of the *Sierra Sun* and *Bonanza* explained the newspaper's participation.

6. Presentation, Discussion and Possible Action to Approve and Recommend to the Board of Supervisors an Infrastructure Funding Request of up to \$75,000 for the early opening and maintenance of the bike/pedestrian trails and routes in preparation for the Amgen Tour of California

Ron Treabess presented this request, explaining the Tahoe City Public Utility District, Northstar Community Service District, and Placer County have determined that it would cost approximately \$73,000, in addition to their already budgeted funds, to have the bike trails ready for the Amgen Tour. The additional funds would allow the agencies to get the trails open earlier than usual. Work will include clearing snow and sand and filling cracks on the trails and potholes on Highway 267 to insure the trails are safe for bike riders and spectators. Wally Auerbach said the Joint Infrastructure Transportation Committee recommended approval of this request and asked for a tracking of the funds in the overall Amgen wrap-up report.

M/S/C (Parson/GilanFarr) (10-0-0) to approve and recommend to the Board of Supervisors an infrastructure funding request of up to \$75,000 for the early opening and maintenance of the bike/pedestrian trails and routes in preparation for the Amgen Tour of California

7. Review and Possible Action on Fund Balance Carryover

Andy Chapman reviewed a recommendation from the Marketing Committee for using the fund balance carryover for marketing and advertising campaigns, the Amgen Tour of California, promotion of summer music programs, and contributing to the marketing budget reserves, as required by the County contract. Phil GilanFarr liked the "North Lake Tahoe product" ideas and asked for more Bay Area print buys and promotion of "cool deals."

M/S/C (GilanFarr/Parson) (9-0-0) to approve fund balance carryover recommendation from the Marketing Committee, to include cohesive branding. At the end of the year, a summary of how the funds were spent is to be provided.

Jennifer Merchant was not present for this vote.

8. Interim Executive Director Report

Ron Treabess presented his written report, explaining proposed legislation that could have an impact on North Lake Tahoe, including SB 267 requiring annual safety plans from the ski areas, a bill requiring helmets for skiers, and SB 670, dealing with Transient Occupancy (TOT) "creep." There is concern from the California Lodging Association that governmental agencies are applying TOT to services such as valet parking, not just room rates. Jennifer Merchant stated Placer County is writing a letter in opposition to the proposed legislation, as the County is not in favor of taxing non-mandatory items. Ron Treabess reported the reauthorization of the Lake Tahoe Restoration Act is also part of Placer County's legislative platform. He is sending a letter supporting the County's position.

Ron Treabess noted funding issues as a result of the proposed California state budget that could have local implications, including a recommendation to cut \$11 million from State Parks this year and \$13 million in 2012. Ron Treabess distributed the Strategic Budget and Policy Briefing issued by Placer County to deal with measures the County may take depending on what happens with the budget.

Ron Treabess reported Sue Kyler has been appointed to the Joint Infrastructure Transportation Committee. Ron Treabess will be making recommendations on moving forward with Wayfinding Signage and a Water Shuttle. He has been working with Placer County Elections on the timeframe for what needs to be done regarding renewing the eastern slope TOT. He is working on a voter survey.

Allen Highfield and Ron Parson left the meeting at this point.

a. Discussion of should the community be invited to informal interviews and “meet and greet” (Agenda addition)

Deanna Gescheider reported the Search Committee is setting up on-site interview schedules for the final two Executive Director candidates consisting of both informal “meet and greet” social time and face-to-face interviews with the Board. Deanna Gescheider asked the Board to consider if other community leaders should be invited to the informal time. The Committee suggested that this would provide a more open process. Discussion followed regarding the pros and cons of the suggestion. There was consensus that only the NLTRA Board members should be included in the process.

Deanna Gescheider then asked the Board to consider if the “meet and greet” component of the interview process, which would include an informal breakfast and social events, should be included. The Committee feels this would provide an opportunity to interact with the candidates less formally. Discussion followed regarding opportunities for the Board to meet the candidates. There was no consensus reached. Deanna Gescheider will send the Board the proposed interview questions and schedule of events for them to attend if they so choose.

9. Marketing Report

• **Agency RFP Review and Board Input**

Andy Chapman referred to the report in the Board packets. According to the Co-op Advertising and Marketing contract with Placer County, NLTRA is required to submit a Request for Proposal (RFP) for advertising and marketing services every three years. Andy Chapman is asking the Board to approve release of the RFP. Discussion followed regarding the length of time for the proposed contract and including more social media and branding identity in the contract. Direction was given from the Board to make sure there is a release clause from the three-year contract and that the social marketing and branding aspects are clarified.

• **Conference Revenue Statistics – February 2011**

Andy Chapman answered clarifying questions on this report.

10. Board/Staff Follow-up on Previous Action Items

There were no questions or comments on the report, which was included in the Board packets.

E. CONSENT CALENDAR

M/S/C (GilanFarr/Kopley) (8-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

11. Board Meeting Minutes – February 2, 2011
12. Finance Committee Minutes – February 1, 2011
13. Financial Statements – January 2011
14. Lodging Committee Minutes – February 3, 2011
15. Marketing Committee Minutes – February 22, 2011
16. Conference/Marketing Activity Report – February 2011
17. Infrastructure/Transportation Activity Report – February 2011
18. NLTRA 2nd Quarter Report to Placer County

At 12:21 PM, the Board of the North Lake Tahoe Resort Association adjourned and convened as the North Lake Tahoe Chamber of Commerce Board.

F. CHAMBER OF COMMERCE REPORTS

19. Community Awards

Kym Fabel reported the Community Awards dinner was very successful. She felt there were good changes made to this year's event and more nominations for awards were received than ever before. The Board offered ideas to make the event flow more smoothly.

20. Chamber Activities and Events

Kym Fabel reviewed the upcoming events, including the Snowfest Kick Off on March 3 and the Chamber Education Seminar on Time Management taking place March 17, 2011.

Alex Mourelatos left the meeting at this point.

G. CHAMBER OF COMMERCE CONSENT CALENDAR

M/S/C (GilanFarr/Merchant) (7-0-0) to approve the Consent Calendar as presented.

The following was approved in the Consent Calendar:

21. Chamber of Commerce Committee Minutes – February 16, 2011

22. February Chamber of Commerce Implementation Report

23. Community Marketing Grant for TCDA

At 12:28 PM, the Board of the North Lake Tahoe Chamber of Commerce adjourned and convened as the Board of the North Lake Tahoe Resort Association.

H. DIRECTORS' COMMENTS

Phil GilanFarr said NLTRA needs to be proactive in convincing Placer County that Caltrans needs to work more closely with the Joint Infrastructure and Transportation Committee. Ron Parson agreed, suggesting a lobbyist may be able to help.

Barb Cohen asked the Marketing Committee to set up previously agreed upon seminars for small lodging facilities, particularly related to the upcoming Amgen Tour.

Wally Auerbach voiced concern that the Board is not working on the right issues at meetings. He suggested the Board needs to focus on providing high level policy guidance to staff and Committees. Board training may be of value in learning how to interface with each other and staff in order to operate more efficiently.

I. MEETING REVIEW AND STAFF DIRECTION

Ron Treabess began clarifying staff direction given at this meeting, but Deanna Gescheider said the direction should be clear, given that at the end of each topic, there is a recap.

J. CLOSED SESSION

23. Personnel Matters

K. RECONVENE TO OPEN SESSION

24. Closed session report

There was no Closed Session.

L. ADJOURNMENT

The meeting adjourned at 12:39 PM

Submitted by Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



**SPECIAL BOARD MEETING MINUTES
Friday, March 18, 2011, 1:30 pm
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES**

ATTENDANCE: Ron McIntyre, Ron Parson, Deanna Gescheider, Wally Auerbach, Alex Mourelatos, and Barb Cohen
Tom Murphy, Roger Beck, and Phil GilanFarr participated by phone.

STAFF IN ATTENDANCE: Ron Treabess, and Kim Lambert

OTHERS IN ATTENDANCE: Kelly Houston

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 1:37 pm by Chairman Ron McIntyre and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions
2. Approval of Agenda

M/S/C (Auerbach/Gescheider) (8/0) to approve the agenda as presented.

C. CLOSED SESSION

The Board adjourned to closed session at 1:44 pm

D. RECONVENE TO OPEN SESSION

The Board reconvened to open session at 3:07 pm. The Chair reported that the Board unanimously decided to offer the Chief Executive Officer/Executive Director position to Sandra Evans Hall.

E. RECONSIDER BOARD DIRECTION TO RECOMMEND THE NORTH LAKE TAHOE MARKETING COOPERATIVE APPROVE RELEASE OF THE NORTH LAKE TAHOE REQUEST FOR PROPOSALS (RFP) FOR ADVERTISING AND MARKETING SERVICES

At the March 2, 2011 Board of Directors meeting, the Board gave direction to staff to release the North Lake Tahoe request for proposal for advertising and marketing services. However, currently, the Board wants to hold off on releasing the RFP so that the potential new Executive Director can be involved. Andy Chapman believes that an extension of a year would be appropriate. This amount of time would give the potential new Executive Director time to get up to speed and participate fully.

M/S/C – Parson/Kopley (8/0) to extend the current advertising and marketing services contract for up to one year as long as Placer County agrees that this action will not put the NLTRA out of compliance with the NLTRA/Placer County contract.

F. REVIEW AND APPROVAL OF LETTER TO TRPA FOR SUPPORT OF THE BOULDER BAY PROJECT

Roger Beck expressed concern with recommending specific projects. Ron Treabess clarified that the letter to TRPA supports the project principles; it does not recommend the project.

M/S/C (Cohen/Auerbach (7/0, 1 abstention – GilanFarr) (Director Beck left the meeting before the vote was taken.)

G. DIRECTORS' COMMENTS

There were no Directors' comments.

H. ADJOURNMENT

The meeting adjourned at 3:20 pm.

Submitted by
Kim Lambert
Accounting and Human Resources Assistant



FINANCE COMMITTEE MINUTES
Tuesday, March 1, 2011 – 9:00 am

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron McIntyre, Kimberly Frushon, Tom Murphy, Ron Parson (9:15 am), and Allen Highfield and Mike Salmon both by phone

STAFF IN ATTENDANCE: Ron Treabess, Sally Lyon, Andy Chapman, Kim Lambert

OTHERS IN ATTENDANCE: None

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The meeting was called to order at 9:10 am by Ron McIntyre and a quorum was established.

2.0 PUBLIC FORUM

2.1 There was no public comment.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 M/S/C (Murphy/Frushon) (5/0) to approve the agenda as presented.

4.0 APPROVAL OF MINUTES

4.1 M/S/C (Frushon/Murphy) (3/0, 2 abstentions – Murphy, Salmon) to approve the Finance Committee minutes of Tuesday, February 1, 2011.

5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE JANUARY 2011 FINANCIAL STATEMENTS

5.1 Sally Lyon reviewed the Financial Analysis for the six months ending January 31, 2011:

- Operating cash is \$868,000.
- Marketing Cooperative cash is \$35,000.
- Infrastructure cash is \$80,000.
- The receivable from the County for Marketing, Transportation and G&A is \$1.9 million.
- Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$6.1 million.
- Unearned revenue and deferred support related to Infrastructure is \$6.2.
- Change in net assets is (\$52,000) for the month of January and \$245,000 year-to-date.
- The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$200,000 from same month a year ago.

Sally Lyon reviewed some of the variances. Most of the operating expense variances are due to timing. She also noted that online Ski Tahoe North ticket sales are down. Mike Salmon asked what the decrease in STN is attributed to. Andy clarified that it is most likely due to the price of the ticket increasing from \$66 to \$74. Andy further stated that 3rd party tour operator STN ticket sales are up moderately. Kimberly asked about the increase in accounts payable. Sally explained that it was due to a large infrastructure invoice being recorded. Ron McIntyre asked about the \$13,000 negative variance in Chamber of Commerce revenue. Sally and Andy said that it was mostly due to membership attrition. Allen Highfield asked why the Hyatt has not paid two group commissions from August and September. Kim Lambert stated that these amounts were being disputed by the Hyatt, and Jason Neary, Director of Sales, is working on the issue with them.

M/S/C (McIntyre/Murphy) (6/0) to recommend to the Board of Directors the approval of the January 31, 2011 Financial Statements.

6.0 FOLLOW-UP FROM PREVIOUS MEETINGS

- 6.1 The alcohol policy was discussed. Staff recommends that the alcohol policy in the Employee Handbook remain as is. Additionally, staff recommends that NLTRA funds will not be used to purchase alcohol in a non-business setting.

M/S/C (McIntyre/Murphy) (6/0) to recommend to the Board that the NLTRA adopt the policy that NLTRA funds will not be used to purchase alcohol in a non-business setting.

- 6.2 The committee reviewed Ron Treabess' mileage reimbursement for December and January. Mike Salmon asked who signs off on the reimbursements. Ron Parson said that as Treasurer, he signed off on it last month.

7.0 COMMITTEE MEMBER COMMENTS

- 7.1 Ron Treabess welcomed Tom Murphy to the committee.

8.0 ADJOURNMENT

- 8.1 The Finance Committee meeting adjourned at 9:27 am.

Submitted by:
Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Eight Months Ending February 28, 2011**

North Lake Tahoe Resort Association
Financial Analysis
For the Eight Months Ending February 28, 2011

Consolidated

Statement of Financial Position

- Operating Cash is \$922,000, Marketing Cooperative Cash is \$184,000 and Infrastructure Cash is \$80,000.
- The Receivable from the County is \$1,633,000. This includes six payments for the 10/11 contract. The current year payment schedule starts in October 2010 and runs through August 2011.
- Infrastructure funds that Placer County is holding for 2005-2010 are booked as a separate receivable (AR – Infrastructure County) in the amount of \$323,000 for 05/06, \$1,665,000 for 06/07, \$1,835,000 for 07/08, \$827,000 for 08/09, \$790,000 for 09/10 and \$667,000 for 10/11 (collected throughout the year) with the total receivable at \$6,107,000.
- Unearned Revenue & Deferred Support in the amount of \$6,187,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$38,000 from the previous month with good collections on Chamber Membership.
- Advance Ticket Sales (STN) has a \$19,000 balance. Sales have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are up \$143,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$2,000) for the month of February and \$243,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is down \$53,000 from the same month a year ago. For the year, Tourism and Administration has provided \$388,000, Infrastructure has used \$350,000 and equipment purchase has used \$2,000 for a total increase in cash of \$35,000 for the eight months ending February 28, 2011.

**North Lake Tahoe Resort Association
Financial Variance Report
For the Month Ended February 28, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Month-Budget		510,094	80,950	371,033	3,571	54,540
Key Variances						
Commissions-Ski Tahoe North Tickets slow start	Marketing	(6,367)				(6,367)
Commissions-Up from budget	Conference	3,297				3,297
Chamber Special Events-Annual Awards Dinner exceeds budget	Chamber	11,043				11,043
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(214,100)				(214,100)
Salaries-Salary savings	G & A		5,836			5,836
Special Events-Timing of Amgen expenditures	Marketing			(56,148)		(56,148)
Marketing Other-Timing	Marketing			3,140		3,140
Community Marketing Programs-Timing	Marketing			(29,460)		(29,460)
Transportation Projects-Timing	VST			17,187		17,187
Infrastructure Projects- No expenditures	Infrastructure			214,100		214,100
All Other Smaller Variances	Various	(584)	(5,303)	659	4	(5,224)
Variance Total		(206,711)	533	149,478	4	(56,696)
Month-Actual		303,383	80,417	221,555	3,567	(2,156)

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
 Financial Variance Report
 For the Eight Months Ended February 28, 2011

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
		3,698,916	717,347	2,776,620	24,560	180,389
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(18,426)				(18,426)
Commissions-large group not commissionable	Conference	(23,688)				(23,688)
Placer County Funding-Journal Transfer	VST	190,459				190,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(9,872)				(9,872)
Chamber Special Events-Annual Awards Dinner exceeds budget	Chamber	6,612				6,612
TOT funding-Revenue recognition to match spending Infrastructure projects	Infrastructure	(916,635)				(916,635)
Salaries-Salaries and benefits up from budget	VIC		(5,517)			(5,517)
Salaries-Savings	G & A		14,892			14,892
Special Events-Timing of Amgen and reimbursement	Marketing			(71,604)		(71,604)
Marketing-Other-Timing	Marketing			27,837		27,837
Community Marketing Programs-Timing	Marketing			(22,986)		(22,986)
Transportation Projects-Timing	VST			(95,073)		(95,073)
Chamber Special Events-Expenses below budget	Chamber			5,638		5,638
Professional Fees-Savings on Tax Return preparation	G & A			6,695		6,695
Board Functions-Timing of Ex Director search	G & A			13,044		13,044
Infrastructure Projects-Variou, corresponds to TOT funding	Infrastructure			916,635		916,635
All Other Smaller Variances	Various	7,537	6,339	30,425	24	44,325
Variance Total		(764,013)	15,714	810,611	24	62,336
Month-Actual		2,934,903	701,633	1,966,009	24,536	242,725

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
Statement of Financial Position
February 28, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		8 Month Change	
	28-Feb-11	31-Jan-11	28-Feb-10	30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
ASSETS										
Cash and cash equivalents										
Operating	\$ 922,129	\$ 868,384	\$ 612,150	\$ 468,391	\$ 53,745	6%	\$ 309,979	51%	\$ 453,738	97%
Marketing Cooperative	183,773	34,913	155,549	232,998	148,880	426%	28,224	18%	(49,225)	-21%
Infrastructure	79,782	79,782	471,155	448,533	0	0%	(391,373)	-83%	(368,751)	-82%
Other Restricted	0	0	0	0	0	-	-	-	-	-
Total Cash & cash equiv	1,185,684	983,079	1,238,854	1,149,922	202,605	21%	(53,170)	-4%	35,762	3%
Receivables										
AR - Membership Services	58,753	102,065	71,129	24,678	(43,312)	-42%	(12,376)	-17%	34,075	138%
AR - Group Commissions	25,316	26,517	15,614	19,553	(1,201)	-5%	9,702	62%	5,763	29%
AR - Other	4,072	0	13,840	9,709	4,072	-	(9,768)	-71%	(5,637)	-58%
AR - Co-op/STN/Shared	37,801	35,320	27,677	37,741	2,481	7%	10,124	37%	60	0%
AR - Inttopia	0	0	0	0	0	-	-	-	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	6,106,755	6,106,755	5,427,706	5,440,204	0	0%	679,049	45%	666,551	12%
AR - County TOT Funding	1,633,425	1,888,555	1,522,461	430,587	(255,130)	-14%	110,964	2%	1,202,838	279%
Total Receivables	7,866,122	8,159,212	7,063,454	5,962,472	(293,090)	-4%	802,668	-	1,903,650	32%
Long Term Assets										
Prepaid expenses	8,045	7,721	9,980	15,021	324	4%	(1,935)	-217%	(6,976)	-46%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	23,804	24,520	32,106	29,313	(716)	-3%	(8,302)	-93%	(5,509)	-19%
Computer Software/Equipment	5,012	5,462	8,962	6,906	(450)	-8%	(3,950)	-47%	(1,894)	-27%
Leasehold Improvements	3,785	4,185	8,442	6,985	(400)	-10%	(4,657)	-	(3,200)	-46%
Total Long Term Assets	41,574	42,816	60,381	59,153	(1,242)	-3%	(18,807)	-	(17,579)	-30%
TOTAL ASSETS	\$ 9,093,380	\$ 9,185,107	\$ 8,362,689	\$ 7,171,547	\$ (91,727)	-1%	730,691	-	\$ 1,921,833	27%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 537,599	\$ 497,436	\$ 347,654	\$ 277,169	\$ 40,163	8%	\$ 189,945	300%	\$ 260,430	94%
Advance Ticket Sales	19,178	38,568	63,386	(1,272)	(19,390)	-50%	(44,208)	-16%	20,450	-1608%
Other Liabilities and Unearned	303,447	160,962	284,724	338,971	142,785	89%	18,723	2%	(35,524)	-10%
Deferred Support	1,123,165	1,378,295	1,091,868	-	(255,130)	-19%	31,297	1%	1,123,165	-
Deferred Infra	6,187,323	6,187,323	5,898,952	5,888,737	0	0%	288,371	-	298,586	5%
Total Liabilities	8,170,712	8,262,284	7,686,584	6,503,605	(91,572)	-1%	484,128	-	1,667,107	26%
Net Assets										
Fund Balance Designated	255,110	253,110	243,110	243,110	2,000	1%	12,000	3%	12,000	5%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	229%	(14,470)	-3%
Net Change in Net Assets	242,726	244,881	(6,307)	(14,470)	(2,155)	-1%	249,033	37%	257,196	-177%
Total Net Assets	922,668	922,823	676,105	667,942	(155)	0%	246,563	-	254,726	38%
TOTAL LIABILITIES & NET ASSETS	\$ 9,093,380	\$ 9,185,107	\$ 8,362,689	\$ 7,171,547	\$ (91,727)	-1%	730,691	-	\$ 1,921,833	27%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Consolidation of Departments
For the Eight Months Ending February 28, 2011

	CURRENT MONTH			YEAR-TO-DATE			% Chg	
	Actual	Budget	\$ Variance	Prior YR	Variance	Budget		Prior YR
	10,107	10,720	(613)	11,225	(6%)	74,578	90,570	(12%)
	28,908	17,865	11,043	17,765	62%	107,715	107,866	1%
	0	0	0	0	0%	0	0	0%
	7,931	11,000	(3,069)	21,001	(28%)	116,368	91,441	(26%)
	980	820	160	564	19%	159,082	7,374	22%
	328	460	(132)	172	(29%)	3,099	3,862	(16%)
	255,130	469,229	(214,099)	315,294	(46%)	3,325,636	2,400,301	(22%)
	303,383	510,094	(206,711)	366,022	(41%)	3,698,916	2,701,415	(21%)
Revenue and Other Support								
Member Dues	80,417	80,950	(533)	83,180	(1%)	701,633	717,347	(2%)
Special Events & Functions	7,507	7,945	(438)	7,495	(6%)	62,671	62,178	(2%)
Miscellaneous	1,882	2,115	(233)	852	(11%)	15,283	17,638	(9%)
Commissions & Booking Fees	0	0	0	0	0%	290	0	0%
Retail Sales & Other	529	340	189	82	56%	2,123	1,727	(12%)
Interest & Investment Income	374	425	(51)	425	(12%)	3,082	3,658	(9%)
Placer County Funding	761	1,085	(324)	626	(30%)	7,855	8,815	(12%)
Total Revenue and Other Support	636	1,200	(564)	1,299	(47%)	10,025	9,867	(34%)
	0	0	0	0	0%	1,015	0	0%
	1,278	1,335	(57)	866	(4%)	10,445	9,280	12%
	0	0	0	562	0%	1,500	1,345	(68%)
	(469)	233,742	(234,211)	176,469	(100%)	1,621,196	979,061	(52%)
	56,148	500	(443)	1,022	(100%)	23,920	17,940	(28%)
	19,187	0	1,235	(283)	0%	13,395	18,311	535%
	0	640	(640)	17,935	7%	79,024	75,795	5%
	0	0	0	876	(100%)	32,343	29,555	(17%)
	0	0	0	0	0%	11,938	5,501	47%
	0	0	0	0	0%	2,000	0	(100%)
	84,476	84,476	0	68,633	0%	657,808	1,025	0%
	39,460	3,140	(3,140)	0	(100%)	57,514	549,064	0%
	6,911	10,000	(29,460)	21,000	295%	85,351	28,562	(33%)
	1,079	1,060	19	0	(100%)	92,986	65,912	33%
	643	700	(621)	113	887%	3,614	6,571	(45%)
	575	2,295	(1,216)	2,310	(53%)	32,823	2,538	(28%)
	460	490	(153)	388	31%	3,567	6,199	(42%)
	118	493	(82)	1,383	17%	3,239	3,592	(4%)
	0	1,100	(640)	0	(58%)	2,705	4,204	(17%)
	0	0	0	(143)	0%	2,365	2,368	(26%)
	301,872	451,983	(150,011)	385,260	(33%)	2,667,642	2,695,186	(24%)
Total Expense Before Depreciation/Re								
Depreciation	1,567	1,571	(4)	1,567	0%	12,536	12,536	0%
Reserves	2,000	2,000	0	0	0%	12,000	0	0%
Total Expense	305,539	455,554	(150,015)	386,827	(33%)	2,692,178	2,707,722	(23%)
Changes in Unrestricted Net Assets	(2,156)	54,540	(56,696)	(20,805)	(104%)	242,726	(6,307)	35%

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Prior YR	Budget	Variance	
Marketing	153,346	129,310	24,036	129,928	1,057,480	228,051	1,060,126
Conferences	30,884	36,953	(6,069)	37,214	295,624	23,756	275,913
Visitor Support & Transportation	54,750	83,808	(29,058)	39,670	670,464	(42,005)	578,664
Visitor Information	12,813	13,754	(941)	13,397	110,032	4,347	111,223
Member Services	38,281	25,860	12,421	28,349	114,180	(6,042)	116,646
Management & General	139	500	(361)	0	4,000	2,218	1,533
Total Revenue and Other Supp	290,194	290,185	9	248,558	2,251,780	210,325	2,144,104
REVENUE AND OTHER SUPPORT							
Marketing	210,989	101,941	109,048	120,421	1,012,488	220,845	1,005,098
Conferences	37,204	35,842	1,361	35,893	298,076	15,355	301,078
Visitor Support & Transportation	7,544	83,402	(75,858)	81,448	671,997	(186,534)	609,069
Visitor Information	12,401	12,826	(425)	12,221	113,714	7,042	108,121
Member Services	29,510	29,017	493	28,242	124,064	(11,293)	115,982
Management & General	(1,559)	(4,742)	3,183	(5,310)	(29,180)	(59,011)	23,669
Total Expenses	296,088	258,286	37,802	272,915	2,250,139	(13,596)	2,163,018
Net Change in Unrestricted Net Assets							
Marketing	(57,642)	27,369	(85,012)	9,507	44,992	7,206	55,028
Conferences	(6,339)	1,111	(7,450)	1,321	(2,452)	8,401	(25,165)
Visitor Support & Transportation	47,206	406	46,800	(41,778)	(1,503)	144,528	(30,405)
Visitor Information	413	928	(515)	1,176	(3,682)	(2,695)	3,102
Member Services	8,771	(3,157)	11,928	107	(9,884)	5,251	663
Management & General	1,699	5,242	(3,543)	5,310	(29,831)	61,229	(22,136)
Net Change in Assets Before In	(5,894)	31,899	(37,793)	(24,357)	1,641	223,921	(18,913)
Infrastructure	13,189	17,442	(4,253)	117,464	139,536	333,262	557,310
Infrastructure Support	9,451	16,024	(6,573)	113,912	145,086	310,549	544,704
Infrastructure Expense	3,738	1,418	2,320	3,552	(5,550)	22,713	12,606
Change in Net Assets	(2,156)	33,317	(35,473)	(20,805)	242,726	246,634	(6,307)

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Eight Months Ending February 28, 2011

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
REVENUE AND OTHER SUPPORT										
Member Dues	\$ 80,253	\$ 5,317		\$ 5,317		\$ 69,261		\$ 74,578		\$ 74,578
Special Events & Functions				80,253		38,877		119,129		119,129
Miscellaneous				-			4,449	4,449		4,449
Commissions & Booking Fees	9,574	107,394	17,713	116,968			4,449	116,968		116,968
Retail Sales & Other				17,713				17,713		17,713
Interest & Investment Income				-				-		-
Placer County Funding	1,195,704	206,669	96,667	1,499,040	\$ 628,459		1,769	1,769	833	2,603
Total Revenue and Other Support	\$ 1,285,531	\$ 319,380	\$ 114,379	\$ 1,719,290	\$ 628,459	\$ 108,138	\$ 6,218	\$ 2,462,105	\$ 472,798	\$ 2,934,903
EXPENSES										
Salaries and benefits	\$ 209,866	\$ 105,520	\$ 82,750	\$ 398,137	\$ 42,095	\$ 56,749	\$ 155,875	\$ 652,857	\$ 48,777	\$ 701,633
Rent & Utilities	16,388	8,343	3,820	28,550	5,865	5,887	16,387	56,689	5,865	62,554
Telephone Services	5,445	2,146	948	8,539	1,361	1,333	2,689	13,922	1,361	15,283
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	325	579	2,117	6	2,123
Insurance & Bonding	771	401	401	1,572	247	247	771	2,836	247	3,082
Supplies	2,524	1,373	547	4,444	388	737	972	6,541	389	6,929
Equipment Sup. & Maint.	1,137	937	937	3,012	350	450	2,482	6,294	350	6,644
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,443	1,124	2,682	5,249	913	1,770	1,599	9,532	913	10,445
Training & Seminars						169	308	477		477
Project Costs					409,738			409,738	370,917	780,655
Professional Fees Legal/Accounting							17,226	17,226		17,226
Special Events	84,999			84,999				84,999		84,999
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						26,705		26,705		26,705
Cost of Goods Sold			11,938	11,938				11,938		11,938
Marketing Cooperative/Media	506,056	151,752		657,808				657,808		657,808
Marketing Other	57,514			57,514				57,514		57,514
Programs	92,986			92,986				92,986		92,986
Associate Relations	904	470	470	1,843	289	289	904	3,325	289	3,614
Board Functions							32,823	32,823		32,823
Credit Card Fees	2,593		389	2,982		585		3,567		3,567
Automobile Expense	694	106	43	843	539	801	517	2,700	539	3,239
Local Meals & Entertainment	1,977			1,977		482	247	2,705		2,705
Dues & Subscriptions	911	1,115		2,026	36	72	195	2,329	36	2,365
Travel	(3)			(3)				(3)		(3)
Allocated	151,428	38,032	13,868	203,328	22,696	15,256	(266,312)	(25,032)	25,032	-
Total Functional Exp. Before Depreciation	\$ 1,218,005	\$ 311,750	\$ 119,076	\$ 1,648,830	\$ 484,593	\$ 111,931	\$ (32,508)	\$ 2,212,847	\$ 454,795	\$ 2,667,642
Depreciation	\$ 3,328	\$ 1,680	\$ 1,680	\$ 6,688	\$ 840	\$ 840	\$ 3,328	\$ 11,696	\$ 840	\$ 12,536
Reserves	\$ 12,000			\$ 12,000				\$ 12,000		\$ 12,000
Total Functional Expense and Depreciation	\$ 1,233,333	\$ 313,430	\$ 120,756	\$ 1,667,518	\$ 485,433	\$ 112,771	\$ (29,180)	\$ 2,236,543	\$ 455,635	\$ 2,692,178
Change in Net Assets	\$ 52,198	\$ 5,950	\$ (6,376)	\$ 51,772	\$ 143,026	\$ (4,633)	\$ 35,398	\$ 225,563	\$ 17,163	\$ 242,726

North Lake Tahoe Resort Association
Consolidation of Departments Excluding Infrastructure
For the Eight Months Ending February 28, 2011

	CURRENT MONTH				YEAR - TO - DATE						
	Actual	Budget	\$ Variance	% Chg.	Prior YR	% Chg.	Budget	Variance	Prior YR	% Chg.	
	DESCRIPTION										
	Revenue and Other Support										
Member Dues	10,107	10,720	(613)	(6%)	11,225		84,737	(10,159)	90,570	(12%)	
Special Events & Functions	28,908	17,865	11,043	62%	17,765		107,715	11,414	107,866	1%	
Miscellaneous	7,931	11,000	(3,069)	0%	0		4,449	370	0	9%	
Commissions & Booking Fees	980	820	160	19%	21,001	(28%)	159,082	(42,114)	91,441	(26%)	
Retail Sales & Other	139	360	(221)	(61%)	564		14,568	3,145	7,374	22%	
Interest & Investment Income	242,130	242,129	1	0%	198,002	0%	1,769	(597)	1,533	(25%)	
Placer County Funding	290,194	282,894	7,300	3%	248,558		1,937,036	190,463	1,845,320	10%	
Total Revenue and Other Support							2,462,105	152,522	2,144,104	7%	
	Expenses										
Salaries and benefits	76,008	76,775	(766)	(1%)	76,151		652,857	(14,463)	706,779	(2%)	
Rent & Utilities	6,803	7,195	(392)	(5%)	6,792		56,689	(971)	56,320	(2%)	
Telephone Services	1,751	1,965	(214)	(11%)	800		13,922	(1,479)	16,418	(10%)	
Internet Access	0	0	0	0%	0		290	290	0	0%	
Mail Expenses	528	335	193	58%	80		2,393	(276)	1,699	(12%)	
Insurance & Bonding	344	390	(46)	(12%)	391		2,836	(276)	3,366	(9%)	
Supplies	692	995	(303)	(30%)	589		6,541	(682)	8,115	(9%)	
Equipment Sup. & Maint.	596	1,125	(529)	(47%)	1,196		6,294	(3,147)	9,249	(33%)	
Taxes, Licenses & Fees	0	0	0	0%	0		941	0	2,348	0%	
Equip. Rental / Leasing	1,167	1,255	(89)	(7%)	788		9,532	1,060	8,456	13%	
Training & Seminars	0	0	0	0%	562		477	(1,023)	1,328	(68%)	
Project Costs	(1,062)	16,125	(17,187)	(107%)	73,878	(100%)	409,738	95,073	542,608	30%	
Professional Fees Legal/Accounting	0	500	(500)	0%	160		23,920	(6,695)	17,940	(28%)	
Special Events	56,148	0	56,148	0%	1,022		84,999	71,604	18,311	53%	
Autumn Food & Wine Costs	0	0	0	0%	(283)		79,024	3,516	75,795	5%	
Membership Events/Newsletter	19,187	17,952	1,235	7%	17,935		26,705	(5,638)	29,555	(17%)	
Cost of Goods Sold	0	640	(640)	(100%)	876		11,938	3,799	5,501	47%	
Promotional/ Giveaways	0	0	0	0%	0		0	(2,000)	651	(100%)	
Market Study Reports/Research	0	0	0	0%	0		0	0	1,025	0%	
Marketing Cooperative/Media	84,476	84,476	0	0%	68,633		657,808	0	549,064	0%	
Marketing Other	0	3,140	(3,140)	(100%)	0		57,514	(27,837)	28,562	(33%)	
Programs	39,460	10,000	29,460	295%	21,000		92,986	22,886	65,912	33%	
Associate Relations	0	1,050	(1,050)	(100%)	0		3,325	(2,895)	6,172	(47%)	
Board Functions	6,911	700	6,211	887%	113		45,867	(13,044)	2,538	(28%)	
Credit Card Fees	1,079	2,295	(1,216)	(53%)	2,310		3,567	(2,630)	6,199	(42%)	
Automobile Expenses	520	435	85	19%	359		2,700	(352)	3,170	(12%)	
Local Meals & Entertainment	575	488	87	18%	1,355		2,705	(532)	4,153	(16%)	
Dues & Subscriptions	460	1,100	(640)	(58%)	0		2,329	(830)	2,314	(26%)	
Travel	118	0	118	0%	(143)		(3)	(2,648)	2,662	(100%)	
Allocated	(3,135)	(3,135)	0	0%	(3,111)		(25,032)	0	(24,888)	0%	
Total Expense Before Depreciation/Re	292,626	225,801	66,825	30%	271,453		2,212,847	110,910	2,151,322	5%	
Depreciation Reserves	1,462	1,466	(4)	0%	1,462		11,696	(24)	11,696	0%	
Total Expense	296,088	229,267	66,821	29%	272,915		2,236,543	110,886	2,163,018	5%	
Changes in Unrestricted Net Assets	(5,894)	53,627	(59,521)	(111%)	(24,357)		225,563	41,636	(18,913)	23%	

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Eight Months Ending February 28, 2011

DESCRIPTION	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support	0	0	0	0	0%	80,253	75,450	4,803	75,853	6%
Special Events & Functions	3,633	10,000	(6,367)	10,263	(64%)	9,574	28,000	(18,426)	26,953	(66%)
Commissions & Booking Fees	149,713	149,713	0	119,665	0%	1,195,704	1,195,704	0	957,320	0%
Placer County Funding	153,346	159,713	(6,367)	129,928	(4%)	1,285,531	1,299,154	(13,623)	1,060,126	(1%)
Total Revenue and Other Support	23,422	21,709	1,713	21,648	8%	209,866	214,531	(4,664)	199,842	(2%)
Expenses	1,965	2,050	(85)	1,966	(4%)	16,388	16,511	(124)	16,336	(1%)
Salaries and benefits	1,077	720	357	442	50%	5,445	5,834	(389)	5,539	(7%)
Rent & Utilities	0	0	0	0	0%	290	0	290	0	0%
Telephone Services	232	110	122	(214)	111%	826	974	(148)	117	(15%)
Internet Access	94	106	(12)	106	(12%)	771	846	(75)	915	(9%)
Mail Expenses	247	300	(53)	187	(18%)	2,524	2,029	495	2,486	24%
Insurance & Bonding	125	200	(75)	338	(38%)	1,137	1,563	(426)	1,817	(27%)
Supplies	0	0	0	0	0%	233	233	0	311	0%
Equipment Sup. & Maint.	180	90	90	87	100%	1,443	1,188	255	1,142	21%
Taxes, Licenses & Fees	0	0	0	0	0%	0	1,000	(1,000)	53	(100%)
Equip. Rental / Leasing	56,148	0	56,148	1,022	0%	84,999	13,395	71,604	18,311	535%
Training & Seminars	0	0	0	(283)	0%	79,024	75,508	3,516	75,795	5%
Special Events	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Autumn Food & Wine Costs	0	0	0	0	0%	0	0	0	1,025	0%
Promotional/ Giveaways	65,307	65,307	0	52,000	0%	506,056	506,056	0	416,000	0%
Market Study Reports/Research	0	3,140	(3,140)	0	(100%)	57,514	85,351	(27,837)	28,562	(33%)
Marketing Cooperative/Media	39,460	10,000	29,460	21,000	295%	92,986	70,000	22,986	65,912	33%
Marketing Other	0	0	0	0	0%	904	1,746	(843)	1,745	(48%)
Associate Relations	770	2,200	(1,430)	2,163	(65%)	2,593	5,400	(2,807)	5,392	(52%)
Credit Card Fees	0	135	(135)	88	(100%)	694	955	(261)	1,113	(27%)
Automobile Expenses	575	216	359	398	166%	1,977	1,333	644	1,570	48%
Local Meals & Entertainment	15	0	15	0	0%	911	870	41	874	5%
Dues & Subscriptions	118	0	118	(143)	0%	(3)	2,645	(2,648)	2,662	(100%)
Travel	18,838	18,838	0	19,200	0%	151,428	151,428	0	153,600	0%
Allocated	208,573	125,121	83,452	120,005	67%	1,218,005	1,161,396	56,609	1,001,770	5%
Total Expense Before Depreciation/Re	416	416	0	416	0%	3,328	3,328	0	3,328	0%
Depreciation	2,000	2,000	0	0	0%	12,000	12,000	0	0	0%
Reserves	210,989	127,537	83,452	120,421	65%	1,233,333	1,176,724	56,609	1,005,098	5%
Total Expense	(57,642)	32,176	(89,818)	9,507	(279%)	52,198	122,430	(70,232)	55,028	(57%)
Changes in Unrestricted Net Assets										

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Conference
For the Eight Months Ending February 28, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	733	720	13	642	2%	5,317	5,604	(287)	5,937	(5%)
Commissions & Booking Fees	4,297	1,000	3,297	10,738	330%	107,394	131,082	(23,688)	63,303	(18%)
Placer County Funding	25,834	25,833	1	25,834	0%	206,669	206,668	1	206,672	0%
Total Revenue and Other Support	30,864	27,553	3,311	37,214	12%	319,380	343,354	(23,974)	275,913	(7%)
Expenses										
Salaries and benefits	11,345	10,048	1,297	12,046	13%	105,520	101,520	4,000	105,053	4%
Rent & Utilities	999	1,050	(51)	985	(5%)	8,343	8,457	(114)	8,310	(1%)
Telephone Services	141	330	(189)	31	(57%)	2,146	2,510	(364)	2,665	(14%)
Mail Expenses	90	75	15	67	20%	310	480	(170)	508	(35%)
Insurance & Bonding	49	55	(6)	55	(12%)	401	438	(37)	476	(9%)
Supplies	130	160	(30)	72	(19%)	1,373	1,134	239	1,366	21%
Equipment Sup. & Maint.	65	100	(35)	46	(35%)	937	1,187	(250)	635	(21%)
Taxes, Licenses & Fees	0	0	0	0	0%	121	121	0	162	0%
Equip. Rental / Leasing	138	90	48	87	54%	1,124	997	127	997	13%
Training & Seminars	0	0	0	0	0%	0	0	0	27	0%
Marketing Cooperative/Media	19,169	19,169	0	16,633	0%	151,752	151,752	0	133,064	0%
Associate Relations	0	0	0	0	0%	470	908	(438)	891	(48%)
Automobile Expenses	0	15	(15)	0	(100%)	106	90	16	57	18%
Local Meals & Entertainment	0	5	(5)	62	(100%)	0	30	(30)	62	(100%)
Dues & Subscriptions	395	0	395	0	0%	1,115	325	790	325	243%
Allotted	4,472	4,472	0	5,600	0%	38,032	38,032	0	44,800	0%
Total Expense Before Depreciation/Re	36,994	35,569	1,425	35,683	4%	311,750	307,981	3,769	299,398	1%
Depreciation	210	210	0	210	0%	1,680	1,680	0	1,680	0%
Total Expense	37,204	35,779	1,425	35,893	4%	313,430	309,661	3,769	301,078	1%
Changes in Unrestricted Net Assets	(6,339)	(8,226)	1,887	1,321	(23%)	5,950	33,693	(27,743)	(25,165)	(82%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Transportation
For the Eight Months Ending February 28, 2011

	CURRENT MONTH				YEAR-TO-DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	54,750	54,750	0	39,670	0%	628,459	438,000	190,459	578,664	43%
	54,750	54,750	0	39,670	0%	628,459	438,000	190,459	578,664	43%
Revenue and Other Support										
Placer County Funding										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	4,208	4,144	64	4,295	2%	42,095	43,687	(1,592)	38,294	(4%)
Rent & Utilities	705	755	(50)	703	(7%)	5,865	6,041	(176)	5,858	(3%)
Telephone Services	130	150	(20)	52	(13%)	1,361	1,208	153	1,221	13%
Mail Expenses	0	0	0	0	0%	0	0	0	3	0%
Insurance & Bonding	30	34	(4)	34	(12%)	247	272	(25)	293	(9%)
Supplies	68	75	(7)	38	(9%)	388	542	(154)	700	(28%)
Equipment Sup. & Maint.	40	70	(30)	103	(43%)	350	554	(204)	619	(37%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	112	145	(33)	78	(23%)	913	828	85	824	10%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	(1,062)	16,125	(17,187)	73,878	(107%)	409,738	314,665	95,073	542,608	30%
Associate Relations	0	200	(200)	0	(100%)	289	424	(135)	399	(32%)
Automobile Expenses	124	60	64	39	106%	539	360	179	422	50%
Local Meals & Entertainment	0	7	(7)	28	(100%)	0	42	(42)	51	(100%)
Dues & Subscriptions	0	0	0	0	0%	36	36	0	54	0%
Allocated	3,084	3,084	0	2,096	0%	22,696	22,696	0	16,768	0%
Total Expense Before Depreciation/Re	7,439	24,849	(17,410)	81,343	(70%)	484,593	391,429	93,164	608,229	24%
Depreciation	105	105	0	105	0%	840	840	0	840	0%
Total Expense	7,544	24,954	(17,410)	81,448	(70%)	485,433	392,269	93,164	609,069	24%
Changes in Unrestricted Net Assets	47,206	29,796	17,410	(41,778)	58%	143,026	45,731	97,295	(30,405)	213%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Visitor Information
For the Eight Months Ending February 28, 2011

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support	0	0	0	0	0%	0	0	0	1,185	0%
Commissions & Booking Fees	980	820	160	564	19%	17,713	14,568	3,145	7,374	22%
Retail Sales & Other	11,833	11,833	0	12,833	0%	96,667	96,664	3	102,664	0%
Placer County Funding	12,813	12,653	160	13,397	1%	114,379	111,232	3,147	111,223	3%
Total Revenue and Other Support	9,599	8,102	1,497	7,549	18%	82,750	77,233	5,517	70,949	7%
Expenses	461	500	(39)	469	(8%)	3,820	3,882	(62)	3,600	(2%)
Salaries and benefits	70	165	(95)	27	(58%)	948	1,238	(290)	1,319	(23%)
Rent & Utilities	6	15	(9)	6	(60%)	76	113	(37)	84	(33%)
Telephone Services	49	55	(6)	55	(12%)	401	438	(37)	476	(9%)
Mail Expenses	0	110	(110)	111	(100%)	547	998	(451)	667	(45%)
Insurance & Bonding	65	270	(205)	408	(76%)	937	2,157	(1,220)	2,334	(57%)
Supplies	0	0	0	0	0%	206	206	0	172	0%
Equipment Sup. & Maint.	324	400	(76)	260	(19%)	2,682	2,478	204	2,474	8%
Taxes, Licenses & Fees	0	0	0	0	0%	0	0	0	107	0%
Equip. Rental / Leasing	0	640	(640)	876	(100%)	11,938	8,139	3,799	5,501	47%
Training & Seminars	0	0	0	0	0%	470	898	(428)	891	(48%)
Cost of Goods Sold	0	0	0	0	0%	389	373	16	301	4%
Associate Relations	30	35	(5)	24	(14%)	43	30	13	77	43%
Credit Card Fees	0	5	(5)	0	(100%)	0	60	(60)	105	(100%)
Automobile Expenses	0	10	(10)	55	(100%)	0	0	0	17,384	0%
Local Meals & Entertainment	1,587	1,587	0	2,173	0%	13,868	13,868	0	106,441	6%
All located	12,191	11,894	297	12,011	2%	119,076	112,111	6,964	108,121	6%
Total Expense Before Depreciation/Re	210	210	0	210	0%	1,680	1,680	0	1,680	0%
Depreciation	12,401	12,104	297	12,221	2%	120,756	113,791	6,964	108,121	6%
Total Expense	413	550	(137)	1,176	(25%)	(6,376)	(2,559)	(3,817)	3,102	149%
Changes in Unrestricted Net Assets										

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Eight Months Ending February 28, 2011

				YEAR - TO - DATE			
		CURRENT MONTH				PRIOR YEAR	
Actual	Budget	\$ Variance	% Chg	Actual	Budget	Variance	% Chg
DESCRIPTION							
Revenue and Other Support							
				69,261	79,133	(9,872)	84,633
			(6%)	38,877	32,265	6,612	32,013
			62%	<u>108,138</u>	<u>111,398</u>	<u>(3,260)</u>	<u>116,646</u>
			37%				(3%)
Expenses							
				56,749	59,561	(2,832)	53,524
			8%	5,887	5,958	(71)	5,880
			(4%)	1,333	1,551	(218)	1,761
			(53%)	325	483	(158)	555
			78%	247	272	(25)	293
			(12%)	737	911	(174)	1,069
			(37%)	450	624	(174)	440
			(39%)	74	74	0	110
			0%	1,770	1,622	148	1,636
			(15%)	169	0	169	17
			0%	26,705	32,343	(5,638)	29,555
			7%	289	468	(179)	501
			(100%)	585	424	161	505
			365%	801	922	(121)	913
			81%	482	572	(90)	427
			(100%)	72	1,172	(1,100)	108
			(100%)	15,256	15,256	0	17,848
			0%	111,931	122,233	(10,302)	115,142
			2%				(8%)
				840	840	0	840
			0%	112,771	123,073	(10,302)	115,982
			2%	<u>(4,633)</u>	<u>(11,675)</u>	<u>7,042</u>	<u>663</u>
			(874%)				(60%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Eight Months Ending February 28, 2011

	CURRENT MONTH				YEAR-TO-DATE				
	Actual	Budget	\$ Variance	Prior YR	Actual	Budget	Variance	Prior YR	% Chg
	0	0	0	0	4,449	4,079	370	0	9%
	139	360	(221)	0	1,769	2,366	(597)	1,533	(25%)
	139	360	(221)	0	6,218	6,445	(226)	1,533	(4%)
REVENUE AND OTHER SUPPORT									
Miscellaneous									
Interest & Investment Income									
Total Revenue and Other Support									
	20,813	26,649	(5,836)	24,523	155,875	170,767	(14,892)	239,117	(9%)
	1,965	2,100	(135)	1,966	16,387	16,811	(424)	16,336	(3%)
	240	400	(160)	230	2,689	3,060	(371)	3,912	(12%)
	58	55	3	16	579	343	236	430	69%
	94	106	(12)	106	771	846	(75)	915	(9%)
	171	230	(59)	94	972	1,609	(637)	1,827	(40%)
	262	420	(158)	274	2,462	3,356	(874)	3,404	(26%)
	0	0	0	0	233	233	0	1,493	0%
	199	280	(81)	104	1,589	1,359	240	1,383	18%
	0	0	0	562	308	500	(192)	1,108	(38%)
	0	500	(500)	160	17,226	23,920	(6,695)	17,940	(28%)
	0	650	(650)	0	904	1,776	(873)	1,745	(49%)
	6,911	700	6,211	113	32,823	45,867	(13,044)	2,538	(28%)
	179	100	79	0	517	695	(178)	588	(26%)
	0	200	(200)	536	247	1,200	(954)	1,939	(79%)
	50	0	50	0	195	756	(561)	953	(74%)
	(32,915)	(32,915)	0	(34,411)	(266,312)	(266,312)	0	(275,288)	0%
Total Expense Before Depreciation/Re	(1,975)	(525)	(1,450)	(5,726)	(32,508)	6,786	(39,294)	20,341	(579%)
Depreciation	416	420	(4)	416	3,328	3,352	(24)	3,328	(1%)
Total Expense	(1,559)	(105)	(1,454)	(5,310)	(29,180)	10,138	(39,318)	23,669	(368%)
Changes in Unrestricted Net Assets	1,699	465	1,234	5,310	35,398	(3,693)	39,091	(22,136)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Eight Months Ending February 28, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	DESCRIPTION									
189	100	89	172	89%	833	733	100	2,329	14%	
13,000	227,100	(214,100)	117,292	(94%)	471,965	1,388,600	(916,635)	554,981	(66%)	
13,189	227,200	(214,011)	117,464	(94%)	472,798	1,389,333	(916,535)	557,310	(66%)	
Revenue and Other Support										
Interest & Investment Income										
Placer County Funding										
Total Revenue and Other Support										
4,408	4,175	233	7,029	6%	48,777	50,028	(1,251)	71,937	(3%)	
705	750	(45)	703	(6%)	5,865	6,011	(146)	5,858	(2%)	
130	150	(20)	52	(13%)	1,361	1,208	153	1,221	13%	
1	5	(4)	2	(82%)	6	31	(25)	29	(82%)	
30	35	(5)	34	(14%)	247	278	(31)	293	(11%)	
68	90	(22)	38	(24%)	389	632	(243)	700	(39%)	
40	75	(35)	103	(47%)	350	584	(234)	619	(40%)	
0	0	0	0	0%	74	74	0	100	1%	
112	80	32	78	39%	913	818	95	824	12%	
0	0	0	0	0%	0	0	0	17	0%	
593	217,617	(217,024)	102,591	(100%)	370,917	1,306,531	(935,614)	436,454	(72%)	
0	10	(10)	0	(100%)	289	408	(119)	399	(29%)	
124	55	69	39	125%	539	330	209	422	63%	
0	5	(5)	28	(100%)	0	30	(30)	51	(100%)	
0	0	0	0	0%	36	36	0	54	0%	
3,135	3,135	0	3,111	0%	25,032	25,032	0	24,888	0%	
9,346	226,182	(216,836)	113,807	(96%)	454,795	1,392,031	(937,236)	543,864	(67%)	
Total Expense Before Depreciation/Re										
105	105	0	105	0%	840	840	0	840	0%	
9,451	226,287	(216,836)	113,912	(96%)	455,635	1,392,871	(937,236)	544,704	(67%)	
3,738	913	2,825	3,552	309%	17,163	(3,538)	20,701	12,606	(585%)	
Changes in Unrestricted Net Assets										

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Eight Months Ending February 28, 2011 and 2010

for internal use only, unaudited

	February 28, 2011	February 28, 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 298,576	\$ 294,150
Cash Received from Interest Operations	1,769	1,533
Cash Received from Placer County TOT Operations	2,047,826	1,951,869
Cash Used for Operations	(1,960,515)	(2,259,530)
	387,656	(11,978)
 Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	833	2,329
Cash Received from TOT Revenue Recognized Infrastructure	104,000	766,799
Cash Used for Infrastructure Overhead	(83,878)	(107,410)
Cash Used for Infrastructure Projects	(370,917)	(436,454)
	(349,962)	225,264
	-	-
Net Cash Provided (Used) by Operating Activities	37,694	213,286
CASH FLOWS FROM FINANCING ACTIVITIES		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of Equipment and Leasehold Improvements	(1,933)	(3,940)
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	(3,940)
Net Increase (Decrease) in Cash and Cash Equivalents	35,761	209,346
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, February 28, 2011, 2010	\$ 1,185,684	1,238,854

North Lake Tahoe Resort Association
Statement of Activities
Infrastructure
For the Eight Months Ending February 28, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
593.00	Research/Planning/Infrastructure	2,952.19
0.00	TART Bus Shelters	141,112.03
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
0.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
----- 593.00	Total Project Costs	----- 370,917.22

North Lake Tahoe Resort Association
Statement of Activities
Transportation
For the Eight Months Ending February 28, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
3,636.25	Research/Planning/Transportation	7,261.25
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
(4,698.00)	Night Service Transit	87,660.00
0.00	North Lake Tahoe Express	60,953.84
0.00	Sugar Bowl Trolley	9,500.00
0.00	Hwy 267 Summer Bus Service	40,000.00
0.00	Contract Transit - Enhanced Summer Trans	190,458.77
----- (1,061.75)	Total Project Costs	----- 409,737.77

February Accounts Receivable

Customer Account	Customer/Business Name	Chamber/Conf		Membership Functions		Group Commissions		STN Vouchers		Misc.	
		age	amount	age	amount	age	amount	age	amount	age	amount
60.00	Alpine Meadows			new	60.00						2/17/11 (08767) Email blast
480.00	Arts for the Schools			new	480.00						2/17/11 (08779) Comm Awards
500.00	Boulder Bay			new	500.00						2/10/11 Feb suppl serv
221.20	Cal Neva Resort					30	221.20				1/31/11 (08766) Frontus
640.42	Cheap Tickets							new	640.42		2/23/11(08775) STN vouchers
60.00	Creative Concepts			60	60.00						12/31/10 (08447) Email blast
60.00	Creative Concepts			30	60.00						1/15/11 (08486) Email blast
60.00	Creative Concepts			30	60.00						1/15/11 (08487) Email blast
60.00	Creative Concepts			new	60.00						2/17/11 (08768) Email blast
60.00	Creative Concepts			new	60.00						2/17/11 (08769) Email blast
60.00	Creative Concepts			new	60.00						2/17/11 (08770) Email blast
60.00	Creative Concepts			new	60.00						2/17/11 (08771) Email blast
2,852.78	Expedia							30	2,852.78		1/31/11 (08742) STN vouchers
1,106.18	Expedia							new	1,106.18		2/23/11 (08776) STN vouchers
60.00	For Goodness Sake			new	60.00						2/17/11 (08772) Email blast
500.00	Homewood Village			60	500.00						12/9/10 Dec suppl serv
500.00	Homewood Village			30	500.00						1/15/11 Jan suppl serv
500.00	Homewood Village			new	500.00						2/15/2011 Feb suppl serv
3,191.20	Hyatt					90	3,191.20				8/31/10 (08323) IGA/Conf Direcct
1,621.00	Hyatt					90	1,621.00				9/30/10 (08356) Wagner Systems
80.00	Hyatt			new	80.00						2/17/11 (08780) Comm Awards
80.00	Just Imagine			new	80.00						2/17/11 (08781) Comm Awards
857.60	The Lodging Company							new	857.60		2/28/11 (08825) STN vouchers
931.52	The Lodging Company							new	931.52		2/28/11 (08826) STN vouchers
232.88	The Lodging Company							new	232.88		2/28/11 (08827) STN vouchers
465.76	Mark Travel							30	465.76		1/21/10 (08481) STN tickets
1,571.94	Mark Travel							new	1,571.94		2/28/11 (08828) STN tickets
640.00	Mourelatos Lakeshore Resort			new	640.00						2/17/11 (08782) Comm Awards
80.00	NTBA			new	80.00						2/17/11 (08784) Comm Awards
423.70	Northstar					60	423.70				12/31/10 groups
9,583.14	NLT Marketing Co-op								90	9,583.14	11/30/2010 November cc exp
3,358.78	NLT Marketing Co-op								60	3,358.78	12/31/2010 December cc exp
4,143.41	NLT Marketing Co-op								new	4,143.41	2/28/11 Jan & Feb cc exp
232.50	NLT Historical Society			new	232.50						2/17/11 (08783) Comm Awards
160.00	NT Family Resource Center			new	160.00						2/17/11 (08785) Comm Awards
2,969.22	Orbitz							30	2,969.22		1/31/11 (08743) STN vouchers
3,027.44	Orbitz							new	3,027.44		2/23/11 (08777) STN vouchers
60.00	Painted Rock Lodge			90	60.00						11/29/10 (08427) Email blast

775.00	Placer Film Office					775.00								2/17/11 (08786) Comm Awards
160.00	Plumas Bank					160.00								2/17/11 (08787) Comm Awards
12,365.00	Resort at Squaw Creek						90	12,365.00						11/30/10 (08439) Groups
1,240.74	Resort at Squaw Creek						30	1,240.74						12/31/10 (08475) Groups
60.00	Resort at Squaw Creek					60.00								2/17/11 (08773) Email blast
60.00	Ritz-Carlton					60.00								11/29/10 (08401) Email blast
6,046.50	Ritz-Carlton						60	6,046.50						12/28/10 (08442) Nat'l Atmospheric
60.00	Ritz-Carlton					60.00								12/31/10 (08451) Email blast
60.00	Ritz-Carlton					60.00								12/31/10 (08452) Email blast
60.00	Ritz-Carlton					60.00								1/15/11 Email blast
775.00	Ritz-Carlton					775.00								2/17/11 (08774) Email blast
3,551.42	Ski.com									new		3,551.42		2/17/11 (08788) Comm Awards
1,240.00	Squaw Ski Corp					1240.00				new				2/23/11 (08778) STN vouchers
1,222.62	Travelocity													2/17/11 (08789) Comm Awards
206.40	Village at Squaw Valley									30		1,222.62		1/31/11 (08745) STN vouchers
1,286.40	Virgin Holidays						60	206.40						12/31/10 Groups
	Membership													1/31/11 (08746) STN vouchers
840.00	June 2010				90	840.00								
1,180.00	July				90	1,180.00								
970.00	August				90	970.00								
1,290.00	September				90	1,290.00								
320.00	October				90	320.00								
850.00	November				90	850.00								
1,655.00	December				60	1,655.00								
38,605.00	January 2011				30	38,605.00								
4,400.00	Conference				30	4,400.00								
755.00	February				new	755.00								
121,644.75						50,865.00		25,315.74	7,662.50			20,716.18	17,085.33	
						-21,595.00		-12,586.20	-995.00			-5,303.58	-12,941.92	
	Paid as of 3/18/11					29,270.00		12,729.54	6,667.50			15,412.60	4,143.41	

North Lake Tahoe Resort Association
Key Performance Indicators
February 2011

	<i>For the Month</i>				
	Actual	Budget	Last Year	Actual % Var to	
				Budget	Last Yr
Statistics					
Web Site Traffic-Unique Visitor	56,185		63,538	na	-11.6%
Web Site Traffic-Lodging Referrals	14,346		11,720	na	22.4%
% Lodging Referral/Unique Visitor	25.5%		18.4%	na	38.4%
# STN tickets sold	441		1,211	na	-63.6%
# Conference Groups Booked	1	6	-	-83.3%	na
# Conference Group Rm Nights Booked	198	650	-	-69.5%	na
# Press Releases Issued	8		7	na	14.3%
# Leisure Sales Site Inspections	16		21	na	-23.8%
VIC walk-ins	491		718	na	-31.6%
VIC Phone Calls	263		467	na	-43.7%
Membership, # New Members	2		5	na	-60.0%
				na	na
Financials (\$ in Thousands)					
Total Payroll, incld Benefits	\$ 80	\$ 81	\$ 83	1.2%	3.6%
Total Payroll, excluding Infra, incld Benefits	\$ 76	\$ 77	\$ 76	1.3%	0.0%
Total Revenue, excluding Infra	\$ 290	\$ 283	\$ 249	2.5%	16.5%
Website Revenue earned	\$ 4	\$ 10	\$ 10	-60.0%	-60.0%
Conference Revenue earned, non-TOT	\$ 4	\$ 1	\$ 11	300.0%	-63.6%
Conference Sales Booked	\$ 12	\$ 650	\$ -	-98.2%	na
Conference Payroll, incld Benefits	\$ 11	\$ 10	\$ 12	10.0%	8.3%
Infrastructure Project Funds spent	\$ 1	\$ 218	\$ 103	99.5%	99.0%
PC TOT Funding Support, all	\$ 255	\$ 469	\$ 315	-45.6%	-19.0%
PC TOT Funding Support, excluding Infra	\$ 242	\$ 242	\$ 198	0.0%	22.2%
Modified Functional Expenses (A)	\$ 211	\$ 126	\$ 114	-67.5%	-85.1%
NetChg in Assets, before Infrastructure	\$ (2)	\$ 55	\$ (21)	103.6%	90.5%
Financial Ratios					
Conference Payroll % Sales	91.7%	1.5%	na	5858.3%	na
Conference Payroll \$ per RB	\$ 55.56	\$ 15.38	\$ -	261.1%	na
Conference Sales \$ per RB	\$ 60.61	\$ 1,000.00	\$ -	-93.9%	na

(A) Modified Functional Expenses = Functional Expenses, excluding Infrastructure/Transportation projects, all Payroll/Benefits, all Rent/Utilities, all Reserves, all Allocated, & all Depreciation



PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

LODGING COMMITTEE MEETING MINUTES
March 3, 2011 – 2 pm

Tahoe City Public Utility District-Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Bill Matte, Brett Williams, Christy Beck, Debbi Milani, Barb Cohen, Alex Mourelatos, Kay Williams and Heimo Brandstatter

RESORT ASSOCIATION STAFF: Andy Chapman, Emily Sullivan, Kym Fabel and Ron Treabess

OTHERS IN ATTENDANCE: Ulli White

I. MEETING OF THE LODGING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

- 1.1 The Lodging Committee meeting was called to order at 2:08 pm by Andy Chapman and the Committee was one Board member short of a Quorum. A Quorum was later established at 3:00 pm with the addition of Board Member Alex Mourelatos.

2.0 PUBLIC FORUM

- 2.1 No public forum

3.0 AGENDA AMENDMENTS AND APPROVAL

- 3.1 **M/S/C (Williams/Milani) (7/0) to approve the Lodging Committee agenda as it stands.**

4.0 APPROVAL OF LODGING MEETING MINUTES-FEBRUARY 3, 2011

- 4.1 **M/S/C (Cohen/Williams) (7/0) to approve the Lodging Committee minutes from February 3, 2011.**

5.0 DISCUSSION AND POSSIBLE ACTION ON LODGING COMMITTEE PURPOSE STATEMENT

- 5.1 Alex repeated the proposed Lodging Committee purpose that was defined at the last meeting: *To ensure Lodging priorities are reflected in the NLTRA's Marketing, Infrastructure and Transportation plans, including the generation of overnight stays in NLT and other lodging community priorities. The Lodging Committee will ensure the Lodging communities of North Lake Tahoe are aware of and utilize NLTRA marketing activities and events to achieve these priorities.*
- 5.2 After discussion the Committee agreed to change the Lodging Committee Purpose statement: *To ensure Lodging priorities are reflected in the NLTRA's Marketing, Infrastructure and Transportation plans resulting in the generation of overnight stays, Transient Occupancy Tax and additional economic benefit in NLT. The Lodging Committee will ensure the NLT*

Lodging properties are aware of and utilize NLTRA's marketing activities and events.

5.2 M/S/C (Cohen/Williams) (8/0) to approve the amended Lodging Committee Purpose

6.0 PRESENTATION ON AMGEN TOUR OF CALIFORNIA-ANDY CHAPMAN

6.1 The Committee previewed an Amgen Video. Andy reported that the Amgen tour of California produced by AEG is an international, world-class cycling road race that features athletes from more than 27 countries (17 eight member teams). The course is 800 miles over an 8 day period. The NLTRA and the LTVA worked together to secure the bid to host the overall start/finish and stage two start for 2011. The race will start on May 15, 2011 in South Lake Tahoe and the cyclists will do a loop and a half around the lake. The race offers: 42 hours of broadcast to 10.2 million total viewers in U.S., International broadcast to over 200 countries in 20 different languages, two million on-site spectators and over 1.5 million visitors to the official website, \$100 million in overall economic impact and 3.5 billion impressions world-wide. Amgen moved the start date to May to allow the athletes to race in the Northern California mountains. The Amgen Tour will create revenue generation opportunities, race hospitality, publicity and marketing and inbound tourism and tourism development.

6.2 The Local Organizing Committee (LOC) consists of two co-chairs, one from the NLTRA and one from the LTVA. The Local Organizing Committee is responsible for organizing: police services, public works, permit services, EMT/EMS services, notifying the local businesses and community, waste management and organizing the "Lifestyle Festival." North Lake Tahoe lodging partners have donated 700 room nights in Northstar-at-Tahoe and Squaw Valley. Media sponsors include; News 4 KTHO, Lake Tahoe Action, Sierra Media Group, Tahoe TV and the Tahoe Weekly. Andy told the Committee updated information is available on tahoetourofcalifornia.com. Andy stated that you must be a sponsor to have access of the Amgen Logo. Staff has been compiling an Amgen 10 Day-Calendar of events around North Lake Tahoe. The kickoff to the Amgen tour is the black tie Gala in South Lake Tahoe. Tahoe has been selected as one of five locations for Amgen's initiative Breakaway from Cancer. You can sign up on Amgen's website and a selection committee will pick 5 cancer survivors and 1 person will be selected as the 'Champion' the 'Champion' gets to give the stage winner the yellow jersey.

6.3 The Committee discussed how the lodging community can inform their guests of events in the area. Andy stated that you can link your website to the tahoeamgentourofcalifornia.com and there are Amgen posters at the NLTRA office. Kym will be sending out "This Week in Tahoe" an event marketing piece that the lodging community can distribute to their visitors. Brett suggests a static website that does not have other lodging property information; just events and activities that lodging partners could show guests and print out flyers.

7.0 REVIEW AND DISCUSSION ON NORTH LAKE TAHOE LODGING MARKETING CAMPAIGN

7.1 Andy reviewed the proposed Lake Tahoe Lodging Community Marketing Campaign included in the Lodging Packet. He stated that this campaign was proposed to the Marketing Committee and the NLTRA Board of Directors and they stated that the general message of 'Branding the Region' is the most important marketing message. Brett feels that the Lodging Committee is responsible for making sure the lodging portion of gotahoenorth.com represents different types of lodging appropriately. This way the consumer can book their lodging according to their needs. Andy stated that a lot of effort has gone into creating of the lodging section of gotahoenorth.com, but it is beneficial to hear

suggestions from the Lodging Committee on how it could be improved. Alex would like to make this an item on next month's agenda and have a working session on the lodging portion of the website and how it can be improved upon. Andy stated that staff will start distributing a monthly report giving the lodging partners the number of links to their website from gotahoenorth.com

Action: Staff to provide a monthly report giving the lodging partners the number of links to their website from gotahoenorth.com

8.0 REVIEW AND DISCUSSION ON LODGING COMMUNITY EDUCATION PROGRAM AND DIRECTION ON SUBJECT PRIORITY

8.1 Andy stated that at the last meeting the Lodging Committee felt it was important to create an education program for lodging properties. Today's Amgen Tour presentation was one of the suggested topics at the last meeting. Andy asked the Committee which issues should be included in the Education Program for the lodging properties. Kym stated that the Chamber and the Business Associations are partnering to create four different ChamberEDucational classes concerning the Amgen Tour of California. The classes will be 1 ½ hours long, first Andy will give an overview of the Amgen Tour, the rest of the program will review "How your can business benefit from the Amgen Tour of California." Brett suggested monitoring the attendance of the Amgen Educational series. The scheduled dates for the program are:

- March 23-Your Business & Amgen scheduled at 1:30-3pm at the Sawtooth Ridge Café, Tahoe City. Co-hosted by TCDA
- March 24- Your Business & Amgen scheduled from 5:30-7pm at the Blue Onion Café, Kings Beach. Hosted by the NTBA, Please RSVP 546.9000
- March 28- Your Business & Amgen scheduled from 10:30am at the Parasol Bldg, Incline Village. Co-hosted by the ICBA
- March 28- Your Business & Amgen scheduled from 2-3:30pm at Granlibakken. Co-hosted by the West Shore Association.

8.2 The Committee discussed what the next Lodging Education topic should focus on. The Committee suggested having Jeremy Jacobson do a presentation on Leisure sales and Ron Treabess give a presentation concerning Infrastructure and Transportation. Alex suggested each Committee member create a workshop idea and send it to Kym prior to the next meeting. Ron said that he is willing to come speak to anyone on the Committee concerning Infrastructure and Transportation. Barb stated that there needs to be an initial outreach to the Lodging Communities to inform them about the Lodging Education series to ensure that they are aware of the opportunity. Brett suggested hiring another staff member to go out into the lodging community to educate them on how the NLTRA can benefit their business. Christy Beck believes that lodging properties needs to be proactive and get information that is provided.

8.2 M/S/C (Williams/Cohen) (7/1) to have Lodging Committee meetings every month, not every other month at this time.

9.0 COMMITTEE MEMBER COMMENTS

9.1 The next Lodging Committee meeting is scheduled for 2 pm March 31, 2011.

10.0 STANDING REPORTS

The following reports were posted on www.nltra.org:

- DECEMBER MTRiP REPORT
- NOVEMBER RENO TAHOE AIRPORT REPORT

- DECEMBER SEARCH ENGINE OPTIMIZATION REPORT
- DECEMBER WEB/GEO TRACKING REPORT
- DECEMBER LODGING REFERRAL REPORT
- CONFERENCE ACTIVITY REPORT

11.0 ADJOURNMENT

11.1 The Lodging Committee meeting adjourned at 4:15 pm.

Submitted By:

Emily Sullivan, Programs Assistant
North Lake Tahoe Resort Association



JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE

Monday, March 28, 2011

Tahoe City Public Utility District

PRELIMINARY MINUTES

ATTENDANCE: Roger Beck, Phil GilanFarr, Ron McIntyre, Guy Perman, Keith Vogt, Jan Colyer, Sue Kyler, Will Garner, Dave Paulson, Alex Mourelatos, Kaliopé Kopley (1:36 pm), Pat Perkins (1:37 pm), John Pang (1:37 pm), Ken Foster (1:45 pm), Cheri Sprenger (1:45 pm)

STAFF IN ATTENDANCE: Ron Treabess and Kim Lambert

OTHERS IN ATTENDANCE: Cindy Gustafson, Kelly Twomey, Bob Bolton, Marguerite Sprague

A. Call to Order - Establish Quorum

The meeting was called to order at 1:35 pm by Roger Beck and a quorum was established.

B. Public Forum

There were no public comments.

C. Agenda Amendments and Approval

M/S/C (GilanFarr/Garner) (10/0) to approve the agenda as presented.

D. Approval of Joint Infrastructure/Transportation Committee Minutes – February 28, 2011

M/S/C (Vogt/Perman) (10/0) to approve the February 28, 2011 Joint Infrastructure/Transportation Committee minutes.

E. Status Report

• **North Lake Tahoe Express**

Jan Colyer reported excellent revenue for the North Lake Tahoe Express. The red route, which includes Squaw Valley and Granlibakken, had a significant increase in revenue through March 28th. Jan noted that having a welcome center at the Reno-Tahoe Airport would be a good idea. This topic will be discussed at a future meeting.

Discussion ensued regarding the subsidy. Ron Treabess clarified that last year's total subsidy was \$95,000; so far, \$43,000 has been spent this year. Additionally, if April, May and June are similar to last year, a total of \$63,000 will be spent (\$32,000 less than 2009-10).

Will Garner would like to see simpler invoicing from Airport Mini Bus. Gordon Shaw is working on this issue in his review of the NLTE. Roger Beck asked if accurate information is being provided by Airport Mini Bus. Jan Colyer reminded everyone that Airport Mini Bus is a private company and we cannot delve too deeply into their records.

• **Night Rider**

Jan Colyer reported ridership is up from this time last year.

- **Skier Shuttles**
Dave Paulson reported that Northstar is having a robust year and will probably break previous records. They anticipate being open through Easter. John Pang noted that Tahoma to Northstar takes an hour and forty-five minutes. Ron Treabess commented that this is one reason we need to look at other ways to provide transportation besides TART.
- **TART Baseline Service**
Will Garner reported that winter TART ridership is up approximately 19% from this time last year. He said that this increase is possibly due to there being more out-of-country workers this year than last year. He further noted that winter service will end on April 3rd.
- **Winter Traffic Management**
Ron Treabess is looking into whether the traffic management program should be extended beyond the April 3rd scheduled stop date. He will contact the ski areas for predictions of numbers of skiers expected through the end of the season. If heavy traffic is anticipated, then the traffic management program will continue until it is not needed.

F. Presentation, Discussion, and Possible Action to Recommend an Infrastructure Funding Request of up to \$45,000 to the Tahoe City Public Utility District for the West Common Beach Conceptual Alternatives Analysis

Cindy Gustafson, General Manager of the Tahoe City Public Utility District, gave a power point presentation of the West Commons Beach Conceptual Alternatives Analysis. Ron Treabess provided some background. The new fire station, being constructed across from the TCPUD, will be complete in 2012 and the old fire station will be vacated. This move of the fire station is an opportunity to improve the old fire station property and surrounding West Commons Beach area. Cindy pointed out how improvements to the Commons Beach area fit with our 1995 and 2004 Tourism Master Plans and the 2009 NLTRA Feasibility Study and Business Planning for New Cultural Facilities.

Ron Treabess noted that improvements to West Commons Beach fit with the NLTRA Areas of Highest Priorities indicated in the Integrated Work Plan. Roger Beck believes that additional parking is a greater need for Tahoe City than a performing arts center and/or visitors center. Sue Kyler commented that the project may not get public support if a parking structure is built where the fire station is currently located.

M/S/C (Garner/Vogt) (14/0, 1 abstention – McIntyre) to recommend the Board of Directors approve an Infrastructure Funding Request of up to \$45,000 to the Tahoe City Public Utility District for the West Common Beach Conceptual Alternatives Analysis

G. Review and Possible Changes to First Draft Update of Infrastructure and Transportation Development Integrated Work Plan 2011 – 2016, including Priorities, Criteria, Project and Strategic Planning Projects

Ron Treabess pointed out some changes to the 2011-16 Integrated Work Plan. Additionally, the matrices have been updated to include a column noting the NLTRA role in the listed projects and also a column noting the lead agency for each project. Ron noted that transportation funding levels and routes for 2011-12 are similar to those of 2010-11 for continuity of service.

Roger Beck asked how the proposed infrastructure funding number is determined and if approving this document means the funding amounts are also approved. Ron Treabess clarified that the initial proposed amounts come from his experience in planning and are for planning and budget purposes only. The approval of the document does not approve the infrastructure amounts. Each individual project must still come before the committee and the Board for funding approval.

In response to Keith Vogt's question, Ron Treabess clarified that "allocated funds" are amounts that have been previously approved; the 2011-12 proposed funds are not allocated yet; they are what is anticipated. Alex Mourelatos commented that the IWP is a great list of projects we are aware of. He asked if the NLTRA is being pro-active enough to get people to submit projects that match with our priorities.

Keith Vogt asked for an update on the Squaw Valley Olympic Museum. Ron Treabess reported that he met with Bill Clark. The process of determining the museum site is moving slowly. Keith also asked for an update on the performing arts at Northstar. Roger Beck stated that an alternative location may need to be pursued.

M/S/C (Vogt/Pang) (15/0) to recommend the Board of Directors approve the First Draft Update of Infrastructure and Transportation Development Integrated Work Plan 2011 – 2016, including Priorities, Criteria, Project and Strategic Planning Projects

H. Activity Report – Director of Community Partnerships and Planning

The March Activity Report is included in the packet.

I. Committee Members' Comments

There were no committee members' comments.

J. Next Meeting Date – April 25, 2011, 1:30 pm at the Tahoe City Public Utility District Board Room

K. Adjournment

The meeting adjourned at 3:24 pm.

Respectfully submitted,
Kim Lambert
Accounting and Human Resources Assistant



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MARKETING COMMITTEE MEETING MINUTES
March 29, 2011 – 1 pm

Tahoe City Public Utility District-Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Les Pedersen, Brett Williams, Heather Allison, Barb Cohen, Alex Mourelatos and Deanna Gescheider

RESORT ASSOCIATION STAFF: Andy Chapman, Judy Laverty, Emily Sullivan, Jeremy Jacobson, Jason Neary and Kym Fabel

OTHERS IN ATTENDANCE: Alanna Crete, Wendy Hummer, Cathy Davis, Mike Williams, Shelley Fallon, Pettit Gilwee and Bill Matte

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The Marketing Committee meeting was called to order at 1:07 pm by Committee Chair Les Pedersen and a quorum was established.

2.0 PUBLIC FORUM

2.1 No public forum.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 Andy would like to add an update on the Carryover funds to the agendas. There is also a correction concerning the approval of Marketing Minutes from February 22, 2011, not February 23rd.

3.2 **M/S/C (Parson/Mourelatos) (7/0) to approve the Marketing Committee agenda as it stands.**

4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON JANUARY 22, 2011

4.1 **M/S/C (Parson/Cohen) (5/0) to approve the Marketing Committee minutes from February 22, 2011. Ron and Alex obtained.**

5.0 UPDATE ON AMGEN TOUR OF CALIFORNIA EFFORTS

5.1 Andy stated that they have been busy with the Amgen ChamberED classes the past couple of weeks. The LOC is finalizing the merchandise sales and will be getting product out as soon as possible. Sponsorship sales are still in the works, with two new possible sponsors, Martis Camp and Tahoe Seasons Resort. There is the final site visit with AEG on the April 14th to review any last minute details. The LOC will be working within the communities to find appropriate community members to present awards. Andy passed out Amgen Window Welcome Stickers to the Committee. Ron asked if there was a plan to make biking and bike friendly community a part of the NLTRA brand in the future. Andy replied that there will be marketing themes in the annual marketing calendar and

biking could be a possible theme. Ron thinks that biking would be a good theme to capitalize on in 2011 on the coattails of Amgen. Alex asked how visitors are going to be informed about the Amgen Tour on May 15th. Andy replied that there is an official event guide produced by Sierra Media Group on Amgen and biking; 40,000 copies will be delivered to local businesses on April 28th. Ron Parson suggested this be added to next month's meeting and see if the Sierra Media Group could do a short presentation. Brett asked if it is possible to conduct a contest to gain a database to contact for bike inspired events. Andy stated that they are working on contests through social media to win a stay in North Shore and South Shore and Gala tickets. It is on the gotahoenorth.com facebook page. Heather questioned why Amgen is not mentioned in the biking section of gotahoenorth.com. Les stated that he just found out Martis Camp signed up as a Sponsor at the Green level.

Action: Staff to see if Sierra Media Group can do a presentation at the next Marketing Meeting Concerning the Amgen Event Guide.

6.0 UPDATE ON BOARD ACTION ON ADVERTISING AGENCY RFP PROCESS

6.1 Andy reported the Advertising Agency RFP process has been put off for a year due to hiring a new CEO for the NLTRA. The Co-op Committee has agreed with this decision.

7.0 REVIEW OF SPRING/SUMMER MEDIA PLAN

7.1 Cathy and Wendy presented the Summer Media Planning Document. Alex asked if they ever researched having bus skins created. Wendy stated that there is only a certain amount of funds set aside for outdoor marketing. Those funds are used to purchase an outdoor Billboard which makes a bigger impact than bus skins. Brett asked what marketing is targeted at events focused on the 45-and older crowd. Andy replied that events targeting the 45 and older crowd include the Wooden Boat Show, High Notes and Wanderlust. Wendy stated that there is a radio campaign kicking off in April to push the end of the season. She suggested having 'Cool Deals' in place prior to the campaign. Businesses need to list their events and 'Cool Deals' on gotahoenorth.com. Les asked if staff is looking at any other events to promote. Autumn Food and Wine is self-sustaining and he suggested Northstar take the event over. Andy replied that the next marketing campaign is the 'Spring Push' marketing spring and spring skiing. Brett suggested going after another bike related event. Les agreed and stated a mountain bike event would be a good idea to go after. He asked about the AEG, Leadville Qualifier which may happen at Northstar. Andy stated that if announced it will be marketed appropriately. There is an event marketing framework in place to market events as they come in. Alex stated that the media plan and creative messages need to be clear and consistent. Andy stated that at the next meeting he would bring a sample of marketing branding to review with the Committee.

7.2 Alex asked where destination marketing is in place. Andy replied that the main focus on destinations are currently Los Angeles and the Bay area. There is third party out-of-market advertising conducted through Leisure Sales and Conferences Sales. Wendy stated that marketing funds are spent in Los Angeles because there are 11 non-stop flights and marketing in Los Angeles has proven results. There is also not a big enough destination marketing budget to move into other markets. Andy said in a normal economic year destination marketing would have a larger budget, but right now people are not traveling as much and so increased marketing funds are spent on drive marketing. Brett suggested marketing in Las Vegas and Phoenix, Arizona. Julie stated it's important to continue marketing in Los Angeles because it is a proven success and there is a limited amount of funds to go after a new market. The creative needs to be as broad as possible when you are talking to a large audience.

Andy would like to review the specific marketing messages at the next Marketing meeting. Deanna suggested staff reach out to lodging partners to see what percent of their guests are from Los Angeles. The data can be used as an indicator for next year.

- 7.3 Ron professed concern about the age demographics and not marketing to anyone over the age of 54. Ron stated that most people over the age of 54 are more active due to not having children in the house especially during the shoulder seasons. Brett suggested having another, more relaxed (not so active related), marketing message directed towards the 54 and over crowd during the shoulder seasons. Andy stated he will review the age qualifier with Wendy and get back to the Committee.

Action: Andy stated he will review the age qualifier with Wendy and get back to the Committee.

8.0 REVIEW AND DISCUSSION ON HIGH NOTES-NORTH TAHOE SUMMERLONG MUSIC SERIES

- 8.1 Andy reported that last year the North Lake Tahoe Resort Association developed and implemented a marketing theme called High Notes-North Tahoe's Summerlong Music Series. This was a free every day Summerlong Music branding them. It was primarily funded through carryover, Co-op and Special Event Funds. Andy suggested using the same imagery and also the same physical markets for this summer's marketing plan. Ron Parson suggested creating posters of the print ads and to make sure the creative on the website is easily emailed and printed. Andy stated that they would create a special html that could be downloaded from the website. Mike said they could add a "print this page" to the website. Brett would like to have the information on a static website. Andy stated that the Summerlong Music Series was on its own sub-site of gotahoenorth.com and there were links to 'Cool Deals' from that landing page. Kym stated that all of the Business Associations are all a part of this series and she asked if Andy talked to them to see where they are marketing this. He replied that they market locally. Pettit stated that this PR effort gained a great deal of exposure with minimal effort.

Action: Staff to look at creating posters, an HTML link and a printable PDF for lodging partners.

9.0 DISCUSSION AND DIRECTION ON JOINT MARKETING, CHAMBER AND LODGING FY 2011/2012 PLANNING MEETING

- 9.1 Andy stated that there has been discussion on how the NLTRA can help market lakeside and small lodging businesses. There are businesses struggling and even closing their doors. He is looking to the Committee to give staff direction on how this can be obtained. Barb felt the ChamberEd Amgen Series and the recent changes to the website are helpful and welcomed by the lodging community. There will be a website brainstorm session at the Lodging Committee Meeting on Thursday. The lodging community has questioned how the NLTRA assists their business. The RSCVA in Reno is looking to hire a Small Lodging Sales person; could that be a possibility for the NLTRA. Alex stated the \$550 Conference Membership fee is focused on large groups, not small groups; it's not a benefit to small lodges that are unable to book large groups. Focusing on small group sales would be beneficial to small lodging partners. Ron stated small lodges can create a co-op marketing message with a buy-in from small lodging properties. They can coordinate with each other to create cooperative media buys, such as romantic getaways and bed and breakfasts.
- 9.2 The Committee discussed having the ability of a 'live chat' option on gotahoenorth.com or a message center (Central Reservations) to help visitors

find appropriate types of lodging for their needs. Ron suggested putting a staff member in charge of lodging and having a phone service or call center. Julie stated that the availability of the internet, being marketed on gotahoenorth.com and 'Cool Deals' offer better results than Central Reservations. Brett suggested the Lodging Committee take responsibility making sure the flow chart on the lodging portion of gotahoenorth.com is functional for guests.

- 9.3 Andy stated that there was \$30,000 set aside for a Lodging Marketing Campaign. The Board and the Marketing Committee discussed the plan and decided that the message should incorporate lodging as a whole, not just small lodging. The lodging portion of gotahoenorth.com was recently revamped and 'Small Lodging' was renamed as 'Inns.' Lodging partners can now post pictures, YouTube videos and 'Cool Deals' on their property pages. Ron stated that the small lodging marketing plan was not adopted in full but the gotahoenorth.com website has been revamped and marketing messages were created and placed.
- 9.4 The Committee discussed the importance of having small lodging providers be educated by staff on the benefits of the NLTRA's efforts. Brett feels that there is a labor component from the NLTRA missing, a person that can help educate small lodge owners. Small lodge owners are too busy running their businesses. They need someone to reach out and educate them on how the NLTRA can help their businesses. Heather stated that an important part of education is knowing what TripAdvisor and Yelp are saying about their business. Ron stated that most small lodges do not participate in "Cool Deals" and miss out on other opportunities. They do not realize that they are getting leads from the NLTRA. Heather suggested putting a mini-educational series in place to educate businesses on how they can benefit from the NLTRA's efforts. The Committee discussed having Jeremy give a presentation to the Lodging Committee.
- 9.5 Deanna and Ron suggested the Property Referral Report be actual click-throughs instead of percentages. Andy replied that the report is done in percentages to protect the numbers but it can be changed. There is a monthly report that can be distributed directly to the lodging properties. Andy said he will gather the data for each property and distribute it. Barb asked staff to; make an effort when FAM trips are in town to include small lodges, write articles concerning small lodging personalities and lastly create a small lodging rack card for Jeremy to distribute during his international travels. Jeremy stated that FAM's are created through Travel Trade and small lodging would need to contract with wholesalers to participate. Pettit stated that it is a good idea to include her in any outgoing media to keep her in the loop. Brett disagrees with creating a 'Small Lodging' rack card; it should be a 'lodging' rack card instead.
- 9.6 The Committee discussed having a property liaison/advocate on staff. Andy stated that maybe a staff position needs to be formed. Brett suggested putting a short term strategy in place such as Education and a long term strategy would be hiring a staff member focused on lodging. The Committee agreed that the marketing message needs to be a diversified lodging message. Andy stated that he will be scheduling a Joint Meeting with the Lodging Committee, the Marketing Committee and the Chamber Advisory Committee Chamber in April.

Action: Create and distribute the lodging report (ask Andy for name)

Action: Create ChamberEd annual calendar for educational classes

10.0 DEPARTMENTAL REPORTS- The following reports were posted on www.nltra.org

- 10.1 **Advertising-** Alanna reported on media for February and March. The Conference Planner is almost complete at this time. Mike reported that the mobile site has been launched. There is a mobile link added to the navigation of the gotahoenorth.com homepage. They will be adding dining and activities to the mobile application in the near future.

- 10.2 Conference Sales**-Jason reported on the Conference Sales. He distributed a general overview of the Conference Sales Report to the Committee. He stated that he is still trailing behind from past years sales. Currently he has been conducting research on how a bureau works and how their leads are distributed. He is looking forward to hiring a new sales person.
- 10.3 Leisure Sales**-Jeremy reported on the leisure sales. He stated that he is going to the Mountain Travel Symposium next week. He is also busy promoting Amgen. He is working to create some international press.
- 10.4 Special Projects**-Judy reported on the Special Event/Projects. She has been busy working on the Amgen Tour. Amgen banners and a billboard will be put in place in the near future. She stated that she has been working with Northstar on Autumn Food and Wine and the Executive Chef from Hard Rock Café will be participating this year. She received Sunset Magazine as a sponsor.
- 10.5 Web**-Shelley reported on the Web report. She has been working on the wedding section of gotahoenorth.com extensively and will be working on the dining section of the website next.
- 10.6 Public Relations**-Pettit reported on the PR report located in the Departmental Reports section of the Marketing packet

Action: Deanna suggested having goals to describe each departmental report to show the success of all of the changes that are made month to month.

11.0 STANDING REPORTS

The following reports were posted on www.nltra.org:

- FEBRUARY MTRiP REPORT
- JANUARY RENO TAHOE AIRPORT REPORT
- FEBRUARY SEARCH ENGINE OPTIMIZATION REPORT
- FEBRUARY WEB/GEO TRACKING REPORT
- FEBRUARY LODGING REFERRAL REPORT
- CONFERENCE ACTIVITY REPORT

12.0 COMMITTEE COMMENTS

- 12.1 Les wanted to make sure there is a big push through social media prior to the Amgen Tour.

13.0 ADJOURNMENT

- 13.1 The Marketing Committee meeting adjourned at 4:10 pm.

Submitted By:

Emily Sullivan, Programs Assistant
North Lake Tahoe Resort Association

NLTRA MARKETING/ CONFERENCE ACTIVITY REPORT FOR MARCH 2011

KEY MEETINGS/LUNCHEONS/RECEPTIONS ATTENDED BY STAFF

- Attended SJ Marketing Meeting: Andy
- Attended Chamber Advisory Committee Meeting: Andy
- Attended NLTRA Marketing Committee Meeting: Andy, Judy,
- Attended Finance Committee Meeting: Andy
- Attended ATOC LOC Meetings x 8: Andy, Judy
- Attended ATOC 10 day countdown planning session: Judy, Andy
- Attended Alpine Meadows/Homewood Amgen planning session: Andy, Judy
- Attended NLTRA Board Meeting: Andy
- Attended Lodging Committee Meeting: Andy
- Attended North Lake Tahoe Marketing Coop Meeting: Andy
- Met with Granlibakken's sales team to go over travel trade strategies and plan for MTS: Jeremy
- Met with Squaw Valley MTS 2012 partners: Andy, Jeremy
- Scheduled and attended 4 Amgen Community Information meetings: Andy
- Attended Breakfast Club: Andy
- Attendee Truckee Breakfast Club: Andy
- Attended SSMC Meeting: Andy
- Attended Special Board Meeting: Andy

SPECIAL PROJECTS

- Attended Autumn Food & Wine Meeting at Northstar: Judy, Andy
- Met with Ernie Brassard for SUP Race Series: Judy
- Contracted Sunset Magazine as AFW Media Sponsor
- Attended Town of Truckee Amgen Meeting: Andy, Judy
- Presented Amgen to the Tahoe League for Charity: Judy
- Presented Amgen thru ChamberED programs at Granlibakken, Sawtooth Ridge, Blue Onion, Parasol Bldg, Incline: Andy
- Continued operations logistics with AEG: Judy, Andy
- Continued discussions with Northwest Challenge (Triathlon & Air Dog Event) to bring event to the North Shore: Judy, Jason
- Produced client gifts for MTS promoting the following year in North Lake Tahoe: Jeremy
- Directed MTS 2012 welcome video to be aired in Beaver Creek in April: Jeremy
- Hosted BedBankSki product manager: Jeremy
- Hosted Australian ski sales agent FAM: Jeremy
- Hosted 4 sales agents from Mountain Reservations/Vacation Roost: Jeremy
- Hosted UK ski sales agent FAM: Jeremy
- Hosted French media visit with 5 journalists and 2 account managers from CA Tourism France/Belgium office: Jeremy
- Radio Interview with Jon Hamilton, KGO Radio: Andy



MEMORANDUM

DATE: April 6, 2011

TO: Board of Directors

FROM: Ron Treabess
Director of Community Partnerships
And Planning

SUBJ: March 1-31, 2011
Activity Report

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. North Lake Tahoe Express (B-7)

NLTRA staff, in concert with Tahoe Transportation District and the TNT/TMA, is conducting a performance review of the North Lake Tahoe Express airport shuttle program. The purpose of this study is to assess how well the NLTE is doing in meeting the goals of the program, and make recommendations as to the level of NLTRA support that should continue and strategies that can be implemented to improve the program. The performance review should be complete by the end of the fiscal year. One of the possible improvements that the TMA and staff are researching is the cost to pursue a more prominent welcoming and ticketing location in the Reno-Tahoe International Airport. This would be weighed with the opportunity to greatly increase ridership on the Express and provide much more exposure to the amenities of North Lake Tahoe.

Through March 28th, the FY 2010/11 NLTE Financials continue to show the strongest first nine months of both ridership and fare box revenue since the inception of the Express (see attached 7+ month financials). The actual year to date ridership is 17,388 compared to 15,502 for the same period during 09-10. The fare revenue generated year to date is \$531,659 compared to \$422,727 in 09-10. Total subsidy paid to Airport Mini Bus through January is \$42,995 compared to \$75,369 for that period last year.

2. Enhanced Winter Transit Service and Traffic Management (B-4, 5, 6, 8)(B-1)

The various transit services that are provided and/or increased during the winter season will continue through April 3rd. These include earlier, later, and more frequent runs on Highway 89 between Truckee and Tahoe City, and on Highway 28 across the North Shore. Service is also being provided between North Shore and Truckee on Highway 267. A third component is the service running from the Truckee Depot to the Sugar Bowl/Donner Summit area. Lastly the winter nighttime service (Night Rider) is providing 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar. All of these routes have shown increased ridership compared to last winter. The Tahoe City traffic management program operates primarily on Saturday evenings, and

in partnership with the Town of Truckee, is provided at Highway 89 and West River Street on Sunday afternoons. Both of these traffic management programs are operated under permit from Caltrans, which says that Caltrans and the Highway Patrol will determine, for safety reasons, when the coning cannot be put in place. The NLTRA and TMA, in conjunction with Placer County, Caltrans, Squaw, Alpine, Northstar, and the Town of Truckee, have begun analysis of the programs which will lead to improvements in next year's traffic management.

3. North Tahoe Regional Park Playground/ADA Renovation (D-16)

The North Tahoe Public Utility District has requested an Infrastructure allocation of up to \$44,000 to replace unsafe playground equipment with new, state of the art playground equipment that is safe and ADA compliant. This represents a portion of the ADA improvements necessary at the regional park to keep the park a key part of the visitor experience, as it is marketed throughout North Lake Tahoe. This request was recommended by the Joint Committee at its September 27th meeting and approved by the Board of Directors on October 6th. This recommendation requesting Placer County Board of Supervisors approval, will be on the BOS April 12 agenda at Northstar.

4. Water Shuttle Proposal

A proposal is being developed to initiate a water shuttle service that would start on a small scale along the north and west shores of Lake Tahoe. The Tahoe Transportation District (TTD) is looking at this potential project as a possible component in the overall lake shuttle program that they have taking the lead to develop. The TNT/TMA, Placer County, and the NLTRA have been included in the planning discussions. TTD engaged LSC Transportation Consultants to prepare a study on the proposal, including specific routes, possible docking sites, number and types of vessels, etc. The consultants presented the study and recommendations, including the opportunity to start a pilot shuttle program during 2011, at the November TTD Board meeting and at the November Joint Committee meeting. At its December meeting, the TTD Board voted to continue the project as a partnership with the other organizations including the NLTRA. The Joint Committee directed staff to continue staying involved with supporting this project and offering participation as appropriate.

The shuttle planning group met on February 2nd to explore the reality of starting a small pilot program this summer. Two private firms have submitted proposals requesting funds to provide the boat(s) and operate the on-water service. The group determined that it would be difficult to accomplish all of the other necessary steps required for a turn-key boat operation, as proposed, to begin this season. But it was also felt that work must begin now to do these other tasks in order to start this pilot service next summer, at the latest. It now seems that leadership from the NLTRA and the TMA will be the most efficient way to move this pilot program forward. The TTD appears to have a substantial workload making it difficult to assume the lead on this project. During March, the planning group has been preparing a plan and funding request for the Joint Committee's recommendation at its April meeting.

5. Regional Wayfinding Signage (A-18)

After many months of delay as staff worked out the method of progressing toward completion of the Wayfinding Signage Manual, the project is back on track through the sub-consultant's and Placer County's efforts which will allow development of the missing permitting section. Placer County Planning Department has guided us to make an Environmental Questionnaire submittal (Placer County standard fee is

\$6500) with the ultimate goal of establishing a mutually acceptable Zoning Text Amendment for the Placer County Sign Ordinance. This would allow for the existence of Wayfinding Signs by recognizing them as a signage category for North Lake Tahoe. Staff is anticipating some additional funding to be required and requested (\$20,000) in order to complete the few unanticipated tasks, including the Placer County EQ submittal fee, necessary for project wrap-up. A request was recommended by the Joint Committee at its January meeting and was considered by the Board at the February meeting. After discussion, the Board did not vote on this proposal pending additional information on possible fees required by the County, and a more specific definition of what the final manual will contain and how it will be completed. The County has since said that \$10,490 would be necessary to be paid with applications for a pre-development meeting, an Environmental Questionnaire, and a Zoning Text Amendment. Staff will work with some Board members, County Planning, and the consultant to prepare a resubmittal for Board consideration at the May 4th meeting.

6. Homewood Class 1 Bicycle Trail (A-19)

The TCPUD is requesting an Infrastructure allocation of up to \$144,500 to prepare the Environmental Documents and Compliance Tasks as required by Caltrans. The total project will cost \$164,500. The previous document only addressed CEQA (California Environmental Quality Act) compliance, and now it has been determined that the NEPA (National Environmental Policy Act) process must also be completed. This section of trail is one of the highest priority trail projects in the Lake Tahoe Basin. The completed Resort Triangle bike trail system is a very important component in the overall "Biking North Lake Tahoe" experience. The Board of Directors approved and recommended this request to the Placer County Board of Supervisors at its February meeting. It is now awaiting Board of Supervisors consideration at its April 12th meeting in Northstar.

7. Truckee River Corridor Access Plan/Squaw-Truckee Bike Trail (A-15)

One of the important missing links in the overall Resort Triangle bike trail system is in the northernmost section of the Truckee River corridor stretching from the Placer/Nevada County line to Squaw Valley. The first steps in this coordination have been the funding and preparation of the draft Truckee River Corridor Access Plan, which identifies environmental and access related river corridor issues and projects. In order to implement the goals and objectives of the Truckee River Corridor Access Plan, Placer County Planning Division is requesting Infrastructure Funding of up to \$265,000 to prepare a programmatic Environmental Impact Report (EIR) to allow the adoption of the Plan by Placer County. The total project cost is estimated at \$350,000 and will take approximately 20 months to complete. Completion of the EIR will allow Placer County to seek addition funding to move forward with the construction of a multi-purpose trail linking Squaw Valley to the Town of Truckee. The Board of Directors approved and recommended this request to the Placer County Board of Supervisors at its February meeting. It is now awaiting Board of Supervisors consideration at its April 12th meeting in Northstar.

8. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be Monday, April 25th, 2011. Work on the 2011-12 Integrated Work Plan will continue with the presentation of the Final Draft and proposed 2011-12 Budget.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club

- TNT/TMA Board
- Resort Triangle Transportation Planning Coalition
- Lodging Committee
- SnowFest Opening Mixer
- SnowFest Sponsors Mixer
- North Tahoe Regional Advisory Council
- IWP Community Workshop
- Winter Traffic Management Workshop
- Chamber of Commerce Advisory Committee
- Tahoe City Downtown Assoc, Meeting
- Farmer's Market Planning Meeting/TCPUD
- Tahoe Conservancy Water Trail Wayfinding Signage
- West Shore Association Organizational Workshop
- Joint Committee Meeting
- Placer County Annual Economic Development Breakfast

North Lake Tahoe Express Financials

FY 2010-11

Operations		Red Line Results		Blue Line Results		Washoe County		Placer County		2010-11		FY 2009-10		FY 2008-09		FY 2007-08		FY 2006-07		
Placer County	Green Line Results	Placer County	Washoe County	Placer County	Washoe County	Rev.	Pax	Rev.	Pax	Rev.	Pax	Actuals	Pax	Actuals	Pax	Actuals	Pax	Actuals	Pax	
Mo.	Rev.	%	Rev.	%	Rev.	%	Rev.	%	Rev.	%	Rev.	%	Actuals	Pax	Actuals	Pax	Actuals	Pax	Actuals	Pax
July	\$6,448	12%	\$21,000	39%	676	49%	\$26,346	816	\$54,214	1695	\$42,006	1473	\$43,438	1618	\$32,220	1187	\$0	\$0	\$0	0
Aug	\$4,663	10%	\$18,448	38%	601	52%	\$25,132	796	\$48,243	1526	\$40,810	1350	\$41,564	1538	\$28,427	1001	\$0	\$0	\$0	0
Sep	\$4,180	11%	\$17,419	45%	645	44%	\$17,115	543	\$38,714	1316	\$34,440	1137	\$28,982	1108	\$28,383	1009	\$0	\$0	\$0	0
Oct	\$4,489	9%	\$15,485	30%	508	61%	\$31,285	953	\$51,259	1591	\$25,515	853	\$31,756	1196	\$26,803	884	\$0	\$0	\$0	0
Nov	\$2,133	13%	\$6,415	27%	205	65%	\$15,647	508	\$24,195	782	\$15,706	546	\$17,836	623	\$20,294	640	\$7,066	\$0	\$0	245
Dec	\$15,075	19%	\$31,607	41%	1086	40%	\$30,700	1093	\$77,382	2695	\$51,200	1924	\$68,123	2527	\$57,943	2446	\$43,288	\$0	\$0	1749
Jan	\$12,253	17%	\$34,335	48%	1241	35%	\$24,334	779	\$70,922	2156	\$64,889	2461	\$50,905	1955	\$65,700	2685	\$41,022	\$0	\$0	1667
Feb	\$19,919	23%	\$35,525	43%	622	34%	\$28,650	941	\$83,094	2766	\$72,647	2699	\$75,355	2668	\$65,583	2506	\$40,191	\$0	\$0	1537
Mar	\$15,965		\$41,984		1446		\$25,687	886	\$83,636		\$75,514	3059	\$81,088	2953	\$59,871	2384	\$54,375	\$0	\$0	2191
Apr																				
May																				
June																				
Total	\$84,125		\$222,218		7030		\$224,896	7315	\$531,659	14527	\$523,311	18,547	\$515,159	18,783	\$451,147	17,194	\$258,211	\$0	\$0	10,748

Funding Opportunities		Paid to Airport MiniBus for Operations													
		2006-07		2007-08		2008-09		2009-10		2010-11		2010-11		2010-11	
		Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	Subsidy	
1.) NLTRA	\$115,000	\$0	\$10,352	\$15,363	\$22,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
2.) Washoe Pub/Prvt	\$13,764	\$0	\$13,426	\$10,372	\$5,475	\$830	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
3.) Washoe Pub/Prvt	\$31,500	\$0	\$18,287	\$31,278	\$13,196	\$1,982	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
4.) Trk Tahoe Airport	\$2,500	\$0	\$18,380	\$14,155	\$21,225	\$22,857	\$6,790	\$16,316	\$22,419	\$13,273	\$17,326	\$15,548	\$2,750	\$0	
5.) Best Western	\$1,000	\$21,289	\$1,294	\$1,916	\$0	\$0	\$21,289	\$1,294	\$1,916	\$0	\$0	\$17,896	\$3,946	\$0	
6.) Cedar Hse	\$1,000	\$15,629	\$12,315	\$0	\$0	\$0	\$15,629	\$12,315	\$0	\$0	\$0	\$26,379	\$24,964	\$21,890	
TOTAL INCOME:	\$164,764	\$121,945	\$145,327	\$138,654	\$94,646	\$42,995	\$18,547	\$51,159	\$45,147	\$17,194	\$258,211	\$121,945	\$145,327	\$138,654	

2010-11 TMA Expense Budget

Mktg \$45,000

IT \$4,000

Admin \$15,000

\$64,000

July 1-June 30, 2010
July 1-June 30, 2011



April 6, 2011

To: Board of Directors

From: Management Staff

Re: Board Adoption of Proposed NLTRA Alcohol Policy

Background

At the January Finance meeting there was a discussion about NLTRA's policies regarding alcohol. Staff was directed to review existing alcohol policy and, if necessary, prepare a recommended policy as to the use of NLTRA funds for alcohol purchases.

Staff presented the attached excerpts, which are currently in Article 3 of NLTRA Employee Handbook, to the finance committee on March 1st. Our recommendation to the Committee was that this is an adequate policy for the Employee Handbook. In addition, staff did recommend establishment of an NLTRA policy that no NLTRA funds will be expended on alcohol for employees or board members in non-business situations.

Recommendation of the Finance Committee

After discussion, the Committee voted unanimously (6/0/0) to recommend to the Board that the NLTRA adopt the policy that NLTRA funds will not be used to purchase alcohol in a non-business setting.

Request of Board

Staff requests, with the Finance Committee recommendation, that the Board adopt the policy that NLTRA funds will not be used to purchase alcohol in a non-business setting.

**North Lake Tahoe Resort Association
Employee Handbook**

ARTICLE 3

STANDARDS OF CONDUCT

3.1 Prohibited Conduct

The following conduct is prohibited and will not be tolerated by NLTRA. This list of prohibited conduct is illustrative only; other types of conduct that threatens security, personal safety, employee welfare, and NLTRA's operations also may be prohibited.

- Theft of funds or goods belonging to NLTRA, fellow employees, or members of the public;
- Commitment or involvement in any act of unlawful harassment of another individual;

- Use of alcohol or controlled substances during working hours or on NLTRA premises, or presence on NLTRA premises while under the influence of alcohol or controlled substances;
- Acceptance of money or gifts from any NLTRA member for special services not provided to members generally;
- Unauthorized sale or distribution of leads, lists, tapes, videos, etc. purchased by NLTRA or created by any NLTRA employees in the course of their work;
- Conviction of a crime whether or not related to job performance;
- Conviction of any of the prohibited activities described in Section 4.1(a).

4.6 Drug & Alcohol-Free Workplace

NLTRA is committed to providing a drug and alcohol-free environment for our employees. Employees are prohibited from being under the influence of drugs, alcohol or other substances during work time. When you are working, NLTRA expects you to have 100% of your capabilities. Our drug and alcohol policy applies to all employees and is strictly enforced. Employees will be asked to submit to a drug and alcohol screen if the company has reasonable suspicion that you are under the influence of alcohol or drugs while on the job or that you are in violation of the Drug and Alcohol policy.



April 1, 2011

To: NLTRA Board of Directors
Fr: Kym Fabel, Chamber of Commerce Manager
Caroline Ross, Chamber Advisory Committee Chairperson

Re: Presentation, Discussion and Possible Action to Approve the 2011/12 Draft Overall Chamber Business Plan Goals

Background

As part of the six month planning process, the NLTRA Board of Directors has requested that all committees present to the board the high-level strategies for each area of the organization as part of the FY 2011/12 planning process, this effort will give the Board of Directors an opportunity to review those strategies and provide input and direction for further development.

At its March 16th meeting, the Chamber Advisory Committee discussed the 2010/11 Chamber Business Plan. This guiding document was used as a basis for the discussion with the committee. The committee reviewed the 2011/12 Overall Business Plan and provided input and direction to staff.

Committee Recommendation

Caroline Ross, Chamber Advisory Committee Chairperson, will present the recommended FY 2011/12 Overall Chamber Business Plan Goals to the NLTRA Board of Directors for further discussion and direction. This input will be incorporated into the planning process and will be brought back to the Board at a future meeting.

Requested Action

To approve the Chamber Advisory Committee recommendation of the 2011/12 Chamber Business Plan Goals. Approval will allow staff to move forward in creating objectives and appropriate action plans.



2011/2012 Chamber Business Plan Goals and Objectives

The mission of the North Lake Tahoe Chamber of Commerce is to take specific actions to help improve the opportunity for local businesses to achieve and sustain success; to promote business, tourism, and the economic, cultural, and civic welfare of the greater North Lake Tahoe community.

1. GOAL: Increase Overall Membership by 5%

This is a measurement of success that validates the participant's value of their membership through programs, partnerships and services.

Measurement: Using the 6/30/11 end date as a baseline for the 2011/12 5% gain in membership

As of 2/28/11 membership is as follows: 575 members	
Tahoe City	26%
Incline Village/Crystal Bay	25%
Truckee	15%
KB/CB/T-Vista	12%
Reno/Sparks/Carson	6%
Other	6%
South Shore	5%
Squaw Valley	3%
Homewood/Tahoma	2%

2. GOAL: Generate Non-membership Revenue

Explore new avenues of revenue stream from innovative sources to create/increase awareness of the Chamber

Measurement: Generated revenue

3. GOAL: Advocate with Government, monitoring local and state legislation affecting businesses, both in CA and NV

Coordinate opposition/support as appropriate to support North Lake Tahoe business environment

Measurement: Recording identifiable issues that the Chamber is participating in.

4. GOAL: Create/Participate/Support programs and events that increase business opportunities in North Lake Tahoe for both tourism and non-tourism related businesses.

Measurement: Use the Annual Membership Survey to ask the question if the above programs increased members businesses

5. GOAL: Grow the Chamber Ambassador Program, consistent with the needs of Chamber programs for volunteer support, including member outreach and staffing support for an expanded network of North Lake Tahoe Visitor Centers.

Program to involve ambassadors as the "Face of the Organization" which involves developing a training program with talking points about the Chamber and NLTRA.

Measurement: An increase in the number of Chamber Ambassadors, with duties as appropriate. 2 trained Ambassadors from each community (Tahoe City, Bay to Bay, West Shore, Incline Village)



April 1, 2011

To: Board of Directors
From: Kym Fabel, Chamber Manager

RE: Status Report on the Completion of the FY 2010/11 Community Marketing Grant Application Cycle

Background:

In its meeting in October, 2010, the Chamber Advisory Committee (CAC) awarded \$39,133 of the \$50,000 Community Marketing Grant Funds with the idea that another \$10,000 was going to be applied for by a Chamber of Commerce Special Event in 2010/11. Since that original request, the CAC has re-evaluated the Chamber grant process and at the March meeting, decided that those funds would be better focused on business supportive activities than under the "Special Event" grant funding umbrella.

This provides \$10,867 additional Community Marketing Grant Funds for which local events can apply. The CAC set the application deadline as April 11, 2011. As with the earlier cycle, staff will promote, collect and distribute all applications to the CAC and the CAC will review and evaluate these applications and recommend funding at the April 20th CAC meeting. The results will be brought forward for Board approval at the May 4 Board meeting.



www.NorthLakeTahoeChamber.com

North Lake Tahoe's #1 Resource for Business & Community Information

Event Schedule

APRIL

7	Chamber Ski Day \$19 Mt Rose Mixer – Winters Creek Lodge	All Day 4-6pm
21	Mixer – Clearwater Day Spa Tahoe City	5-7pm
27	Chamber Ed- Internet Bookings North Tahoe Event Center	TBA
TBA	Chamber Ed – Legal Updates	TBA

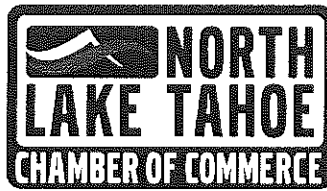
MAY

3	Chamber Ed – Disability Access Compliance Tahoe City PUD Board Room	1-4pm
18	Mixer – Pullen Realty Joint Mixer with Truckee, Truckee	5-7pm
31	Mixer – Historic Fish Hatchery UC Davis Lecture	5-7pm 7-8pm
TBA	Writing a Press Release	TBA



Chamber Education 2011 Calendar

January 20	2011 Labor Law Update	\$55/ \$60
February 17	Managers As Coaches	\$49/ \$59
March 17	Time Management	\$49/ \$59
March 23	Amgen – Business Opportunities	Free
March 24	Amgen – Business Opportunities	Free
March 28	Amgen – Business Opportunities	Free
April 27	Jumping into Internet Bookings	Free
April	Legal Updates	
May 3	Disability Access Compliance	Free
May	Writing a Press Release	
June 2	Chamber Business Expo	Booth Cost
June 9	Summer Recreation Luncheon	\$30
June	Service Equals Sales (hospitality/Restaurant/Retail)	
July		
August	How to Start a Business	\$55
	Grow the Green By Going Green	\$55
	Internet Marketing (Beginner)	\$55
	Sexual Harassment & Investigations	
September	Is your Business Protected Against Identity Theft?	
	Quick Book I	
	Quick Books II	
October	Thinking of Selling your Business?	
	Video Marketing Your Business	
	Public Speaking	
November	Winter Recreation Luncheon	\$30
	What it Takes to Lead	
December	Employee Field Trips	
	3 rd Annual International Welcome Event	



PO Box 5459 - Tahoe City, CA 96145 Ph – (530) 581-8700 Fx – (530) 581-8762

CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES

March 16, 2011 – 9:00 am

Ride Out Community Center

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Sherina Kreul, Mike Gelbman, Justin Broglio, Mike Young, Caroline Ross, Maria Kiss, Cheri Sprenger and Alex Mourelatos

RESORT ASSOCIATION STAFF: Kym Fabel, Ron Treabess, Andy Chapman and Emily Sullivan

OTHERS IN ATTENDANCE: Pettit Gilwee

1.0 CALL TO ORDER – ESTABLISH A QUORUM

1.1 The Chamber of Commerce Advisory Committee meeting was called to order at 9:22 am by Chair Caroline Ross and the Committee was one NLTRA Board Member short of a quorum.

2.0 PUBLIC FORUM

2.1 No public forum.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 Due to the lack of a quorum the Committee accepted the agenda by acclamation.

4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES

4.1 The minutes from February 16, 2011 were tabled until next month.

5.0 CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL

5.1 Kym Fabel reported on the Chamber program and project updates. The Chamber hosted a mixer at The Store, Barifot and the Sierra State Parks last month. Information concerning which State Parks will be closing has not been released. The Community Awards dinner was very successful. This year the past winners gave the award to the present winners, something that will be considered in the future. The planning for the Chamber Business Expo in June is under way. Kym stated that the Chamber and the Business Associations are partnering to create four ChamberEDucational classes entitled, 'Your Business and the Amgen Tour of California.' The classes will be 1 ½ hours long. First Andy will give an overview of the Amgen Tour and the rest of the program will review 'How your can business benefit from the Amgen Tour of California.' The scheduled dates for the program are:

- March 23-From 1:30-3 pm, Sawtooth Ridge Café, Tahoe City. Co-hosted by TCDA
- March 24- From 5:30-7pm at the Blue Onion Café, Kings Beach. Hosted by the NTBA, Please RSVP 546.9000
- March 28-Scheduled from 10:30 am, Parasol Bldg, Incline Village. Co-hosted by the ICBA

NLTRA Chamber Advisory Committee Meeting Minutes

- March 28-From 2-3:30 pm, Granlibakken. Co-hosted by the West Shore Association.

There is still room to sign up for the ChamberED class, 'Time Management for Busy People' scheduled for this Thursday

6.0 NLTRA REPORT-ANDY CHAPMAN

- 6.1 Andy stated that staff has been extremely busy with the upcoming Amgen Tour. Andy said the Amgen LOC Committee will need assistance from the Chamber Committee to get information out to the community. He discussed the Amgen Tour ChamberEd classes for the businesses. There is an Amgen welcome logo that business can put on their websites to use as a link to the local Amgen website. There are Amgen window clings and banners that businesses can use to promote the Tour (contact any NLTRA staff for the logo and window clings are available at the VIC). There were a series of site inspections with Amgen last week. Marketing for the Tour is in Phase I: marketing locally to skiers and winter visitors. Phase II will be getting the message out-of-market. Kym asked how sponsorship sales are going. Andy replied they have been hard at work selling sponsorships and asked the Committee to inform him if they know any possible sponsors. He stated as the event gets closer they will be working closely with the PUD to spruce up North Lake Tahoe. Cheri stated that the NTBA do their best to motivate local business owners to put out balloons and spruce up to welcome Amgen participants. Alex suggested sending out a letter to businesses from the Business Associations and the Chamber encouraging business participation and offering help from the Chamber and the Business Associations. Amgen is something the NLTRA has been working hard to bring to North Lake Tahoe to help achieve economic prosperity. Alex said communication needs to be coordinated between the Business Associations and the Chamber of Commerce. After next weeks ChamberEd classes the letter can be created around the questions asked. Kym asked if Washoe County has been contacted. Andy replied that he would look into it and the RSVCA has a link on their website to our website.

7.0 NORTH TAHOE BUSINESS ASSOCIATION ROI PRESENTATION AND GRANT REQUEST 2010/2011

- 7.1 Cheri presented the 2010 ROI presentation to the committee. The North Tahoe Business Association spent the \$10,000 Chamber Marketing Grant the following ways: \$2000 on promotional maps (Bay to Bay, Places to go, Things to do), \$2000 on Music on the Beach, \$2800 Tahoe TV visitor network spot and \$3200 on NTBA Co-op/Bay to Bay/Summer event Rack Cards and other advertising.
- 7.2 Alex stated that Chamber Members and Lodging Partners are marked with stars on the promotion map the NTBA produces. He suggested that staff strengthen the linkage of the Neighborhood maps and the Business Association maps by making them resemble each other. Andy asked the committee if they notice something that needs to be changed on the Neighborhood map let staff know and it will be corrected at the next printing.
- 7.3 Cheri presented the 2011NTBA Grant Request presentation to the committee. The North Tahoe Business Association is requesting \$10,000 in Chamber Marketing Grant funds to be utilized the following ways: \$1500 on banner for Kings Beach, \$1000 on Music on the Beach, \$3000 on Tahoe TV visitor network spot, \$2000 on Bay to Bay Places to Go, Things to Do Map and \$1500 July 3rd Fireworks Celebration and \$1000 on Summer Event rack cards.
- 7.4 **The Committee agrees to recommend to the NLTRA Board approval of the \$10,000 Marketing Grant request from the North Tahoe Business Association.**

NLTRA Chamber Advisory Committee Meeting Minutes

8.0 DISCUSSION AND POSSIBLE ACTION TO APPROVE A REVISED COMMUNITY GRANT REQUEST FROM TAHOE TRUCKEE EARTH DAY

- 8.1 Kym stated that there is \$10,867 available in the Community Marketing Grant funds at this time. Caroline reported that Tahoe Truckee Earth Day originally applied for a Community Grant and was denied due to being able to generate enough room nights (TOT). The Earth Day Festival has revised their grant application and resubmitted it to the Committee for review. They are currently joining forces with SIGBA and adding a film festival Friday night to make the event a multiple day festival to increase room nights (TOT). Alex said since Truckee Earth Day changed their event to a multiple day event the program is working to increase TOT. The Committee discussed the revised application and asked if all denied applicants will be able to re-apply for Community Marketing funds. Andy asked if the \$10,000 in Chamber Community Marketing Grant funds have been subtracted from the \$10,867. Kym replied that they have not. He stated that there is a policy in place concerning application deadlines; if there are funds available then all denied applicants and the community needs to be informed that they can reapply or apply. He stated that first staff needs to find out if the funds will be designated to the Chamber. Kym replied the funds are not set as a Business Association Grant Funds but as Event Grant Funds so she has been formulating an event to utilize the funds. Cheri believed the Chamber needs to be a part of the resubmission process. Cheri suggests the Chamber not request the full amount. Ron stated that the Chamber should not request any funds and advertise that the full amount is available to re-submit a grant request or submit a new request. Andy suggested a notice be distributed to the community stating there is \$10,867 available in Community Grant Funds that were not utilized in the first round of applications and applications for the funds must be turned in by April 11th. The Committee discussed reviewing the applications on April 20th. Ron stated the Chamber needs to find out how to increase fund raising. Cheri stated that the business associations and the Chamber requests funds as an entire group next year.

9.0 PRESENTATION, DISCUSSION AND POSSIBLE ACTION TO APPROVE THE 2011/12 CHAMBER BUSINESS PLAN GOALS

- 9.1 Caroline stated that the Committee needs to report the 2011/2012 Chamber Business Plan Goals at the next NLTRA Board of Directors meeting. Alex stated that it is up to the Committee to decide what the 2011/2012 goals are for the Chamber. Andy informed the Committee that the NLTRA Board meeting scheduled for April 6th is a general review of the Chamber goals to gain feedback and input from the Board. Cheri asked what the progress was on the 2010/11 goals; she would like a report on what hasn't been accomplished. For example the Chamber Ambassador program. Andy stated that if the Ambassador program is still important to the Committee then it needs to be added to the current goals of 2011/2012. Kym reviewed four proposed plan goals and revisions to the Committee.

1. Increase Chamber Membership by 5%
A part of this would be the Joint Membership Sales Plan (in the works). The Committee Agreed to the 5% increase.
2. Generate Non-Membership Revenue
Explore new avenues of revenue stream from innovative sources to create/increase awareness of the Chamber. The Committee discussed that the Chamber should produce a series of events to support chamber funding. Alex said the Committee needs to make sure the selected events create funding for the Chamber's self sustainment. Justin asked staff to include a Chamber Profit and Loss statement in the monthly packet. This would help the Committee understand the Chamber's financials to create a plan to generate funds for Chamber operations.

NLTRA Chamber Advisory Committee Meeting Minutes

3. Advocate with government, monitoring local and state legislation affecting businesses, both in CA and NV
4. Create/Participate/Support programs and events that increase business opportunities in North Lake Tahoe for both Tourism and non-tourism related business
Kym stated that this would include a relocation page on the Chamber Website assisting new businesses coming into the community.

Andy suggested creating a one or two page plan (big picture goals) to take to the Board next month. Alex said the board will want to know how to measure the last goal. The Committee felt that the Chamber Ambassador program should be added as a goal for this year.

10.0 UPDATE, DISCUSSION AND POSSIBLE ACTION TO APPROVE THE JOINT MEMBERSHIP CAMPAIGNS WITH THE CHAMBER OF COMMERCE AND BUSINESS ASSOCIATIONS

- 10.1 Kym reviewed the Joint Membership Campaign between the NLT Chamber and the business Associations. Both Cheri and Justin agree that this is a good idea. Justin stated he would welcome help gaining and managing memberships. Cheri wants to ensure that the community is aware of the differences between the Business Associations and the Chamber of Commerce.

11.0 UPDATE, DISCUSSION AND POSSIBLE ACTION TO RECOMMEND THAT THE NORHT LAKE TAHOE CHAMBER OF COMMERCE JOIN OTHER CHAMBERS OF COMMERCE IN OPPOSITION TO THE STATE OF CALIFORNIA ADMINISTRATIONS PROPOSAL

- 11.1 Ron recommended that the North Lake Tahoe Chamber of Commerce join other Chambers of Commerce in opposition to the State of California Administration's proposal to abolish redevelopment. The Committee agreed that the North Lake Tahoe Chamber of Commerce should join other Chambers of Commerce in opposition to the State of California Administration's proposal to abolish redevelopment.
- 11.2 **The Committee agrees to recommend to the NLTRA Board the approval that the North Lake Tahoe Chamber of Commerce joins other Chambers of Commerce in opposition to the State of California Administration's proposal to abolish redevelopment.**

12.0 ADJOURNMENT

- 12.1 The meeting was adjourned at 11:40 a.m.

Submitted by,
Emily Sullivan
Programs Assistant



NLT Chamber Business Plan Implementation Report March 2011

Business plan Objective	Activity Description	Staff Involved	Date
1.1	On-going General Chamber Staff Activities.		
	<ul style="list-style-type: none"> • Attended weekly Tahoe Bonanza Community Meetings 	Kym	March
1.2	Provide staff support for the Chamber of Commerce Advisory Committee and the Community Marketing Grant Program, including the Community Marketing Grant Program Subcommittee, and any related Chamber ad hoc or other committees that may be established.		
	<ul style="list-style-type: none"> • Provided ongoing staff support for Committee meetings 	Staff	March
1.3	Grow and expand the duties of the Chamber Ambassador Program, consistent with the needs of Chamber programs for volunteer support, including, but not limited to, staffing support for an expanded network of NLT Visitor Centers.		
	<ul style="list-style-type: none"> • Maintaining membership services in Incline Village Visitors Center 	Kym	March
2.1	Promote business and tourism, with an emphasis on promoting and supporting Chamber members.		
	<ul style="list-style-type: none"> • Chamber Mixer-Sierra State Parks Foundation/The Store/Barifot • SnowFest Kickoff party 	Staff Staff	24-Feb 3-Mar
2.3	Continuously work to improve the value, marketing and delivery of Chamber member services.		
	<ul style="list-style-type: none"> • Community Awards Dinner • Planning Business Expo • Continued updates of the online Business Membership Directory • Updated Community Calendar with mixers and meetings • Sent out photos to Community Awards Recipients 	Staff Kym Kym Staff Kym	16-Feb March March March March
3.2	Develop, advocate, and take specific actions to help improve the year around economic climate of the greater North Lake Tahoe community. Workforce Development and Training.		
	<ul style="list-style-type: none"> • Planning Chamber Education Seminars for Amgen • Promoted and attended Breakfast Club Meeting • Attended "Good Morning Truckee" 	Kym Ron/Kym Kym	March 1-Mar 8-Mar
3.3	Develop, advocate, and take specific actions to help improve the year around economic climate of the greater North Lake Tahoe community. Enhanced Transit and Improved Community Mobility.		

	• Continued to help market and promote North Lake Tahoe Express and other local/regional transit services (on-going)	Staff	March
3-5	Develop, advocate, and take specific actions to help improve the year around economic climate of the greater North Lake Tahoe community. Economic Development, Redevelopment, Diversification & Sustainability.		
	• Continued with Tahoe Fund License/Lift Ticket Program • Planning Keep the Sierra Green Luncheon	Kym Kym	March March
Total new members			3
Total renewed members			96
Total number of members			601

Percentage of Membership by Location							
	Sept '10	Oct '10	Nov '10	Dec '10	Jan '11	Feb '11	Mar '11
Incline/Crystal Bay	28%	26%	26%	26%	25%	25%	25%
Tahoe City	26%	27%	27%	27%	26%	26%	26%
Truckee	13%	14%	14%	14%	15%	15%	15%
KB/CB/ Tahoe Vista	11%	12%	12%	12%	12%	12%	12%
Reno/Sparks/Carson	7%	6%	6%	6%	6%	6%	6%
South Shore	5%	5%	5%	5%	5%	5%	5%
Squaw Valley	3%	3%	3%	3%	3%	3%	3%
Other	5%	5%	5%	5%	6%	6%	6%
Homewood/Tahoma	2%	2%	2%	2%	2%	2%	2%
Total	100%	100%	100%	100%	100%	100%	100%
Total Members	628	641	638	638	601	601	575



April 6, 2011

To: Board of Directors

Fr: Chamber Staff

Re: Possible Action to Approve that the North Lake Tahoe Chamber of Commerce Join Other Chambers of Commerce in Opposition to the State of California Administration's Proposal to Abolish Redevelopment

Background

As part of the effort to start bringing the California State Budget under control, the State Administration has proposed to abolish all Redevelopment Agencies throughout the State. The intent is to reclaim any funds held by cities and counties for this purpose and redirect the funds toward other shortfalls in the State Budget.

As stated in the attachment, more than 70 (now more than 125) local chambers of commerce and regional and statewide business associations have come out formally opposed to the Administration's proposal, warning that it would result in the loss of hundreds of thousands of jobs and billions in economic activity at the worst possible time. The list of business associations can be found in the attachment.

Jim Lobue, Deputy Director, Placer County Redevelopment Agency, has provided the second attachment giving excerpts from the Agency's most recent Annual Report. It describes the projects and programs that they have been working on. While the extent of the Governor's proposed budget bill is still being debated, he feels most of the North Lake Tahoe projects would be eliminated. It is even possible that completed projects under the ownership of the Redevelopment Agency, such as properties purchased and parking lots, could be taken by the State and sold in order to use the funds elsewhere. Jim does not feel that Chamber action would be in conflict or contrary with any potential Placer County actions.

Chamber Advisory Committee Recommendation

After discussion, the Committee agreed to recommend that the Board of Directors approve that the NLT Chamber join other chambers that are in opposition to the State of California Administration's proposal to abolish redevelopment.

Requested Action

That after discussion, the Board of Directors approve that the North Lake Tahoe Chamber of Commerce Join Other Chambers of Commerce in Opposition to the State of California Administration's Proposal to Abolish Redevelopment. Upon approval, staff will submit a letter requesting the addition of the Chamber to the list supporting opposition to the proposal.



STOP THE STATE'S REDEVELOPMENT PROPOSAL

PROTECT LOCAL JOBS AND THE ECONOMY

For Immediate Release:
Fairbanks
March 9, 2011

Contact: Kathy
(916) 443-0872

More than 70 Local Chambers of Commerce and Business Organizations Oppose Proposal to Kill Redevelopment

Warn Proposal Will Kill Hundreds of Thousands of Local Jobs and Harm Local Economies

Sacramento, CA – More than 70 local chambers of commerce and regional and statewide business associations have come out formally opposed to the Administration's proposal to abolish redevelopment, warning that it would result in the loss of hundreds of thousands of jobs and billions in economic activity at the worst possible time. The list of business associations can be found below. Click [here](#) for a complete list of groups and individuals opposed to killing redevelopment.

"Raiding local funds that support job-creation and business growth is a bad idea in any economy, and it's particularly harmful on the heels of a recession," said **Randy Gordon, President/CEO of the Long Beach Area Chamber of Commerce**. "Redevelopment is among the only tools that cities and local governments have to catalyze business investment, create jobs, and stimulate local economic growth. In our community, abolishing redevelopment is a job-killer we simply cannot afford."

Eliminating redevelopment will have a direct and lasting negative impact on the California economy and job creation:

- Redevelopment activities support an average of 304,000 full- and part-time private sector jobs in a typical year, including 170,600 construction jobs;
- Redevelopment contributes over \$40 billion annually to California's economy in the generation of goods and services; and
- Redevelopment construction activities generate \$2 billion in state and local taxes in a typical year.

In addition to being a job-killer, abolishing redevelopment is unconstitutional and a direct attack on the will of the voters. Just four months ago, 61% of voters – 5.7 million Californians – voted to pass Proposition 22 to stop State raids of local government funds, including local redevelopment funds

This week, the coalition opposed to the Governor's redevelopment proposal launched a new campaign, www.MyVoteCountsCA.org to educate millions of voters about the state politicians' attempts to ignore their clear mandate. The campaign includes radio and online advertising, and a massive grassroots and online petition gathering effort.

For more information about the petition campaign, visit www.MyVoteCountsCA.org.

For more information about the coalition opposed to the Governor's redevelopment proposal, visit www.ProtectOurLocalEconomy.com.

(list of business groups on next page)

Business Organizations and Local Chambers of Commerce Opposed to the Proposal to Abolish Redevelopment

California Black Chamber of Commerce
California Association for Local Economic
Development
California Downtown Association
California Main Street Alliance
California Building Industry Association
California Business Properties Association
California Retailers Association
California Chapters of the National Electrical
Contractors Association
California Landscape and Irrigation Council
Building Owners and Managers Association
California Chapters – National Association of
Industrial and Office Properties (NAIOP)
California Building Officials
Alliance for a United Montebello
American Council of Engineering Companies
of California
American Institute of Architects California
Council
Brawley Chamber of Commerce
Builders' Exchange of Stockton
Building Industry Association, Baldy View
Chapter
Building Industry Association of Central
California
Building Industry Association of the Delta
Building Industry Association, Los Angeles /
Ventura Chapter
Building Industry Association of Southern
California
Cerritos Regional Chamber of Commerce
Chambers of Commerce Alliance, Ventura
and Santa Barbara Counties
Downtown Long Beach Associates
Downtown Paso Robles Main Street
Association
Downtown Sacramento Partnership
Downtown Stockton Alliance
El Centro Chamber of Commerce
Emeryville Chamber of Commerce
Fairfield Main Street Association
Fremont Chamber of Commerce
Greater Conejo Valley Chamber of Commerce
Greater Corona Valley Chamber of
Commerce
Greater Lakewood Chamber of Commerce
Greater Riverside Chambers of Commerce
Greater West Covina Business Association
Hollister Downtown Association
Inland Valley Business Alliance
International Council of Shopping Centers
Lake Elsinore Valley Chamber of Commerce
La Quinta Chamber of Commerce
Long Beach Area Chamber of Commerce
Los Angeles County Business Federation
Livermore Downtown Association
Murrieta Chamber of Commerce
Niles Main Street Association
Palos Verdes Peninsula Chamber of
Commerce
Rancho Mirage Chamber of Commerce
Redondo Beach Chamber of Commerce
Redlands Chamber of Commerce
Riverside County Chapter of the Building
Industry Association of Southern
California
San Bernardino Area Chamber of Commerce
San Bruno Chamber of Commerce
San Diego Regional Chamber of Commerce
Santa Cruz Area Chamber of Commerce
Santa Fe Springs Chamber of Commerce
Santa Fe Springs Regional Chamber Alliance
San Gabriel Valley Economic Partnership
Sonoma Valley Visitors Bureau
South Bay Association of Chambers of
Commerce
South Gate Chamber of Commerce
Southwest California Legislative Council
Temecula Valley Chamber of Commerce
Todos Santos Business Association
Town of Los Gatos Chamber of Commerce
Tuolumne County Chamber of Commerce
Valley Industry and Commerce Association
(VICA)
Wildomar Chamber of Commerce
Yucaipa Valley Chamber of Commerce

**Excerpts from Placer County Redevelopment Agency Annual Report
December 14, 2010**

BLIGHT PROGRESS REPORT

The following section of the annual report has been prepared to provide information required by California Community Redevelopment Law Section 33080.1(d) with respect to the Agency's progress, actions and expenditures to alleviate blighting conditions in its project areas.

The Agency has three separate project areas each with its own separate Implementation Plan. During the fiscal year the Agency carried out numerous activities in each area to address and correct blighting conditions. The following are those in the North Lake Tahoe Area.

North Lake Tahoe Project Area

The North Lake Tahoe Redevelopment Plan was adopted in 1996 and the Agency began redevelopment implementation activities at that time. According to the North Lake Tahoe Redevelopment Project Area Five Year Implementation Plan 2006-2011, the Project Area contains the following blighting conditions:

- Deteriorated buildings
- High commercial vacancy rates and underutilized parcels
- Inadequate supply of affordable housing
- Small and irregular lots and faulty exterior spacing
- Deteriorated, obsolete and aged building types
- Mixed land uses
- Inadequate and deteriorated public improvements, facilities and utilities
- Inadequate water quality protection systems

During the Fiscal Year 2009-2010 the Agency engaged in the following activities in the Project Area:

Tahoe City Gateway Monument Signs – Design was completed, bid documents advertised, and a contractor hired for the installation of two gateway monument signs that decorate the main entries into Tahoe City. The Agency expended \$132,152 of tax increment funds for this project during the fiscal year.

Tahoe City Transit Center – During the fiscal year a construction bid package was completed, a contractor selected and construction begun on this project for a new transit center station and public parking lot on Highway 89 in Tahoe City. The Agency expended \$30,553 during the fiscal year to assist this effort.

Tahoe City Wye Project – The Agency has budgeted \$200,000 to design and install enhancements to the gateway intersection of Highways 28 and 89 in Tahoe City. During the fiscal year the Agency collaborated with the County Departments of Economic Development and Public Works, Caltrans, the Tahoe City Downtown Association and local residents to continue planning and preliminary design for the project.

Tahoe City Downtown Association – The Agency provided \$65,000 in funding to assist the operation of the Tahoe City Downtown Association, which coordinated local commercial revitalization activities such as special events, marketing, and business assistance, using the Main Street operating model.

North Tahoe Business Association - The Agency provided \$65,000 in funding to assist the operation of the North Tahoe Business Association, which coordinated local commercial revitalization activities such as special events, marketing, and business assistance in the Kings Beach/Tahoe Vista area, using the Main Street operating model.

Deer/Rainbow Parking Lot – During the fiscal year the Agency continued planning and preliminary design work on the public parking and water quality improvement project.

Kings Beach Eastern Gateway Project – The Agency has been incrementally acquiring parcels and conducting site cleanup on the 1.3 acre site on the south side of North Lake Boulevard, west of Chipmunk Street in Kings Beach. During the fiscal year the Agency adopted a Relocation Plan and a Housing Replacement Plan, provided financial assistance to relocate tenants in accordance with the Relocation Plan, demolished vacant obsolescent structures, installed fencing and cleaned and managed the grounds. An Agency planning consultant was hired to conduct feasibility analysis and prepare conceptual design drawings for the site. The Agency participated in multiple community meetings to discuss potential future uses of the site and prepared a Request for Proposals to recruit a development team for a future project. The Agency expended \$97,785 for the site activities during the fiscal year.

Swiss Mart Project – The Agency previously acquired the site of the former Swiss Mart gas station at the northwest corner of North Lake Boulevard and Chipmunk Street in Kings Beach. During the fiscal year the Agency expended \$24,473 in tax increment funds to continue remediation of the site and to plan for potential future redevelopment.

Commercial Core Improvement Project – The Agency has committed to contribute \$11,000,000 in tax increment and bond funds for the Kings Beach Highway 28 Commercial Core Improvement Project. This project will reconstruct the highway corridor to provide new sidewalks, bike lanes, controlled pedestrian crossings, drainage improvements and decorative enhancements throughout the Kings Beach central business district. The Agency contributions will include the provision of nearby public parking lots (described as separate projects) as well as direct contributions to the Highway 28 improvements. During the fiscal year the project obtained all needed government approvals and a request for proposals was issued for final engineering work.

BB, LLC Mixed Use Project – On June 10, 2008 the Agency entered into an Exclusive Negotiating Rights Agreement and approved a \$500,000 predevelopment loan agreement for this proposed commercial, residential, office and public improvements project in Kings Beach. During the fiscal year the project continued design and environmental review work. During the fiscal year the Agency expended \$203,462 on planning, design and project oversight.

Domus Development Kings Beach Housing Now Project – In 2007 the Agency entered into an Exclusive Negotiating Rights Agreement and approved a \$1,136,500 predevelopment loan agreement for this proposed affordable housing project in Kings

Beach. During the fiscal year the project was granted \$2,100,000 in HOME funding and the project obtained environmental certification and entitlements approvals from the County and Tahoe Regional Planning Agency. The Agency approved a Disposition, Development and Loan Agreement with the developer whereby the Agency agreed to contribute to the project the amount of the previously approved predevelopment loan and an additional \$2,100,000 in Agency funding and also agreed to transfer title for the five project sites to the developer. Through a promissory note the developer has a total loan obligation to the Agency of \$7,918,300. In April 2010 the project was awarded Low Income Housing Tax Credits, which completed the necessary funding for the project. The Agency approved a Relocation Plan and a Housing Replacement Plan and provided assistance to tenants who were relocated in accordance with the Plan. Demolition and site preparation work began in the Summer of 2010. During the fiscal year the Agency approved \$896,073 in draws and expended \$610,949 on the project for purchase of the Trout Avenue site, property management, relocation assistance, and predevelopment design, engineering and associated costs.

Business Improvement Loans – During the fiscal year construction was completed on the \$18,000 Brockway Golf Course fencing improvements in Kings Beach and the Agency approved a Façade Loan of \$14,902 and installation of improvements was begun at the Mourelatos Lake Shore Resort at 6834 North Lake Boulevard in Tahoe Vista.

Housing Rehabilitation Assistance – During the fiscal year one Housing Rehabilitation Assistance loan for \$31,883 of CDBG grant funds was approved for a single home in Kings Beach. The work began and continued into the following fiscal year. Placer County was awarded another \$400,000 of CDBG funds for additional Housing Rehabilitation Assistance loans in Kings Beach and the Agency continues to assist the County in the marketing and management of this program.

Kings Beach Everett Property – The Agency acquired a site located at 8716-8720 North Lake Boulevard in Kings Beach for \$1,884,000 plus closing costs. The purpose of the acquisition is two-fold: a) to install a public parking lot to serve the Kings Beach Commercial Core area and b) to develop the front portion of the site as a mixed use project. During the year the Agency hired a planning consultant to analyze development feasibility for the site and participated in several community meetings to discuss potential future development and uses for the site. The Agency began the planning effort to process a boundary line adjustment and worked with the County Public Works Department to determine the County needs and requirements for a public parking lot.

2009-2010 AFFORDABLE HOUSING ACCOMPLISHMENTS

North Lake Tahoe Project Area

- Kings Beach Housing Now: In 2007 the Agency entered into an Exclusive Negotiating Rights Agreement with Domus Development and approved a \$1,136,500 predevelopment loan agreement for this proposed scattered-sites, affordable housing development. Over the past two years, the Agency acquired two small vacant sites and three small sites with residential units in Kings Beach. Through a management agreement with Domus Management Company the Agency continued to rent the 36 units of affordable housing. A relocation and

replacement housing plan was adopted. All County and Tahoe Regional Planning Agency (TRPA) and related environmental clearances and approvals were obtained for 77 units of new affordable, multi-family rental units. The Agency approved a Disposition, Development and Loan Agreement with the developer whereby the Agency agreed to contribute to the project the amount of the previously approved predevelopment loan and an additional \$2,100,000 in Agency funds. The Agency also agreed to transfer title for the five sites to the developer. Through a promissory note the Kings Beach Housing Associates, of which Domus Development is a general partner now has a total loan obligation to the Agency of \$7,918,300, secured by a promissory note and deed of trust. In April 2010, the 77 unit development was awarded Low Income Housing Tax Credits, which completed the necessary funding. Redevelopment of the sites began at the end of the fiscal year. First, all remaining residents were relocated in accordance with the adopted plans and federal and state relocation laws. The Agency and County applied for and were awarded \$3.3 million in State Infill Infrastructure funds for the Agency to finance required public improvements on four of the five sites and \$2 million in HOME funds for the County to finance structures on Deer St. During the fiscal year the Agency approved \$896,073 in draws and expended \$610,949 for purchase of the Trout Avenue site, property management, and predevelopment design, engineering and associated costs.

- Agency staff provided technical assistance to developers with Redevelopment and County workforce affordable housing obligations.
- The Agency prepared a successful County application to the State for \$400,000 of Community Development Block Grant funds to be used for housing rehabilitation loans in Kings Beach. The first application was received and approved in the 09-10 fiscal year. Rehabilitation started at the beginning of the 10-11 fiscal year. The Agency continues to assist the County in the marketing and management of this program.
- Five new market rate single family dwellings were completed by others using private funds, creating an additional inclusionary obligation to the Agency of one affordable unit.



April 1, 2011

To: Board of Directors
From: Chamber Advisory Committee

RE: Possible Action to Approve the Chamber Advisory Committee Recommendation of the 2010-11 Business Association Grant Request for the North Tahoe Business Association (NTBA)

Background:

Per the NLTRA contract with Placer County, NLTRA administers a \$50,000 marketing grant program that involves 5 business associations. The "gentleman's agreement" between the associations is that each association requests \$10,000. These grants differ from the Community Marketing Grants in that they do not require a deadline for submission. They do require an ROI be submitted for previous grants before the granting of new funds.

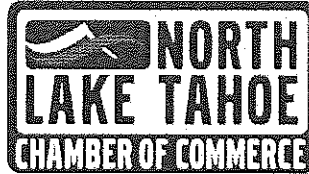
Chamber Advisory Committee Action:

On March 16, 2011, the Chamber Advisory Committee unanimously voted to recommend that Board approve the \$10,000 Grant Request for the NTBA.

The attached grant request is for a variety of marketing in response to their members and business community. This grant enables the NTBA to take advantage of partnering opportunities with NLTRA marketing efforts.

Requested Action:

Approval of the North Tahoe Business Association FY 2010-11 Grant Request for \$10,000.



Applications for the Community Marketing Program and any invoices for payment, based on an approved application, shall be sent to the Chamber as follows:

Kym Fabel, Manager
 North Lake Tahoe Chamber of Commerce
 PO Box 884
 100 North Lake Blvd.
 Tahoe City, CA 96145
 530-581-8764
 Kym@PureTahoeNorth.com

1. If this grant application is for a community based business organization specifically identified in the NLTRA/Placer County agreement, please complete Sections A of the application.
2. If this grant application is for a special event, please complete Sections B of the application.

SECTION A		
Date Submitted: March 8, 2011		
1. Name of Applicant Organization: North Tahoe Business Association		
Mailing Address: PO Box 1023		
City: Kings Beach,	State: CA	Zip: 96143
Telephone: 530.546.9000	Email: info@northtahoebusiness.org	
Website: www.NorthTahoeBusiness.org		
2. Chief Executive Officer: Cheri Sprenger (Executive Director)		
Mailing Address: (if different from above)		
City:	State:	Zip:
Telephone: 530.546.9000	Email: cheri@northtahoebusiness.org	
3. Project Director: Cheri Sprenger		

Telephone: 530.546.9000	Email:
4. How long organized? 1979	Is organization non-profit? Yes, 501 (c) 6
Purpose of organization: The mission of the North Tahoe Business Association is to improve the economic well-being of the business community from Carnelian Bay to Crystal Bay and enhance the quality of life through the creation and long term preservation of a vibrant economic climate.	
Tax ID Number: 94-2803387	
Total annual budget: \$175,000	
How is project consistent with organization's mission or purpose?	
The funds will be used for marketing the Bay to Bay district in a variety of ways. These marketing efforts will promote activities and businesses in the NTBA district.	
How is project consistent with the <i>North Lake Tahoe Tourism and Community Investment Plan</i> ?	
Marketing for the Bay to Bay district promotes everything the communities of North Lake Tahoe have to offer and provide information on activities that keep people coming back.	

Total budget of project (2011 Marketing): \$20,000
Promotional Plan: (Specify detailed media schedule. Indicate number of printed collateral and distribution plan. If item is sponsored, please describe sponsorship.)
Banners for Kings Beach – 12 total
Music on the Beach – Promotion for Summer Music on the Beach concert series
Tahoe TV – visitors network spot for district
Print advertising in North Tahoe Guide, Tahoe Traveler Summer, Summer Rack Card production
Bay to Bay Places to Go, Things to Do Map – reprint and distribution
July 3 rd Fireworks Show promotion
North Lake Tahoe Resort Association funds requested: \$ 10,000
Percentage, of total budget, requested from the NLTRA Community Marketing Program 7%
Sources of other funding to support the project budget:
NTBA General Fund, Member participation

\$	Newspaper/Magazine	\$6500.00
\$	Internet/Website	\$500.00
\$	Radio	\$500.00
\$	TV	\$3000.00
\$	Rack Cards	\$1000.00
\$	Brochure	\$2000.00
\$	Direct Mail	
\$	Other – Events/Banners	\$6500.00
<i>Cheri Sprenger</i> Signature		March 8, 2011 Date
Cheri Sprenger, Executive Director		



Banners – Kings Beach Requested Funds
\$1500

The banners for Kings Beach are very tired and worn out. The goal is to redesign and create new banners promoting the commercial core area of Kings Beach.

Music on the Beach \$1000

This event has shown tremendous success and growth. This dollar amount represents a partial portion of the amount the NTBA is planning on spending on local and drive market to promote this event this year to continue this successful growth.

Tahoe TV Visitor Network Spot \$3000

This spot is a continuation of a marketing program the NTBA began in 2007 with Tahoe TV (formerly New Tahoe Company). The package includes a 90- second video segment highlighting the Bay to Bay district for both summer and winter. This spot is viewed by visitors throughout the North Lake Tahoe area.

Bay to Bay Places to Go, Things to Do Map \$2000

Small re-print and distribution of the Bay to Bay business map

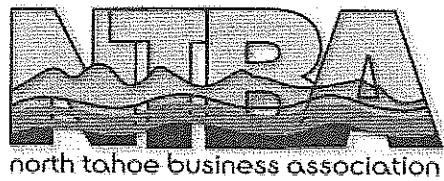
July 3rd Fireworks Celebration \$1500

This annual event is a community and visitor favorite. This amount represents a portion of the marketing dollars NTBA plans to spend on promoting the 2011 event

Summer Event Rack Cards \$1000

Rack cards produced to highlight summer events in the Bay to Bay district. 1000 + cards produced and distributed.

Other Marketing: NTBA Double Truck page in 2011 North Tahoe Guide, NTBA ½ page ad n Tahoe Winter Magazine, Joe King Poker Tournament, SnowFest Bay to Bay district event advertising, Passport to Dining, Shop Local Program, Holiday Promotion. Total estimated spend \$10,000.



2010 Breakdown / Recap of \$'s Spent

	Chamber Grant Funds	Project Costs
Promotional Map – Bay to Bay <i>Places to Go, Things to Do</i>	\$2000	\$2000
Music on the Beach	\$2000	\$2800
Tahoe TV Visitor Network Spot	\$2800	\$2800
NTBA Co-op / Bay to Bay / Summer Event Rack Cards	\$3200	\$4600
Other Event Advertising		\$6300
Total Grant Funds \$10,000		
Total Marketing Costs \$18,500		