



**NORTH LAKE TAHOE RESORT ASSOCIATION
BOARD OF DIRECTORS MEETING
May 4, 2011
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES**

ATTENDANCE: Ron McIntyre, Wally Auerbach, Phil GilanFarr, Ron Parson, Deanna Gescheider, Kali Kopley, and Alex Mourelatos. Jennifer Merchant arrived at 8:53 AM and Roger Beck at arrived at 9:15 AM.

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

OTHERS IN ATTENDANCE: Gordon Shaw, Sue Kyler, Steve Kastan, Jan Colyer, Cindy Gustafson, Randy Hill, and Deb Ducey

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:42 AM by Chairman Ron McIntyre and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions

Ron McIntyre asked that "Report from the Search Firm" be added to Executive Session.

M/S/C (GilanFarr/Parson) (6-0-0) to amend the agenda to add "Report from the Search Firm" to Executive Session.

2. Approval of Agenda

M/S/C (Parson/Auerbach) (6-0-0) to approve today's agenda as amended.

C. PUBLIC FORUM

Jan Colyer, Executive Director of the Truckee North Tahoe Transportation Management Association (TNT/TMA) reported she is working with the American Cancer Society to develop a local "Road to Recovery Volunteer Driver Program" that will be coordinated by Sue Kyler.

D. REPORTS & ACTION ITEMS

3. Presentation and Action to Accept the North Lake Tahoe Express Performance Review, Including Direction to Staff to Proceed with Review Recommendations

Ron Treabess introduced Gordon Shaw of LSC Transportation Consultants, the firm contracted to conduct an independent review of the North Lake Tahoe Express. Gordon Shaw presented the results of the review, including a prioritized list of recommendations and next steps. Included in the assessment were ridership numbers per route, finances, comment cards from passengers, and interviews with meeting and conference planners. Over 5,600 trips operate per year, which is only 38% of possible runs, given that the shuttle does not run when there are no passengers for a particular time or route. The authority to run the interstate service is provided by the Tahoe Transportation District (TTD). TTD contracts Airport Mini Bus for transportation and to provide dispatch services and with TNT TMA for marketing and day-to-day management. The study showed that winter ridership is much higher than summer, driven mostly by the Hyatt Lake Tahoe and Squaw Valley. In the summer, most passengers are guests of the Hyatt or Granlibakken. Visitor ridership is much higher than Tahoe residents using the shuttle and most book on-line. According to comment cards, approximately 98% of users are happy with the service. In interviews with property managers and conference planners, LSC found overall satisfaction with the service. The

main negative comment was that there were not more departure times. Approximately 2% of the passengers would have selected a destination other than North Lake Tahoe, were it not for the airport shuttle service, which translates into approximately \$238,000 in revenue to the area. That amount is about twice the subsidy contributed to operate the service, which is expected to be approximately \$118,000 this year. NLTRA will contribute approximately \$85,000 of this year's subsidy, accounting for 60% of the required subsidy and 10% of total costs.

Gordon Shaw presented a graph comparing the subsidy to passenger revenues over the past five year. He stated there is potential to eliminate the subsidy for operating costs, but not for administrative costs.

Per direction from the Joint Infrastructure/Transportation Committee, Gordon Shaw presented prioritized "Recommended Next Steps," which include development of an RFP for the contractor, revisions to the billing procedures, and reviewing the service to better match flights. Other recommendations include increasing involvement from the lodging facilities, better signage, enhancing the Express' presence at the Reno Airport, and regular training for the drivers and dispatchers.

Wally Auerbach, Chair of the Joint Infrastructure/Transportation Committee, said the Committee recommends accepting the report as a basis for future decision making. He asked if the priorities can be revised so that some of the issues are addressed sooner. Gordon Shaw explained how the list was developed. Discussion followed as Board members asked clarifying questions regarding the recommendations made by LSC, subsidy of the program, and strategies for moving forward. Ron Parson voiced concern with some of the recommendations submitted and said that he believes the billing process, coordinating with Reno dispatch, and the current schedule are barriers to increasing bookings.

ACTION: Staff was directed to develop a Request for Proposals (RFP) for the contractor and have Gordon Shaw review it to make sure it is consistent with the LSC report.

M/S/C (Auerbach/GilanFarr) (8-1 no vote from Parson -0) to accept the North Lake Tahoe Express Performance Review with the following changes: 1) Direction to Staff to prepare an outline for the RFP and work with LSC, TTD, and TNT TMA. The RFP will be submitted for NLTRA Board review and approval. 2) Recommendations in the report are to be submitted to NLTRA Committees and TNT TMA as appropriate for review and possible action by the NLTRA Board.

4. Presentation and Action to Approve Draft Infrastructure/Transportation 2011/12 Project Budget

Ron Treabess presented the draft budget, which was provided in the Board Packet. He explained that transportation projects are funded in full, but infrastructure projects are only funded when complete proposals are approved by this Board. The total budget request is approximately \$8 million. There is an additional \$1.4 million in undesignated funds that can be used if all proposed infrastructure projects were to be approved. Discussion followed as specific line items were clarified. It was noted that Tahoe Area Regional Transit (TART) baseline services will remain the same. Funding to increase TART winter headways to 30 minutes is not included, nor is summer nighttime service on the West Shore. Ron Treabess believes the ridership for that night service is there and asked the Board to consider adding approximately \$29,000 to this budget to provide for that, with the caveat that the Joint Infrastructure/Transportation Committee vets the proposal. Wally Auerbach reported the Joint Committee recommends approving this draft budget. Jennifer Merchant asked for more detail showing how the proposed projects link with NLTRA stated goals and what components are completed within the fiscal year. Discussion continued regarding possible cuts in funding as a result of the California state budget and other funding partners.

ACTION: The Joint Infrastructure/Transportation Committee was directed to review the goals of the proposed projects to make sure they are consistent with NLTRA goals and show how they will be implemented this year. Further, to flush out more detail on what components of infrastructure projects will be completed within this fiscal year.

M/S/C (GilanFarr/Parson) (8-0-0) to approve the proposed draft Infrastructure/Transportation 2011/12 Project Budget, but modified to include \$29,000 for West Shore nighttime transit service, if recommended by the Joint Infrastructure/Transportation Committee.

5. Interim Executive Director Report

Ron Treabess reported the Transient Occupancy Tax (TOT) Steering Committee is moving forward with language for the voter survey, which will lead to developing ballot language to renew the local tax. Cindy Gustafson, a member of the Committee also addressed the Board, distributing a report on the issues for consideration. Lengthy discussion followed regarding recommendations for the voter survey, the possible impacts to lodging facilities if the tax rate is increased, particularly given the current economic climate, and the need to identify alternative sources of revenue. Jennifer Merchant explained that the final ballot language is developed by Placer County Counsel and approved by the Board of Supervisors. Timing of the ballot measure was considered. The Board discussed the charge of the Committee and the consultant hired. Roger Beck and Ron Parson felt strongly that the consultant was hired to define the work that needed to be done in order to renew the 2% tax, not “test the waters” for other options, such as increasing the amount. Discussion continued. Ron McIntyre emphasized that this is a status report on the proposed voter survey in order to get feedback from the Board. Jennifer Merchant suggested the Chair of the Committee provide the NLTRA Board with monthly reports on this issue.

Ron Parson noted a letter sent by Robert Weygandt, Chair of the Placer County Board of Supervisors to Senator Yee, author of SB105, which mandates the use of helmets for skiers and snowboarders under the age of 18. The letter had to do with who would enforce the bill, should it become law. Ron Parson was disappointed that the NLTRA Board, nor any local ski areas, were asked for input before the letter was sent, given the importance of the issue to this community. He felt the letter was in direct opposition to the ski industry’s position on the bill and Placer County is home to a big share of that industry. Jennifer Merchant read Supervisors Weygandt’s letter aloud and will email it to the Board members.

ACTION: Staff will investigate the County’s intent in sending the letter and communicate with the ski areas to gauge the level of enforcement they may be willing to provide. An update will be presented to the Board.

Ron Treabess continued to present his report.

6. Marketing Report

- **Conference Revenue Statistics – April 2011**
- **Conference Analysis Schedule**

Andy Chapman presented the Conference Revenue Statistics, comparing FY 2009/10 with 2010/11, including group business booked and arrived for the quarter ending March 2011. He explained strategies for increasing group business and will present a Marketing Committee recommendation to this Board in June. In response to a question from Roger Beck, Andy Chapman explained how Jason’s activity is monitored.

- **Amgen Tour of California Update**

Andy Chapman thanked the NLTRA Board for their direction and support in getting the Amgen Tour to Tahoe. He distributed the official Guide and reviewed the distribution of the piece. The 10-Day Countdown to the Tour begins May 5. All permits from all agencies are in place, including from TRPA,

whose comments about the event and local promoters was very favorable. Andy Chapman told of the invitations this Board will be receiving.

Ron Treabess reported he contacted California Tahoe Conservancy (CTC) regarding cleaning up spectator areas for the race and CTC was contracting other to get the work done. Discussion followed regarding additional maintenance on roads and bike paths in anticipation of the May 15 race. Andy Chapman reported that as of the end of March, May occupancy rates are 100% higher than last year, although it is expected that many lodging reservations will be made closer to race dates. He said that there is already discussion of the race coming back to Tahoe in 2012. Andy Chapman is hoping that the race may eventually start in Southern California, go north through the state, and end in Tahoe. He will send the Board the timeframe for race day.

- **Conference Equity Update**

Andy Chapman reported on a meeting with local conference planners to discuss this issue. The result was that everyone considered the program to be equitable, but agreed it needs to be monitored. Information was submitted to Placer County.

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

There were no comments or questions.

E. CONSENT CALENDAR – MOTIONS

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

The following was approved in the Consent Calendar:

8. Board Meeting Minutes – April 6, 2011
9. Finance Committee Minutes – April 5, 2011
10. Financial Statements – March 2011
11. Lodging Committee Minutes – March 31, 2011
12. Joint Infrastructure/Transportation Committee Minutes – April 25, 2011
13. Marketing Committee Minutes – April 26, 2011
14. Infrastructure/Transportation Activity Report – April 2011

At 11:45 AM, 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

15. Presentation, Discussion and Possible Action to Approve Final Draft of the 2011/12 Chamber of Commerce Business Plan

Kym Fabel presented the Business Plan, which the Committee has reviewed and recommends approving. Measureable goals have been added. Jennifer Merchant asked about waiting to approve it until the new Executive Director begins. Alex Mourelatos said the Committee did consider that, but determined changes can be made as necessary.

M/S/C (GilanFarr/Parson) (8-1 no vote from Merchant-0) to approve the final draft of the 2011/12 Chamber of Commerce Business Plan.

16. Chamber Activities and Events

Kym Fabel reviewed the upcoming Chamber events and Educational Seminars. Alex Mourelatos suggested the Chamber take action on the Unruh Act in response to the ADA claims being made locally.

Kym Fabel added to Andy Chapman's Amgen report, saying the TRPA commented on how well run and professional this event has been so far and that they support it 100%.

G. CHAMBER OF COMMERCE CONSENT CALENDAR

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

The following was approved in the Consent Calendar:

- 17. Chamber of Commerce Committee Minutes – April 20, 2011
- 18. March Chamber of Commerce Implementation Report - Revised
- 19. Approve Chamber Advisory Committee Recommendation for Community Marketing Grant Funding

At 11:58 AM, 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 asked the status of the wayfinding signage. He said he used this program as an example of how difficult it can be to get projects completed, although the County is creating an environment to make the process easier. He asked about a change in policy so that fees do not have to be paid in advance. Ron Treabess reported he has information from Stacy Wydra of Placer County regarding application fees for the signage. Wally Auerbach and Phil GilanFarr will make a presentation on this item at a future meeting.

Kali Kopley asked that this Board consider having representation at the Reno Airport for the shuttle and to promote North Lake Tahoe.

Wally Auerbach noted that because of the special clean up for the Amgen Tour, everything looks really great. This is how North Tahoe should look every spring.

I. MEETING REVIEW AND STAFF DIRECTION

There were no questions or comments.

J. CLOSED SESSION

Closed Session was convened at 12:07 PM to consider:

20. Personnel Matters

- **Interim Executive Director**

K. RECONVENE TO OPEN SESSION

21. Closed session report

Open Session was reconvened at 12:55 PM and the following action was reported: Direction was given to the Executive Committee to meet with the Interim Executive Director.

L. ADJOURNMENT

The meeting adjourned at 1:00 PM.

Submitted by Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



FINANCE COMMITTEE MINUTES
Tuesday, May 3, 2011 – 9:00 am

NLTRA Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Ron Parson, Ron McIntyre, Jennifer Merchant, and Mike Salmon 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 9:11 am by Chair Ron Parson 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 (McIntyre/Parson) (2/0) to approve the agenda as presented.**

4.0 APPROVAL OF MINUTES

4.1 **M/S/C (McIntyre/Parson) (2/0) to approve the Finance Committee minutes of Tuesday, April 5, 2011.**

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

- 5.1 Sally Lyon reviewed the Financial Analysis for the nine months ending March 31, 2011:
- Operating cash is \$628,000.
 - Marketing Cooperative cash is \$105,000.
 - Infrastructure cash is \$474,000.
 - The receivable from the County for Marketing, Transportation and G&A is \$1.1 million.
 - Infrastructure funds that Placer County is holding are booked as a separate receivable in the amount of \$5.7 million.
 - Unearned revenue and deferred support related to Infrastructure is \$6.2.
 - Change in net assets is (\$59,000) for the month of January and \$183,000 year-to-date.
 - The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$12,000 from same month a year ago.

Ron Parson asked about Ski Tahoe North breakage. Sally explained that breakage stays in a liability account and is available for marketing the STN program. It does not show up as income. The STN program was discussed further. Andy Chapman explained that there are two components to the program

– domestic/international tour operators and online ticket sales. This year, online sales are down, probably due to an increase in the retail ticket price. The Finance Committee would like to know what is being done to improve the program. Andy stated that success of the program is related to ski resort participation. The program may need to be restructured. Andy said that there has been one meeting with the resorts and there will be another soon to work out the problems.

M/S/C (McIntyre/Salmon) (3/0) to recommend to the Board of Directors the approval of the March 31, 2011 Financial Statements.

6.0 RECEIVE AND REVIEW, WITH DIRECTION TO STAFF, THE 9 MONTH ACTUAL/3 MONTH FORECAST FOR FY 2010/11

6.1 Sally Lyon reviewed the forecast. The major variance is in Infrastructure revenue due to aggressive budgeting. There is an additional \$200,000 of carry-over in marketing. There is an additional \$75,000 of project expenditure for snow removal and road repair for the Amgen Tour of California. These expenditures are half of the required set aside of \$150,000 of Infrastructure equity. In answer to Ron McIntyre's question, Sally stated that Placer County wants to reduce our equity. Sally further stated that the amount of equity currently held is reasonably "safe."

Additionally, Sally noted that G&A expense is forecasted to be higher than the previous forecast due to the added \$25,000 we are paying in Executive Director moving expenses.

6.2 Ron McIntyre noted that this year's budgeting and forecasting has been close; there have been no major changes. Andy Chapman said that this is partially due to having better procedures and Sally Lyon doing an exceptional job.

7.0 FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS

7.1 The Executive Director search expenses were discussed. Searchwide has billed us in excess of the contract amount of \$41,000. Sally Lyon reported that she called Searchwide to discuss this matter. Then, Jim Carra wrote to Deanna Gescheider and said that the NLTRA is responsible for the additional expenses. The Finance Committee recommends to short pay the bill and then negotiate later if necessary. A letter will be included explaining the reason for the short pay. This matter will be discussed in closed session at the Board meeting tomorrow.

7.2 The Ski Tahoe North Interchangeable Lift Ticket program will be discussed at a later date, after meetings with the ski resorts.

8.0 COMMITTEE MEMBER COMMENTS

8.1 Jennifer Merchant hopes to get TOT numbers soon. The numbers should be high. Jennifer also reported that the carry-over check will be released in May. She and Ron Treabess have begun to discuss the scope of work for next year's contract.

8.2 Ron Treabess reported that the 2011/12 Scope of Work and TOT Budget will be submitted to the NLTRA Board of Directors at its June 1st meeting.

8.2 Ron McIntyre asked the status of the conference equity issue. Ron Treabess stated that a memo has been submitted to Tom Miller, but there has not yet been a response.

9.0 ADJOURNMENT

9.1 The Finance Committee meeting adjourned at 10:15 am.

Submitted by:
Kim Lambert
Accounting and Human Resources Assistant

**North Lake Tahoe Resort Association
Financial Statements
For the Ten Months Ending April 30, 2011**

**North Lake Tahoe Resort Association
Financial Analysis
For the Ten Months Ending April 30, 2011**

Consolidated

Statement of Financial Position

- Operating Cash is \$582,000, Marketing Cooperative Cash is \$43,000 and Infrastructure Cash is \$474,000.
- The Receivable from the County is \$873,000. This includes four 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 \$1,582,000 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 \$5,701,000.
- Unearned Revenue & Deferred Support in the amount of \$6,175,000 is the offsetting liability for the Infrastructure funds held by NLTRA and Placer County.
- Accounts Receivable is down \$27,000 from the previous month with good collections on Chamber Membership and Ski Tahoe North Tickets offset by new billings of Conference Commissions.
- Advance Ticket Sales (STN) has a \$28,000 balance. Sales of the retail tickets have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are down \$60,000 from a month ago and corresponds to the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$83,000) for the month of April and \$100,000 year to date.

Statement of Cash Flows

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is up \$124,000 from the same month a year ago. For the year, Tourism and Administration has used \$91,000, Infrastructure has provided \$42,000 and equipment purchase has used \$2,000 for a total increase in cash of \$50,000 for the ten months ending April 30, 2011.

**North Lake Tahoe Resort Association
Financial Variance Report
For the Month Ended April 30, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
Month-Budget		482,784	81,755	519,043	3,571	(121,585)
Key Variances						
Commissions-up from budget	Conference	11,844				11,844
Chamber Special Events-Annual Awards Dinner correction of an error	Chamber	(12,555)				(12,555)
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(214,100)				(214,100)
Salaries-Salary savings	G & A		9,719			9,719
Special Events-Timing of Amgen expenditures	Marketing			(5,372)		(5,372)
Marketing Other-Timing	Marketing			(9,365)		(9,365)
Community Marketing Programs-Timing	Marketing			6,636		6,636
Transportation Projects-Timing	VST			67,855		67,855
Cost of Goods-Timing of purchases	VIC			0		0
Board Functions-Ex Director search over budget	G & A			(16,597)		(16,597)
Infrastructure Projects-	Infrastructure			214,100		214,100
All Other Smaller Variances	Various	(404)	139	(922)	(12,514)	(13,701)
Variance Total		(215,215)	9,858	256,335	(12,514)	38,464
Month-Actual		267,569	71,897	262,708	16,085	(83,121)

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association
 Financial Variance Report
 For the Ten Months Ended April 30, 2011

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
		4,676,129	880,167	3,771,952	31,702	(7,692)
Key Variances						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(21,867)				(21,867)
Commissions-large group not commissionable	Conference	(16,327)				(16,327)
Placer County Funding-Journal Transfer	VST	440,459				440,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(11,247)				(11,247)
Chamber Special Events-Chamber Events Revenue under budget	Chamber	(6,416)				(6,416)
TOT funding-Revenue recognition to match spending projects	Infrastructure	(1,332,947)				(1,332,947)
Salaries-Timing	Marketing		6,785			6,785
Salaries-Timing	Conference		(6,335)			(6,335)
Salaries-Salaries and benefits up from budget	VTC		(5,065)			(5,065)
Salaries-Savings	G & A		33,860			33,860
Special Events-Timing of Amgen and reimbursement	Marketing			46,960		46,960
Marketing-Other-Timing	Marketing			12,115		12,115
Community Marketing Programs-Timing	Marketing			(16,350)		(16,350)
Transportation Projects-Journal Transfer	VST			(371,329)		(371,329)
Cost of Sales-Sales and cost of sales up from budget	VTC			(6,838)		(6,838)
Chamber Special Events-Expenses below budget	Chamber			5,559		5,559
Professional Fees-Savings on Tax Return preparation	G & A			6,035		6,035
Board Functions-Ex Director search over budget	G & A			(5,004)		(5,004)
Infrastructure Projects-Various, corresponds to TOT funding	Infrastructure			1,332,947		1,332,947
All Other Smaller Variances	Various	7,334	5,134	35,542	(24,986)	23,024
Variance Total		(941,011)	34,379	1,039,637	(24,986)	108,019
Month-Actual		3,735,118	845,788	2,732,315	56,688	100,327

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association Statement of Financial Position

April 30, 2011
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		10 Month Change	
	Current	Last Month	Same Mth	Year End	Amount	Pctg	Amount	Pctg	Amount	Pctg
	30-Apr-11	31-Mar-11	30-Apr-10	30-Jun-10						
ASSETS										
Cash and cash equivalents										
Operating	\$ 582,321	\$ 628,190	\$ 322,798	\$ 468,391	\$ (45,869)	-7%	\$ 259,523	80%	\$ 113,930	24%
Marketing Cooperative	43,370	104,943	181,638	232,998	(61,573)	-59%	(138,268)	-76%	(189,628)	-81%
Infrastructure	473,781	473,781	471,155	448,533	0	0%	2,628	1%	25,248	6%
Other Restricted					0	-		-		-
Total Cash & cash equiv	1,099,472	1,206,914	975,591	1,149,922	(107,442)	-9%	123,881	13%	(50,450)	-4%
Receivables										
AR - Membership Services	30,453	34,908	30,895	24,678	(4,455)	-13%	(442)	-1%	5,775	23%
AR - Group Commissions	15,619	15,732	24,147	19,553	(113)	-1%	(8,528)	-35%	(3,934)	-20%
AR - Other	10,553	0	13,117	9,709	10,553	-	(2,564)	-20%	844	9%
AR - Co-op/STN/Shared	29,696	62,606	27,978	37,741	(32,910)	-53%	1,718	6%	(8,045)	-21%
AR - Inntopia	0	0	0	0	0	-		-		-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%		-
AR - Infrastructure County	5,700,868	5,700,868	4,995,448	5,440,204	0	0%	705,420	82%	260,664	5%
AR - County TOT Funding	873,165	1,128,295	861,178	430,587	(255,130)	-23%	11,987	0%	442,578	103%
Total Receivables	6,660,354	6,942,409	5,937,790	5,982,472	(282,055)	-4%	722,564	-	697,882	12%
Long Term Assets										
Prepaid expenses	5,770	6,908	7,170	15,021	(1,138)	-16%	(1,400)	-157%	(9,251)	-62%
Inventory	928	928	891	928	0	0%	37	0%	0	0%
Furniture, Fixtures & Other	22,370	23,087	30,672	29,313	(717)	-3%	(8,302)	-103%	(6,943)	-24%
Computer Software/Equipment	4,112	4,562	8,062	6,906	(450)	-10%	(3,950)	-52%	(2,794)	-40%
Leasehold Improvements	2,985	3,385	7,642	6,985	(400)	-12%	(4,657)	-	(4,000)	-57%
Total Long Term Assets	36,165	38,870	54,437	59,153	(2,705)	-7%	(18,272)	-	(22,988)	-39%
TOTAL ASSETS	\$ 7,795,991	\$ 8,188,193	\$ 6,967,818	\$ 7,171,547	\$ (392,202)	-5%	\$ 828,173	-	\$ 624,444	9%
LIABILITIES & NET ASSETS										
Liabilities										
Accounts Payable	\$ 280,723	\$ 289,509	\$ 156,100	\$ 277,169	\$ (8,786)	-3%	\$ 124,623	526%	\$ 3,554	1%
Advance Ticket Sales	28,289	27,983	23,708	(1,272)	306	1%	4,581	2%	29,561	-2324%
Other Liabilities and Unearned	139,370	199,342	291,782	338,971	(59,972)	-30%	(152,412)	-35%	(199,601)	-59%
Deferred Support	362,905	618,035	430,584	-	(255,130)	-41%	(67,679)	-1%	362,905	-
Deferred Infra	6,175,435	6,175,435	5,466,694	5,888,737	0	0%	708,741	-	286,698	5%
Total Liabilities	6,986,722	7,310,304	6,368,868	6,503,605	(323,582)	-4%	617,854	-	483,117	7%
Net Assets										
Fund Balance Designated	284,110	269,610	243,110	243,110	14,500	5%	41,000	9%	41,000	17%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	17%	(14,470)	-3%
Net Change in Net Assets	100,327	183,447	(83,462)	(14,470)	(83,120)	-45%	183,789	31%	114,797	-793%
Total Net Assets	809,269	877,889	598,950	667,942	(68,620)	-8%	210,319	-	141,327	21%
TOTAL LIABILITIES & NET ASSETS	\$ 7,795,991	\$ 8,188,193	\$ 6,967,818	\$ 7,171,547	\$ (392,202)	-5%	\$ 828,173	-	\$ 624,444	9%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Consolidation of Departments
For the Ten Months Ending April 30, 2011

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Prior YR	Variance	Budget	
Revenue and Other Support							
Member Dues	9,937	10,720	(783)	11,008	(11,617)	106,177	112,712
Special Events & Functions	(11,000)	1,555	(12,555)	1,575	(1,613)	110,770	110,568
Miscellaneous	0	0	0	0	370	4,079	0
Commissions & Booking Fees	12,165	0	12,165	10,935	(38,194)	170,782	106,044
Retail Sales & Other	1,247	820	427	367	3,564	16,208	8,125
Interest & Investment Income	91	460	(369)	465	(1,038)	4,019	4,682
Placer County Funding	255,130	469,229	(214,099)	878,248	(892,482)	4,264,094	3,493,843
Total Revenue and Other Support	267,570	482,784	(215,214)	902,698	(941,011)	4,676,129	3,835,974
Expenses							
Salaries and benefits	71,897	81,755	(9,858)	83,391	(34,378)	880,167	941,845
Rent & Utilities	7,608	7,945	(337)	7,925	(1,897)	79,561	78,229
Telephone Services	1,979	2,115	(136)	2,032	(1,496)	20,839	22,096
Internet Access	0	0	0	290	290	0	290
Mail Expenses	30	340	(310)	258	(766)	3,104	2,258
Insurance & Bonding	374	425	(51)	425	(410)	4,240	4,508
Supplies	684	1,085	(401)	1,268	(1,153)	10,025	11,059
Equipment Sup. & Maint.	847	1,200	(353)	1,187	(4,158)	12,425	11,541
Taxes, Licenses & Fees	0	90	(90)	87	(110)	1,125	2,574
Equip. Rental / Leasing	1,740	1,188	552	1,514	1,755	11,358	11,675
Training & Seminars	0	0	0	0	(1,023)	1,500	1,345
Project Costs	125,369	401,742	(276,373)	799,036	(977,609)	2,259,680	1,783,259
Professional Fees Legal/Accounting	0	500	(500)	4,807	(6,035)	24,920	23,280
Special Events	5,372	0	5,372	111	(46,960)	138,395	18,439
Autumn Food & Wine Costs	0	0	0	0	3,516	75,508	75,795
Membership Events/Newsletter	1,739	2,595	(856)	2,575	(5,559)	35,953	33,171
Cost of Goods Sold	596	640	(44)	855	6,838	9,419	6,356
Promotional/ Giveaways	0	0	0	0	(2,000)	2,000	651
Market Study Reports/Research	0	0	0	0	0	0	11,575
Marketing Cooperative/Media	84,476	84,476	0	68,633	0	826,760	686,330
Marketing Other	9,365	0	9,365	4,762	(12,115)	85,351	34,060
Programs	3,364	10,000	(6,636)	26,500	16,350	90,000	102,412
Associate Relations	82	84	(2)	0	(3,136)	6,832	6,571
Board Functions	17,297	700	16,597	3,185	5,004	47,267	7,196
Credit Card Fees	159	195	(36)	147	(3,779)	7,669	7,669
Automobile Expenses	574	490	84	903	(115)	4,362	4,760
Local Meals & Entertainment	150	493	(343)	4	(748)	4,253	5,088
Dues & Subscriptions	489	740	(251)	690	(1,076)	4,643	4,651
Travel	403	2,000	(1,597)	200	(3,248)	4,645	2,862
Total Expense Before Depreciation/Re	334,605	600,798	(266,193)	1,010,784	(1,074,015)	4,652,119	3,901,546
Depreciation	1,567	1,571	(4)	1,567	(32)	15,702	15,670
Bad Debt	0	0	0	2,220	0	0	2,220
Reserves	14,518	2,000	12,518	0	25,018	16,000	0
Total Expense	350,690	604,369	(253,679)	1,014,572	(1,049,029)	4,683,821	3,919,437
Changes in Unrestricted Net Assets	(83,120)	(121,585)	38,465	(111,873)	108,019	(7,692)	(83,462)

North Lake Tahoe Resort Association
Statement of Activities
Summary

For the Ten Months Ending April 30, 2011

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	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
REVENUE AND OTHER SUPPORT										
Marketing	150,033	149,713	320	119,901	0%	1,586,216	1,603,280	(17,064)	1,305,090	(1%)
Conferences	38,356	26,553	11,803	37,174	44%	386,765	403,460	(16,695)	337,333	(4%)
Visitor Support & Transportation	54,750	54,750	0	349,670	0%	987,959	547,500	440,459	968,004	80%
Visitor Information	13,080	12,653	427	13,200	3%	140,106	136,538	3,568	137,640	3%
Member Services	(1,741)	11,555	(13,296)	12,042	(115%)	116,790	134,453	(17,663)	140,706	(13%)
Management & General	150	360	(210)	104	(58%)	6,518	7,165	(646)	1,637	(9%)
Total Revenue and Other Supp	254,629	255,584	(955)	532,091	0%	3,224,354	2,832,396	391,958	2,890,410	14%
EXPENSES										
Marketing	142,230	124,480	17,750	112,950	14%	1,518,317	1,550,301	(31,984)	1,238,754	(2%)
Conferences	37,163	37,079	84	50,903	0%	387,837	382,649	5,188	385,765	1%
Visitor Support & Transportation	124,879	192,689	(67,810)	447,501	(35%)	982,282	612,685	369,597	1,064,946	60%
Visitor Information	11,308	11,964	(656)	12,906	(5%)	146,893	137,733	9,160	131,956	7%
Member Services	11,265	12,266	(1,001)	12,342	(8%)	135,334	146,091	(10,757)	139,176	(7%)
Management & General	5,594	(495)	6,089	7,296	*****	(31,612)	8,799	(40,411)	27,524	(459%)
Total Expenses	332,440	377,983	(45,542)	643,897	(12%)	3,139,052	2,838,259	300,793	2,988,121	11%
Net Change in Unrestricted Net Assets										
Marketing	7,803	25,233	(17,430)	6,952	(69%)	67,899	52,979	14,920	66,336	28%
Conferences	1,193	(10,526)	11,719	(13,729)	(111%)	(1,072)	20,811	(21,883)	(48,432)	(105%)
Visitor Support & Transportation	(70,129)	(137,939)	67,810	(97,831)	(49%)	5,677	(65,185)	70,862	(96,942)	(109%)
Visitor Information	1,772	690	1,083	294	157%	(6,787)	(1,195)	(5,592)	5,684	468%
Member Services	(13,006)	(711)	(12,295)	(300)	*****	(18,544)	(11,638)	(6,906)	1,530	59%
Management & General	(5,444)	855	(6,299)	(7,192)	(737%)	38,130	(1,634)	39,765	(25,888)	*****
Net Change in Assets Before In	(77,811)	(122,399)	44,587	(111,806)	(36%)	85,302	(5,863)	91,165	(97,712)	*****
Infrastructure										
Infrastructure Support	12,941	227,200	(214,259)	370,608	(94%)	510,764	1,843,733	(1,332,969)	945,565	(72%)
Infrastructure Expense	18,249	226,386	(208,137)	370,675	(92%)	495,740	1,845,562	(1,349,822)	931,315	(73%)
Infrastructure Net Change in Assets	(5,308)	814	(6,122)	(67)	(752%)	15,025	(1,829)	16,854	14,249	(921%)
Change in Net Assets	(83,120)	(121,585)	38,465	(111,873)	(32%)	100,327	(7,692)	108,019	(83,462)	*****

North Lake Tahoe Resort Association
Department Detail Activity Report
For the Ten Months Ending April 30, 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	\$ 6,673		\$ 6,673		\$ 87,886		\$ 94,560		\$ 94,560
Special Events & Functions				80,253		28,904		109,157		109,157
Miscellaneous							4,449	4,449		4,449
Commissions & Booking Fees	10,833	121,755		132,588				132,588		132,588
Retail Sales & Other			19,772	19,772				19,772		19,772
Interest & Investment Income							2,069	2,069	911	2,981
Placer County Funding	1,495,130	258,337	120,333	1,873,800	987,959			2,861,759	509,853	3,371,612
Total Revenue and Other Support	\$ 1,586,216	\$ 386,765	\$ 140,106	\$ 2,113,086	\$ 987,959	\$ 116,790	\$ 6,518	\$ 3,224,354	\$ 510,764	\$ 3,735,118
EXPENSES										
Salaries and benefits	\$ 251,164	\$ 128,871	\$ 98,501	\$ 478,537	\$ 50,478	\$ 68,719	\$ 190,205	\$ 787,939	\$ 57,850	\$ 845,788
Rent & Utilities	20,356	10,359	4,703	35,418	7,288	7,315	20,356	70,376	7,288	77,664
Telephone Services	7,402	2,560	1,142	11,105	1,667	1,608	3,297	17,676	1,667	19,343
Internet Access	290			290				290		290
Mail Expenses	826	310	76	1,213	0	510	610	2,333	6	2,338
Insurance & Bonding	958	498	498	1,954	306	306	958	3,524	306	3,830
Supplies	2,954	1,573	862	5,389	529	843	1,581	8,343	529	8,872
Equipment Sup. & Maint.	1,450	1,100	1,100	3,649	450	600	3,118	7,817	450	8,267
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,804	1,410	3,376	6,590	1,147	2,229	2,000	11,966	1,147	13,113
Training & Seminars						169	308	477		477
Project Costs					889,244			889,244	392,827	1,282,071
Professional Fees Legal/Accounting							18,886	18,886		18,886
Special Events	91,435			91,435				91,435		91,435
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						30,394		30,394		30,394
Cost of Goods Sold			16,257	16,257				16,257		16,257
Marketing Cooperative/Media	636,670	190,090		826,760				826,760		826,760
Marketing Other	73,236			73,236				73,236		73,236
Programs	106,350			106,350				106,350		106,350
Associate Relations	924	480	480	1,885	296	296	924	3,400	296	3,696
Board Functions										
Credit Card Fees	2,923	448	448	3,371		637	52,271	52,271		52,271
Automobile Expense	758	153	43	954	834	1,077	549	4,008	834	4,008
Local Meals & Entertainment	2,339	120	60	2,519		545	382	3,445		3,445
Dues & Subscriptions	1,542	1,115		2,657	54	108	694	3,513	54	3,567
Travel	1,397			1,397				1,397		1,397
Allocated	189,104	46,976	17,042	253,122	28,864	18,854	(332,142)	(31,302)	31,302	-
Total Functional Exp. Before Depreciation	\$ 1,473,139	\$ 385,737	\$ 144,793	\$ 2,003,669	\$ 981,232	\$ 134,284	\$ (35,772)	\$ 3,083,414	\$ 494,690	\$ 3,578,103
Depreciation	\$ 4,160	\$ 2,100	\$ 2,100	\$ 8,360	\$ 1,050	\$ 1,050	\$ 4,160	\$ 14,620	\$ 1,050	\$ 15,670
Reserves	\$ 41,018			\$ 41,018				\$ 41,018		\$ 41,018
Total Functional Expense and Depreciation	\$ 1,518,317	\$ 387,837	\$ 146,893	\$ 2,053,047	\$ 982,282	\$ 135,334	\$ (31,612)	\$ 3,139,052	\$ 495,740	\$ 3,634,791
Change in Net Assets	\$ 67,899	\$ (1,072)	\$ (6,787)	\$ 60,039	\$ 5,677	\$ (18,544)	\$ 38,130	\$ 85,302	\$ 15,025	\$ 100,327

North Lake Tahoe Resort Association
 Consolidation of Departments, Excluding Infrastructure
 For the Ten Months Ending April 30, 2011

DESCRIPTION	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	9,937	10,720	(783)	11,008	(7%)	94,560	106,177	(11,617)	112,712	(11%)
Special Events & Functions	(11,000)	1,555	(12,555)	1,675	(907%)	109,157	110,770	(1,613)	110,568	(1%)
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	12,165	0	12,165	10,935	0%	132,588	170,782	(38,194)	106,044	(22%)
Retail Sales & Other	1,247	820	427	367	52%	19,772	16,208	3,564	8,125	22%
Interest & Investment Income	150	360	(210)	104	(58%)	2,069	3,086	(1,017)	1,637	(33%)
Placer County Funding	242,130	242,129	1	508,002	0%	2,861,759	2,421,294	440,465	2,551,324	18%
Total Revenue and Other Support	254,629	255,584	(955)	532,091	0%	3,224,354	2,832,396	391,958	2,890,410	14%
Expenses										
Salaries and benefits	67,217	77,580	(10,363)	76,432	(13%)	787,939	821,789	(33,850)	855,997	(4%)
Rent & Utilities	6,891	7,195	(304)	7,182	(4%)	70,376	72,050	(1,674)	70,862	(2%)
Telephone Services	1,850	1,965	(115)	1,902	(6%)	17,876	19,331	(1,655)	20,596	(9%)
Internet Access	0	0	0	290	0%	290	0	290	290	0%
Mail Expenses	30	335	(305)	255	(91%)	2,333	3,063	(730)	2,226	(24%)
Insurance & Bonding	344	390	(46)	391	(12%)	3,524	3,892	(368)	4,147	(9%)
Supplies	636	995	(359)	1,123	(36%)	8,343	9,213	(870)	10,090	(9%)
Equipment Sup.& Maint.	798	1,125	(327)	1,159	(29%)	7,817	11,691	(3,874)	10,874	(33%)
Taxes, Licenses & Fees	0	90	(90)	87	(100%)	941	1,051	(110)	2,475	(10%)
Equip. Rental / Leasing	1,590	1,048	542	1,384	52%	11,966	10,320	1,646	10,642	16%
Training & Seminars	0	0	0	0	0%	477	1,500	(1,023)	1,328	(68%)
Project Costs	116,270	184,125	(67,855)	439,805	(37%)	889,244	517,915	371,329	983,085	72%
Professional Fees Legal/Accounting	0	500	(500)	4,807	(100%)	18,886	24,920	(6,035)	23,280	(24%)
Special Events	5,372	0	5,372	111	0%	91,435	138,395	(46,960)	18,439	(34%)
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	75,795	5%
Membership Events/Newsletter	1,739	2,595	(856)	2,575	(33%)	30,394	35,953	(5,559)	33,171	(15%)
Cost of Goods Sold	596	640	(44)	855	(7%)	16,257	9,419	6,838	6,356	73%
Promotional/ Giveaways	0	0	0	0	0%	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	0	0%	826,760	826,760	0	11,575	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	73,236	85,351	(12,115)	686,330	0%
Marketing Other	9,365	0	9,365	4,762	0%	106,350	90,000	16,350	102,412	(14%)
Programs	3,364	10,000	(6,636)	26,500	(66%)	3,400	6,365	(2,965)	6,172	(47%)
Associate Relations	76	35	41	0	116%	52,271	47,267	5,004	7,196	11%
Board Functions	17,297	700	16,597	3,185	(18%)	4,008	7,787	(3,779)	7,669	(48%)
Credit Card Fees	159	195	(36)	147	(18%)	3,414	3,922	(508)	4,206	(13%)
Automobile Expenses	473	435	38	847	9%	3,445	4,213	(768)	5,025	(18%)
Local Meals & Entertainment	150	488	(338)	4	(69%)	3,513	4,589	(1,076)	4,579	(23%)
Dues & Subscriptions	499	740	(241)	690	(33%)	1,397	4,645	(3,248)	2,862	(70%)
Travel	403	2,000	(1,597)	200	(80%)	3,130	3,302	(172)	2,862	(70%)
Allocated	(3,135)	(3,135)	0	(3,111)	0%	(31,302)	(31,302)	0	(31,110)	0%
Total Expense Before Depreciation/Re	316,460	374,517	(58,056)	640,215	(16%)	3,083,414	2,807,607	275,807	2,971,281	10%
Depreciation	1,462	1,466	(4)	1,462	0%	14,620	14,652	(32)	14,620	0%
Bad Debt	0	0	0	2,220	0%	0	0	0	2,220	0%
Reserves	14,518	2,000	12,518	0	626%	41,018	16,000	25,018	0	156%
Total Expense	332,440	377,983	(45,542)	643,897	(12%)	3,139,052	2,838,259	300,793	2,988,121	11%
Changes in Unrestricted Net Assets	(77,811)	(122,399)	44,587	(111,806)	(36%)	85,302	(5,863)	91,165	(97,712)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Marketing
For the Ten Months Ending April 30, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	0	0	0	0	0%	80,253	75,450	4,803	75,353	6%
	320	0	320	236	0%	10,833	32,700	(21,867)	33,087	(67%)
	149,713	149,713	0	119,665	0%	1,495,130	1,495,130	0	1,196,650	0%
	150,033	149,713	320	119,901	0%	1,586,216	1,603,280	(17,064)	1,305,090	(1%)
Revenue and Other Support										
Special Events & Functions	20,552	21,709	(1,157)	20,426	(5%)	251,164	257,949	(6,785)	242,081	(3%)
Commissions & Booking Fees	2,001	2,050	(49)	2,079	(2%)	20,356	20,611	(255)	20,545	(1%)
Placer County Funding	1,196	720	476	870	66%	7,402	7,274	128	7,212	2%
Total Revenue and Other Support	0	0	0	290	0%	290	0	290	290	0%
Expenses										
Salaries and benefits	0	110	(110)	13	(100%)	826	1,194	(368)	110	(31%)
Rent & Utilities	94	106	(12)	106	(12%)	958	1,058	(100)	1,127	(9%)
Telephone Services	126	300	(174)	300	(58%)	2,954	2,629	325	3,024	12%
Insurance & Bonding	153	200	(48)	163	(24%)	1,450	1,963	(513)	2,092	(26%)
Supplies	0	0	0	0	0%	233	233	0	311	0%
Equipment Sup. & Maint.	268	243	25	245	10%	1,804	1,521	283	1,475	19%
Taxes, Licenses & Fees	0	0	0	0	0%	0	0	0	53	(100%)
Equip. Rental / Leasing	5,372	0	5,372	111	0%	91,435	138,395	(46,960)	18,439	(34%)
Training & Seminars	0	0	0	0	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	11,575	0%
Promotional/ Giveaways	65,307	65,307	0	0	0%	636,670	636,670	0	520,000	0%
Market Study Reports/Research	9,365	0	9,365	4,762	0%	73,236	85,351	(12,115)	34,060	(14%)
Marketing Cooperative/Media	3,364	10,000	(6,636)	11,500	(66%)	106,350	90,000	16,350	87,412	18%
Marketing Other	21	30	(9)	0	(32%)	924	1,776	(852)	1,745	(48%)
Associate Relations	102	100	2	81	2%	2,923	6,800	(3,877)	6,764	(57%)
Credit Card Fees	64	135	(71)	185	(52%)	758	1,225	(467)	1,340	(38%)
Automobile Expenses	72	216	(144)	4	(67%)	2,339	1,765	574	2,162	33%
Local Meals & Entertainment	0	0	0	0	0%	1,542	1,470	72	1,469	5%
Dues & Subscriptions	403	2,000	(1,597)	200	(80%)	1,397	4,645	(3,248)	2,862	(70%)
Travel	18,838	18,838	0	19,200	0%	189,104	189,104	0	192,000	0%
Allocated										
Total Expense Before Depreciation/Re	127,296	122,064	5,232	112,534	4%	1,473,139	1,530,141	(57,002)	1,234,594	(4%)
Depreciation	416	416	0	416	0%	4,160	4,160	0	4,160	0%
Reserves	14,518	2,000	12,518	0	626%	41,018	16,000	25,018	0	156%
Total Expense	142,230	124,480	17,750	112,950	14%	1,518,317	1,550,301	(31,984)	1,238,754	(2%)
Changes in Unrestricted Net Assets	7,803	25,233	(17,430)	6,952	(59%)	67,899	52,979	14,920	66,336	28%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Conference
For the Ten Months Ending April 30, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	678	720	(42)	642	(6%)	6,673	7,044	(371)	7,221	(5%)
Commissions & Booking Fees	11,844	0	11,844	10,699	0%	121,755	138,082	(16,327)	71,772	(12%)
Placer County Funding	25,834	25,833	1	25,834	0%	258,337	258,334	3	258,340	0%
Total Revenue and Other Support	38,356	26,553	11,803	37,174	44%	386,765	403,460	(16,695)	337,333	(4%)
Expenses										
Salaries and benefits	11,737	10,853	884	9,068	8%	128,871	122,536	6,335	123,130	5%
Rent & Utilities	1,015	1,050	(35)	1,058	(3%)	10,359	10,557	(198)	10,472	(2%)
Telephone Services	138	330	(192)	267	(58%)	2,560	3,170	(610)	3,257	(19%)
Mail Expenses	0	75	(75)	110	(100%)	310	630	(320)	732	(51%)
Insurance & Bonding	49	55	(6)	55	(12%)	498	548	(50)	586	(9%)
Supplies	91	160	(69)	39	(43%)	1,573	1,454	119	1,574	8%
Equipment Sup. & Maint.	79	100	(21)	46	(21%)	1,100	1,387	(287)	763	(21%)
Taxes, Licenses & Fees	0	0	0	0	0%	121	121	0	162	0%
Equip. Rental / Leasing	193	185	8	170	4%	1,410	1,272	138	1,255	11%
Training & Seminars	0	0	0	0	0%	0	0	0	27	0%
Marketing Cooperative/Media	19,169	19,169	0	16,633	0%	190,090	190,090	0	166,330	0%
Programs	0	0	0	15,000	0%	0	0	0	15,000	0%
Associate Relations	11	0	11	0	0%	0	0	(443)	891	(48%)
Automobile Expenses	0	15	(15)	76	(100%)	480	923	(443)	133	28%
Local Meals & Entertainment	0	5	(5)	0	(100%)	153	120	33	62	200%
Dues & Subscriptions	0	400	(400)	350	(100%)	120	40	80	1,070	54%
Allocated	4,472	4,472	0	5,600	0%	1,115	725	390	56,000	0%
Total Expense Before Depreciation/Re	36,953	36,869	84	48,472	0%	46,976	46,976	0	381,444	1%
Depreciation	210	210	0	210	0%	385,737	380,549	5,188	2,100	0%
Bad Debt	0	0	0	2,220	0%	0	0	0	2,220	0%
Total Expense	37,163	37,079	84	50,903	0%	387,837	382,649	5,188	385,765	1%
Changes in Unrestricted Net Assets	1,193	(10,526)	11,719	(13,729)	(11.1%)	(1,072)	20,911	(21,883)	(48,432)	(10.5%)

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Visitor Information
For the Ten Months Ending April 30, 2011

	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	1,247	820	427	367	52%	19,772	16,208	3,564	8,125	22%
Retail Sales & Other	11,833	11,833	0	12,833	0%	120,333	120,330	3	128,330	0%
Placer County Funding	13,080	12,653	427	13,200	3%	140,106	136,538	3,568	137,640	3%
Total Revenue and Other Support										
Expenses	7,826	8,102	(275)	7,943	(3%)	98,501	93,436	5,065	86,388	5%
Salaries and benefits	436	500	(64)	475	(13%)	4,703	4,882	(179)	4,534	(4%)
Rent & Utilities	65	165	(100)	125	(61%)	1,142	1,568	(426)	1,667	(27%)
Telephone Services	0	15	(15)	28	(100%)	76	143	(67)	123	(47%)
Mail Expenses	49	55	(6)	55	(12%)	498	548	(50)	586	(9%)
Insurance & Bonding	4	110	(106)	318	(96%)	862	1,218	(356)	984	(29%)
Supplies	79	270	(191)	346	(71%)	1,100	2,697	(1,597)	2,712	(59%)
Equipment Sup. & Maint.	0	0	0	0	0%	206	206	0	172	0%
Taxes, Licenses & Fees	416	260	156	348	60%	3,376	2,998	378	3,086	13%
Equip. Rental / Leasing	0	0	0	0	0%	0	0	0	107	0%
Training & Seminars	596	640	(44)	855	(7%)	16,257	9,419	6,838	6,356	73%
Cost of Goods Sold	11	0	11	0	0%	480	913	(433)	891	(47%)
Associate Relations	29	35	(6)	30	(18%)	448	443	5	338	1%
Credit Card Fees	0	5	(5)	0	(100%)	43	40	3	77	8%
Automobile Expenses	0	10	(10)	0	(100%)	60	80	(20)	105	(25%)
Local Meals & Entertainment	1,587	1,587	0	2,173	0%	17,042	17,042	0	21,730	0%
Allocated	11,098	11,754	(656)	12,696	(6%)	144,793	135,633	9,160	129,856	7%
Total Expense Before Depreciation/Re										
Depreciation	210	210	0	210	0%	2,100	2,100	0	2,100	0%
Total Expense	11,308	11,964	(656)	12,906	(5%)	146,893	137,733	9,160	131,956	7%
Changes in Unrestricted Net Assets	1,772	690	1,083	294	157%	(6,787)	(1,195)	(5,592)	5,684	468%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Chamber of Commerce
For the Ten Months Ending April 30, 2011

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	9,259	10,000	(741)	10,367	(7%)	87,886	99,133	(11,247)	105,492	(11%)
Special Events & Functions	(1,000)	1,555	(12,555)	1,675	(807%)	28,904	35,320	(6,416)	35,215	(18%)
Total Revenue and Other Support	(1,741)	11,555	(13,296)	12,042	(115%)	116,790	134,453	(17,663)	140,706	(13%)
Expenses										
Salaries and benefits	5,983	6,123	(140)	5,733	(2%)	68,719	71,827	(3,108)	65,064	(4%)
Rent & Utilities	719	740	(21)	746	(3%)	7,315	7,438	(123)	7,398	(2%)
Telephone Services	91	200	(109)	177	(54%)	1,608	1,951	(343)	2,147	(18%)
Mail Expenses	0	80	(80)	57	(100%)	510	643	(133)	717	(21%)
Insurance & Bonding	30	34	(4)	34	(12%)	306	340	(34)	361	(10%)
Supplies	53	120	(67)	22	(56%)	843	1,151	(308)	1,190	(27%)
Equipment Sup. & Maint.	99	65	34	153	52%	600	754	(154)	613	(20%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	130	1%
Equip. Rental / Leasing	273	175	98	228	56%	2,229	1,972	257	2,040	13%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	1,739	2,595	(856)	2,575	(33%)	30,394	35,953	(5,559)	33,171	(15%)
Associate Relations	7	0	7	0	0%	296	498	(202)	501	(41%)
Credit Card Fees	29	60	(32)	36	(53%)	637	544	93	567	17%
Automobile Expenses	276	120	156	243	130%	1,077	1,162	(85)	1,156	(7%)
Local Meals & Entertainment	63	50	13	0	26%	545	672	(127)	600	(19%)
Dues & Subscriptions	0	0	0	0	0%	108	1,208	(1,100)	144	(91%)
Allocated	1,799	1,799	0	2,231	0%	18,854	18,854	0	22,310	0%
Total Expense Before Depreciation/Re	11,160	12,161	(1,001)	12,237	(8%)	134,284	145,041	(10,757)	138,126	(7%)
Depreciation	105	105	0	105	0%	1,050	1,050	0	1,050	0%
Total Expense	11,265	12,266	(1,001)	12,342	(8%)	135,334	146,091	(10,757)	139,176	(7%)
Changes in Unrestricted Net Assets	(13,006)	(711)	(12,295)	(300)	*****	(18,544)	(11,638)	(6,906)	1,530	59%

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Management & Administration
For the Ten Months Ending April 30, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	0	0	0	0	0%	4,449	4,079	370	0	9%
	150	360	(210)	104	(58%)	2,069	3,086	(1,017)	1,637	(33%)
	150	360	(210)	104	(58%)	6,518	7,165	(646)	1,637	(9%)
REVENUE AND OTHER SUPPORT										
Miscellaneous	16,930	26,649	(9,719)	29,034	(36%)	190,205	224,065	(33,860)	292,588	(15%)
Interest & Investment Income	2,001	2,100	(99)	2,079	(5%)	20,356	21,011	(655)	20,545	(3%)
Total Revenue and Other Support	231	400	(169)	333	(42%)	3,297	3,860	(563)	4,813	(15%)
Expenses	30	55	(25)	47	(45%)	610	453	157	539	35%
Salaries and benefits	94	106	(12)	106	(12%)	958	1,058	(100)	1,127	(9%)
Rent & Utilities	314	230	84	300	37%	1,581	2,069	(488)	2,350	(24%)
Telephone Services	339	420	(81)	424	(19%)	3,118	4,196	(1,078)	4,028	(26%)
Mail Expenses	0	90	(90)	87	(100%)	233	343	(110)	1,600	(32%)
Insurance & Bonding	290	105	185	263	176%	2,000	1,569	431	1,752	27%
Supplies	0	0	0	0	0%	308	500	(192)	1,108	(38%)
Equipment Sup. & Maint.	0	500	(500)	4,807	(100%)	18,886	24,920	(6,035)	23,280	(24%)
Taxes, Licenses & Fees	21	5	16	0	311%	924	1,811	(887)	1,745	(49%)
Equip. Rental / Leasing	17,297	700	16,597	3,185	*****	52,271	47,267	5,004	7,196	11%
Training & Seminars	32	100	(68)	286	(68%)	549	895	(346)	946	(39%)
Professional Fees Legal/Accounting	15	200	(185)	0	(93%)	382	1,600	(1,219)	2,032	(76%)
Associate Relations	499	340	159	340	47%	694	1,132	(438)	1,824	(39%)
Board Functions	(32,915)	(32,915)	0	(34,411)	0%	(332,142)	(332,142)	0	(344,110)	0%
Automobile Expenses	5,178	(915)	6,093	6,880	(666%)	(35,772)	4,607	(40,379)	23,364	(876%)
Local Meals & Entertainment										
Dues & Subscriptions										
Allocated										
Total Expense Before Depreciation/Re										
Depreciation	416	420	(4)	416	(1%)	4,160	4,192	(32)	4,160	(1%)
Total Expense	5,594	(495)	6,089	7,296	*****	(31,612)	8,799	(40,411)	27,524	(459%)
Changes in Unrestricted Net Assets	(5,444)	855	(6,299)	(7,192)	(737%)	38,130	(1,634)	39,765	(25,888)	*****

North Lake Tahoe Resort Association
Statement of Activities and Changes in Net Assets
Infrastructure
For the Ten Months Ending April 30, 2011

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	(55)	100	(159)	361	(159%)	911	933	(22)	3,045	(2%)
	13,000	227,100	(214,100)	370,246	(94%)	509,853	1,842,800	(1,332,947)	942,519	(72%)
	12,941	227,200	(214,259)	370,608	(94%)	510,764	1,843,733	(1,332,969)	945,565	(72%)
Revenue and Other Support										
Interest & Investment Income										
Placer County Funding										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	4,680	4,175	505	6,959	12%	57,850	58,378	(529)	85,849	(1%)
Rent & Utilities	717	750	(33)	744	(4%)	7,288	7,511	(223)	7,367	(3%)
Telephone Services	129	150	(21)	129	(14%)	1,667	1,508	159	1,499	11%
Mail Expenses	0	5	(5)	3	(100%)	6	41	(35)	32	(86%)
Insurance & Bonding	30	35	(5)	34	(14%)	306	348	(42)	361	(12%)
Supplies	48	90	(42)	145	(47%)	529	812	(283)	969	(35%)
Equipment Sup. & Maint.	49	75	(26)	28	(35%)	450	734	(284)	667	(39%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	150	140	10	130	7%	1,147	1,038	109	1,033	11%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	9,099	217,617	(208,518)	359,230	(96%)	392,827	1,741,765	(1,348,938)	800,174	(77%)
Associate Relations	7	49	(42)	0	(87%)	296	467	(171)	399	(37%)
Automobile Expenses	101	55	46	57	84%	834	440	394	554	89%
Local Meals & Entertainment	0	5	(5)	0	(100%)	60	40	20	64	50%
Dues & Subscriptions	0	0	0	0	0%	54	54	0	72	0%
Allocated	3,135	3,135	0	3,111	0%	31,302	31,302	0	31,110	0%
Total Expense Before Depreciation/Re	18,144	226,281	(208,137)	370,570	(92%)	494,690	1,844,512	(1,349,822)	930,265	(73%)
Depreciation										
Depreciation	105	105	0	105	0%	1,050	1,050	0	1,050	0%
Total Expense	18,249	226,386	(208,137)	370,675	(92%)	495,740	1,845,562	(1,349,822)	931,315	(73%)
Changes in Unrestricted Net Assets	(5,308)	814	(6,122)	(67)	(752%)	15,025	(1,829)	16,854	14,249	(921%)

North Lake Tahoe Resort Association
Statement of Cash Flows
For the Ten Months Ending April 30, 2011 and 2010

for internal use only, unaudited

	April 30, 2011	April 30, 2010
CASH FLOWS FROM OPERATING ACTIVITIES		
Tourism and Administration		
Cash Received from Customers Operations	\$ 365,886	\$ 366,470
Cash Received from Interest Operations	2,069	1,637
Cash Received from Placer County TOT Operations	2,782,086	2,657,872
Cash Used for Operations	(3,240,667)	(3,303,073)
	(90,626)	(277,094)
Infrastructure		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	911	3,045
Cash Received from TOT Revenue Recognized Infrastructure	535,887	1,154,337
Cash Used for Infrastructure Overhead	(101,863)	(130,091)
Cash Used for Infrastructure Projects	(392,827)	(800,174)
	42,109	227,117
	-	-
Net Cash Provided (Used) by Operating Activities	(48,517)	(49,977)
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	(50,450)	(53,917)
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, April 30, 2011, 2010	\$ 1,099,472	975,591

April Accounts Receivable

Customer Account	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						4/20/11 (08859) Email blast
480.00 Arts for the Schools			60	480.00						2/17/11 (08779) Comm Awards
640.42 Book It					new	640.42				4/25/11 (08874) STN vouchers
500.00 Boulder Bay			new	500.00						4/6/11 (08857) Suppl serv
60.00 Certified Folder			new	60.00			30	873.30		4/20/11 (08860) Email blast
873.30 Cheap Tickets										3/30/11 (08832) STN vouchers
60.00 Creative Concepts			60	60.00						2/17/11 (08768) Email blast
60.00 Creative Concepts			60	60.00						2/17/11 (08769) Email blast
60.00 Creative Concepts			60	60.00						2/17/11 (08770) Email blast
60.00 Creative Concepts			60	60.00						2/17/11 (08771) Email blast
60.00 Creative Concepts			30	60.00						3/8/11 (08818) Email blast
60.00 Creative Concepts			30	60.00						3/8/11 (08819) Email blast
60.00 Creative Concepts			30	60.00						3/8/11 (08820) Email blast
60.00 Creative Concepts			new	60.00						4/20/11 (08861) Email blast
60.00 Dress the Party			new	60.00						4/20/11 (08862) Email blast
60.00 Excel Media			new	60.00						4/20/11 (08863) Email blast
174.66 Expedia							new	174.66		Disputed amount
2,561.68 Expedia							30	2,561.68		3/30/11 (08833) STN vouchers
1,222.62 Expedia							new	1,222.62		4/25/11 (08875) STN vouchers
60.00 For Goodness Sake			60	60.00						2/17/11 (08772) Email blast
482.40 Gendron							new	482.40		4/25/11 (08876) STN vouchers
1,863.04 GOGO							30	1,863.04		3/30/11 (08834) STN vouchers
3,002.01 Harrah's					30	3,002.01				3/31/11 (08872) Groups
718.65 Harrah's					new	718.65				4/30/11 (08914) Groups
500.00 Homewood Village			30	500.00						3/8/11 (08816) Suppl serv
500.00 Homewood Village			new	500.00						4/6/11 (08857) Suppl serv
1,072.00 Hotel Beds							new	1,072.00		4/25/11 (08877) STN vouchers
3,191.20 Hyatt					90	3,191.20				8/31/10 Disputed amount
100.00 Hyatt			new	100.00						4/20/11 (08864) Luncheon
572.80 Hyatt					new	572.80				4/30/11 (08912) Groups
80.00 Just Imagine			60	80.00						2/17/11 (08781) Comm Awards
582.20 Liberty Travel							30	582.20		3/30/11 (08835) STN vouchers
349.32 Liberty Travel							new	349.32		4/25/11 (08878) STN vouchers
124.74 Mark Travel							new	124.74		Disputed amount
465.76 Mark Travel							new	465.76		4/25/11 (08879) STN vouchers
80.00 NTBA			60	80.00						2/17/11 (08784) Comm Awards
60.00 Northstar			30	60.00						3/8/11 (08824) Email blast

North Lake Tahoe Resort Association
Statement of Activities
Infrastructure
For the Ten Months Ending April 30, 2011

Current Month Actual	Project Costs:	Year to Date Actual
9,099.27	Research/Planning/Infrastructure	12,973.81
0.00	TART Bus Shelters	153,000.00
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
<hr/>		
9,099.27	Total Project Costs	392,826.81
<hr/>		

North Lake Tahoe Resort Association
Statement of Activities
Transportation
For the Ten Months Ending April 30, 2011

Current Month Actual	Project Costs:	Year to Date Actual
2,552.44	Research/Planning/Transportation	14,353.69
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
4,710.00	Night Service Transit-Winter	183,740.00
0.00	Year-round Hwy 89 Transit (Spr & Fall)	125,000.00
0.00	North Lake Tahoe Express	78,279.84
9,007.50	Sugar Bowl Trolley	18,507.50
0.00	Hwy 267 Summer Bus Service	40,000.00
0.00	Hwy 267 Winter Bus Service	80,000.00
0.00	Winter Transit Hwy 89-TART	45,000.00
0.00	Enhanced Summer Transit-TART	190,458.77
100,000.00	Enhanced Snowplowing	100,000.00
<hr/>		
116,269.94	Total Project Costs	889,243.71
<hr/>		

1282070.52



P.O. Box 5459 ~ Tahoe City, CA 96145 ~ Ph 530-581-8735 ~ Fx 530-581-8780

JOINT INFRASTRUCTURE/TRANSPORTATION COMMITTEE
May 23, 2011
Tahoe City Public Utility District Board Room
PRELIMINARY MINUTES

ATTENDANCE: Ron McIntyre, Will Garner, Keith Vogt, Gary Davis, Ken Foster, Phil GilanFarr, Pat Perkins, and John Pang. Kali Kopley arrived at 1:50 PM.

STAFF IN ATTENDANCE: Sandy Evans Hall and Ron Treabess

OTHERS IN ATTENDANCE: Jaime Wright from Truckee North Tahoe Transportation Management Association (TNT TMA)

A. Call to Order - Establish Quorum

The meeting was called to order at 1:31 PM by Vice-Chairman Gary Davis and a quorum was established.

B. Introduction of Sandy Evans Hall, CEO/Executive Director, North Lake Tahoe Resort Association

Everyone introduced themselves and gave their affiliation. Sandy Evans Hall provided background information on herself, thanking this Committee for their work and commitment to the community.

C. Public Forum

There were no comments on items not on the agenda.

D. Agenda Amendments and Approval

It was agreed that items may be taken out of order.

M/S/C (GilanFarr/Vogt) (8-0-0) to approve the agenda as presented.

E. Approval of Joint Infrastructure/Transportation Committee Minutes – April 25, 2011

Will Garner clarified his comments regarding TART baseline service in the April minutes.

M/S/C (GilanFarr/Pang) (8-0-0) to approve the April 25, 2011 Committee minutes as presented.

F. Presentation, Discussion, and Possible Action to Expand the Summer Night Service to Include Hourly West Shore Night Rider Service Along Hwy 89 from Tahoma to Tahoe City

Ron Treabess presented this item, saying the NLTRA Board approved the requested budget amendment of \$29,500 to add summertime night transit service to the West Shore, pending this Committee's approval of the proposal. Airport Mini Bus would be the private provider of the service, after confirmation from the contracting agency, Tahoe Transportation District (TTD). Airport Mini Bus is the operator of the winter service and this would be an extension of that contract. Discussion followed regarding the proposal, how to promote the service, and funding. Jaime Wright stated TNT/TMA will run a promotional campaign.

M/S/C (Vogt/Pang) (9-0-0) to approve expanding the summer night service to include hourly West Shore Night Rider service along Highway 89 from Tahoma to Tahoe City.

G. Possible Action to Endorse Board Approval of Amended Draft Infrastructure/Transportation 2011/12 Project Budget to Include \$29,500 for Hourly West Shore Night Service

M/S/C (Vogt/Perkins) (9-0-0) to endorse Board approval of Amended Draft Infrastructure/Transportation 2011/12 project budget to include \$29,600 for hourly West Shore night service.

H. Status Report on Infrastructure Funding Request to Complete the Wayfinding Signage Standards Manual Project Including Placer County Required Environmental Questionnaire and Zoning Text Amendment

Ron Treabess reminded the Committee of the request for additional funds to complete both the Wayfinding Signage Standards Manual and the required Placer County Environmental Questionnaire and Zoning Text Amendment. Although the Joint Committee recommended approval, the NLTRA Board did not approve the request and asked for more information regarding the County requirements. That information has been received and Ron Treabess reported more work needs to be done to clearly define the costs. Wild West Communications, the original sub-consultant to the consultant who had to withdraw from the project, estimated approximately \$8,900 to complete the manual. There could additional County fees of approximately \$10,490 to develop the Environmental Questionnaire, Zoning Text Amendment, and a pre-development meeting.

Discussion followed regarding who is most capable of writing a Zoning Text Amendment, the work already done, and what still needs to be completed. Ron Treabess clarified that the Wild West fees could be approximately \$11,000, which would include printing the manual and preparation of materials. The \$10,490 are fees to the County. Discussion continued. Ron Treabess referred to his written report, noting the next steps for staff, including 1) Meet with the Board sub-committee and sub-consultant to review status of completed work and outline of remaining tasks; 2) Meet with Placer County, TRPA, and Caltrans to have them specifically define their remaining requirements; 3) Prepare the funding request for Board of Directors and Board of Supervisors approval –

separating agency costs and consultant costs; 4) Move forward with manual completion and required County process. There was consensus to have staff proceed with those four steps. Following that, action will be taken by the board.

I. Activity Report – Director of Community Partnerships and Planning

Ron Treabess presented his written report. He said most of the work on the bike trails in preparation for the Amgen Tour of California was completed, although some work could not be done because of weather. There were great comments from residents and visitors about the trails being open early and Ron Treabess suggested they be open early every year. Kali Kopley asked about year-round maintenance of bike trails. Ron Treabess said there is discussion about packing or clearing the bike trail in Squaw Valley to provide a winter pedestrian trail. The pros and cons are being considered.

The funding for conceptual review of the options for west Commons Beach is being considered by the Placer County Board of Supervisors. In response to a question from Keith Vogt regarding the Martis Valley bike trail, Ron Treabess reported the project is in the environmental assessment stage. Although there is discussion about the alignment, there is no disagreement about the need for the trail.

J. Committee Members' Comments

Phil GilanFarr said that although the Amgen was cancelled, there were great comments on how incredibly well Tahoe prepared for the race. Everything looked great and in spite of the cancellation, our area got a lot of good promotional exposure. He agreed that this is how our community should look in the spring.

Ken Foster asked about the impact to Transient Occupancy Tax (TOT) because of the cancellation. Ron Treabess did not have the numbers available, but it seemed there were a lot of people in town. Although selections for host cities are not made until the close of the calendar year, he feels Tahoe will be strongly considered again because of how well the area was prepared and our great hospitality to visitors. Gary Davis offered accolades to Andy Chapman for getting the race to Tahoe.

K. Next Meeting Date – June 27, 2011, 1:30 pm, Tahoe City Public Utility District

L. Adjournment

The meeting adjourned at 2:33 PM.

Respectfully submitted,
Judy Friedman, Recording Secretary
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



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**MARKETING COMMITTEE MEETING MINUTES
May 24, 2011 – 1 pm**

Tahoe City Public Utility District-Conference Room

PRELIMINARY MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Barb Cohen, Kevin Hickey, Heather Allison, Deb Dudley and Ron Parson

RESORT ASSOCIATION STAFF: Andy Chapman, Judy Laverty, Kym Fable, Sandy Evans Hall and Emily Sullivan

OTHERS IN ATTENDANCE: Wendy Hummer, Cathy Davis, Kerstin Plemel, Mike Williams, Shelley Fallon and Pettit Gilwee

I. MEETING OF THE MARKETING COMMITTEE

1.0 CALL TO ORDER – ESTABLISH QUORUM

1.1 The Marketing Committee meeting was called to order at 1:06 pm by stand-in Chair Deb Dudley and a quorum was established later in the meeting.

2.0 PUBLIC FORUM

2.1 Cathy introduced Kerstin Plemel as Smith and Jones new Account Manager.

3.0 AGENDA AMENDMENTS AND APPROVAL

3.1 Andy stated that at the last Marketing Committee meeting there was a request for Jason to create a strategic review of the Conference Sales Program and the changing market with recommendations to the Board. The Director of Sales Advisory Committee Meeting will be scheduled in June. The strategic review will be tabled until the next Marketing Committee Meeting after the Director of Sales Advisory Committee has a chance to meet.

3.2 **M/S/C (Parson/Hickey) (6/0) to approve the agenda as it stands.**

4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON APRIL 26, 2011

4.1 **M/S/C (Parson/Cohen) (6/0) to approve the Marketing Committee meeting minutes from April 26, 2011**

5.0 UPDATE ON AMGEN TOUR OF CALIFORNIA EFFORTS

5.1 Andy reported that the Amgen Tour of California Stage One and Two were cancelled, last minute, due to snow and icy road conditions. AEG recognized the vast efforts that Lake Tahoe put forth even though the race did not occur. Andy along with Judy and Carol went to the final stage of the race and encouraged AEG to bring the race back to Lake Tahoe next year. Andrew Messick was quoted saying, "Tahoe is a possibility in the future." Andy thanked the Committee and Sponsors for their efforts and hard work. The Committee asked if there were any smaller scale bike races or bike related events that could be

considered. Andy replied that the *Leadville Qualifier* is scheduled to come to Northstar-at-Tahoe this fall with around 1000 riders. The Committee asked staff to create an Amgen economic impact report. The Committee also asked about the retail inventory left over. The retail inventory purchased by the LOC will be sold online and at numerous NLTRA attended events.

Action: The Committee asked staff to create an Amgen economic impact report.

6.0 DISCUSSION ON BIKING BRAND OPPORTUNITIES FOR NORTH LAKE TAHOE

6.1 Andy reported that at the last Marketing Committee Meeting the Committee wanted to have a conversation concerning branding biking in North Lake Tahoe. Cathy and Wendy reviewed how bike related messages are implemented in the current marketing plan. One of the most prominent bike related inserts has been a full page ad in *Outside Magazine's* Bike Edition. Biking is a branding opportunity that has been included in the past marketing plan. The ongoing radio campaigns will also include bike related messages; such, as biking events and noting North Lake Tahoe as a bike friendly destination. They are also looking at other opportunities to market NLT as bike friendly and they have updated gotahoenorth.com's bike page. Barb suggested having a bike or activity related festival. Pettit stated that she is now including bike related messages in her Monday Recreation report.

7.0 DISCUSSION AND DIRECTION ON BRAND REVIEW WORKSHOP

7.1 Andy stated that the last time there was a Brand Review Workshop was six years ago. During that process there were four focus groups; two in southern California and two in northern California. The workshops gained feedback from consumers on how the marketing ads were perceived. Andy asked the Committee if they thought it was a good idea to have another branding workshop in the near future. The Committee agreed that it is a good idea and to bring it forth to the NLTRA Board at the meeting next week. Cathy stated that brands depend on the environment and much has changed in the past 6 years. It would be good to interview the community to gain local feedback and also interview current customers and people that are not customers. Another idea is to research competitors. The last workshop lasted two days; this workshop could be completed in half a day. The Committee suggested the following:

- Conducting focus groups first to determine consumer perception of North Lake Tahoe
- Having an advisory board of key meeting planners look at the website and marketing and give feedback
- Conduct subsequent consumer research, and then make changes based on the feedback. At that point go back into the market place and test the new plan.

7.2 The Committee agreed to recommend to the NLTRA Board the planning of a Brand Review Workshop

8.0 REVIEW AND DISCUSSION CONCERNING EVENTS AND EVENT OPPORTUNITIES

8.1 Andy reviewed the NLTRA Event Policy adopted by the NLTRA Board in October of 2010 and asked the Committee if they had any questions. Barb asked what would be considered a marquee event. Andy responded that examples of marquee events are Snowfest and Autumn Food and Wine. She also asked what would be considered community events. Kym stated examples of community events that receive Community Marketing Grant Funds are; The Leadville Qualifier, Tahoe Sustainable Expo and the California State Parks Historical Days. Andy reviewed the Grant Process and reminded the Committee that \$50,000 is distributed through the Community Marketing Grant Fund process at the Chamber Advisory Committee's level.

- 8.2 The Committee asked if there are big events, can staff deliver books/flyers or related products to the business community. The Lodging Committee has stated that they would like to have a staff member be in a Hotel Liaison position. This person could inform them of current events around the basin and ensure that they are taking advantage of what the NLTRA has to offer, whether its Cool Deals or e-blasts. Heather asked if it would be a good idea to research different destinations and look at how they handle events. Deb stated that the Board needs to make the decision to allocate funds to go after big events. Reno just hired a full time person to specifically go after sporting events.
- 8.3 Ron stated that marketing needs to be focus on specific activities. He would like the Marketing Committee to focus on gaining events specifically on paddle sports, hiking and biking to increase heads on beds. Wendy stated that Trip Advisor lists the four top activities as; hiking (33%), biking (22%), water sports (22%) and camping (12%). Andy stated that the infrastructure for biking is well on its way and the message now needs to be distributed to the biking community. The Committee discussed inviting all the bike related businesses and clubs in NLT to a workshop to see if they have any bike event they would like help producing. Andy suggested forming an Event Sub-Committee that could create a plan to take to event planners.
- 8.4 Andy introduced and welcomed Sandy Evans Hall to the Committee and Guests. Sandy is the new CEO/Executive Director of the North Lake Tahoe Resort Association. Sandy stated that she has scheduled an NLTRA Board Retreat and they will be discussing strategic plans focused on different initiatives such as biking. If biking is an initiative that the Board decides to focus on the Chamber could contact the local bike shops/clubs to create a Bike Sub-Committee. That Committee would be in charge of creating a three year plan including Marketing and infrastructure. Barb suggested having an event focused on the different ways you can circumnavigate Lake Tahoe. This could start as a small event and grow in the future. The Committee stated that they did not want to loose focus on food and wine in the fall. The bike initiative would be in addition to *Fabulous Food and Wine*.
- 8.5 **M/S/C (Parson/Hickey) (6/0) Staff to explore the following four initiatives; biking, paddle-sports, hiking and cross country skiing. To include human powered events in the fall season**
- 8.6 **Barb gave direction to staff to plan a meeting of all the people that are involved in these four sports to talk about planning events. Sandy stated there will be efforts made to get those people together in the near future.**

9.0 REVIEW OF FY 2011/12 BUDGET PROCESS AND TOT BUDGET APPROVAL

- 9.1 Andy reviewed the first draft of the Draft Budget for the 2011/2012 Tahoe TOT Proposed Budget. He stated that this is a broad look at the overall TOT budget. He specifically reviewed the Proposed Marketing TOT Budget. Andy asked the Committee for tentative approval of the TY 2011/2012 Tahoe TOT Proposed Budget.
- 9.2 **M/S/C (Parson/Hickey) (6/0) to approve the 2011/2012 Budget Process and TOT Budget and present it to the NLTRA Board for approval**

10.0 DEPARTMENTAL REPORTS-

- 10.1 **Advertising-** Smith and Jones reported on the marketing plan that is located in the Marketing Packet for the early season media.
- 10.2 **Conference Sales-**The Conference Sales report is located in the Marketing Packet. Ron asked about his direction at the last meeting. Andy stated that due

to the DOS Advisory Committee not being able to meet; his request is tabled until next month.

10.3 Leisure Sales-Jeremy is away working at the POW WOW conference. Leisure Sales report is located in the Departmental Reports of the Marketing Packet.

10.4 Special Projects-Judy reported on the Special Event/Projects. Judy is moving forward with AFW and Wanderlust and is working on a partnership with Wanderlust for radio advertising tags. She has been conducting interviews with Community Marketing Grant recipients. Judy is also working with Jeremy on Mountain Travel Symposium for 2012 which is NLT is hosting.

10.5 Web-Shelley reported on the Web report. She has been keeping up with changes and conducting phone calls to event producers to input their events on gotahoenorth.com. Event producers need to be reminded on how to load events on the Chamber's Website. Kym is working on a letter to distribute to members reminding event producers of the process.

10.6 Public Relations-Pettit reported on the PR report located in the Departmental Reports section of the Marketing packet. Andy stated that the pre event publicity for Amgen was huge Pettit managed 46 media requests (normally she does around 30).

11.0 STANDING REPORTS

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

- **APRIL MTRiP REPORT**
- **MARCH RENO TAHOE AIRPORT REPORT**
- **APRIL SEARCH ENGINE OPTIMIZATION REPORT**
- **APRIL WEB/GEO TRACKING REPORT**
- **APRIL LODGING REFERRAL REPORT**
- **CONFERENCE ACTIVITY REPORT**

12.0 COMMITTEE COMMENTS

12.1 No Committee Comments at this time

13.0 ADJOURNMENT

13.1 The Marketing Committee meeting adjourned at 3:10 pm.

Submitted By:

Emily Sullivan, Programs Assistant
North Lake Tahoe Resort Association



MEMORANDUM

DATE: June 1, 2011

TO: Board of Directors

FROM: Ron Treabess
Director of Community Partnerships
And Planning

SUBJ: May 1-31, 2011
Activity Report

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. North Lake Tahoe Express (B-15)

NLTRA staff, in concert with Tahoe Transportation District and the TNT/TMA, has conducted a performance review of the North Lake Tahoe Express airport shuttle program. The purpose of this study was 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 draft of the performance review is now complete and is posted on www.nltra.org. TMA and staff have begun working on incorporating the appropriate recommendation. Staff is working with LSC, TMA, and TTD to develop a Request for Proposals for solicitation prior to the renewal of the next operator contract.

Through April, the FY 2010/11 NLTE Financials continue to show the strongest first ten months of both ridership and fare box revenue since the inception of the Express. The actual year to date ridership is 17,855 compared to 16,863 for the same period during 09-10. The fare revenue generated year to date is \$562,090 compared to \$459,957 in 09-10. Total subsidy paid to Airport Mini Bus through March is \$42,995 compared to \$75,369 for that period last year. The Monthly Summary in its new format and the To Date Budget are attached.

2. Enhanced Summer Transit Service and Traffic Management (B-8, 9, 11)(B-3)

The various transit services that are provided and/or increased during the summer season will commence June 30th and will continue through September 6th. These include earlier, later, and more frequent runs on Highway 89 between Truckee and Tahoe City, and on Highway 28 across the North Shore. Another component is the summer nighttime service (Night Rider) providing 60 minute headways between Squaw Valley and Stateline, with routes that serve Northstar and for the first time in many years, the West Shore. All of these routes should show increased ridership compared to last summer. Funding is provided for traffic management in downtown Tahoe City each Thursday morning to assist the Farmer's Market traffic flow, and in downtown Kings Beach on busy Saturdays.

- 3. Year Round TART Baseline Service (B-20)**
Winter ridership on TART Baseline Transit Service is up 18% from last year. Approximately 47% of TART boardings come from ski area employees, which is up 26% from last year and accounts for about 2/3 of the overall winter ridership increase. Will Garner is requesting the same subsidy for 2011-12 as was needed in 2010-11. He said that until the State budget is determined, the required subsidy is unknown.
- 4. Water Shuttle Pilot Program (A-3)**
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.
- 5. Lakeside Multi Purpose Trail (A-11)**
Construction is starting again on the Phase VII and is due to be completed by the end of this year's construction season. The bid process is in progress for Phases V and VI which will be completed in the fall of 2012.
- 6. Homewood Class 1 Bicycle Trail (A-15)**
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 and the Board of Supervisors gave approval at its April 12th meeting in Northstar.
- 7. Truckee River Corridor Access Plan/Squaw-Truckee Bike Trail (A-14)**
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 additional 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. The Board of Supervisors approved the funding request at its April 12th meeting in Northstar.

8. Amgen Tour of California- Local Facility Maintenance

In order to improve bicycle and pedestrian-based facilities in the North Tahoe area for the opening stages of the Amgen Tour of California bike race scheduled for May 16 and 17, 2011, the North Lake Tahoe Resort Association recommended that up to \$75,000 be allocated to minor maintenance work on Tahoe-area roads and trails. The improvements could include snow and debris removal and patching to ensure the roads and bike trails are accessible to cycling enthusiasts and spectators. The maintenance occurred on portions of Northstar Drive, Squaw Valley Road, and bike trails owned and operated by the Tahoe City Public Utility District and Placer County in the Tahoe City to Squaw Valley area. Final invoices have not been received but estimates were: Northstar Community Services District- \$16,000, Tahoe City PUD- \$25,000 and Placer County- \$34,000. The funds have been allocated from the NLTRA's FY 2010-2011 Infrastructure Budget, which allocated up to \$150,000 for one-time maintenance of tourism-serving facilities. The Placer County Board of Supervisors approved this Infrastructure grant at the April 12th meeting at Northstar. While the Tour of California Tahoe stages had to be cancelled for safety reasons, there have been many positive comments on the early opening of the bike trails by visitors and residents.

9. Tahoe City/ West Commons Beach/Fire Station Redevelopment (A-19)

The NLTRA master plan has identified the need to relocate the existing visitor information center in Tahoe City to a more visible, larger facility, which would better serve visitor and community needs for welcoming to the lake, information and interpretive education. A potential location for this purpose is the existing fire station site which, when the fire station function is relocated, will need to be redeveloped and restored to be an integral part of the existing Commons beach and plazas. While various possible alternatives need to be analyzed, one alternative for this site may be as a location to include a multi-agency North Lake Tahoe Visitor Center, Lake Tahoe interpretation/performance theater, and other visitor-serving enhancements.

The Tahoe City Public Utility District has requested an Infrastructure allocation of up to \$45,000 to prepare a conceptual analysis of alternatives for the westerly portion of Commons Beach. These alternatives will explore the possibility of a visitor center expansion and a small performing arts facility. The total alternative analysis will cost \$56,000. The Joint Committee recommended approval and the Board of Directors did approve the request at the April 6th meeting. This request received final approval from the Board of Supervisors at its May 24th meeting.

10. Regional Wayfinding Signage

After many months of delay because of some additional funding needs and staff inability to devote adequate time to this project, staff, with the assistance of a Board sub-committee is determining an approach for progressing toward completion of the Wayfinding Signage Manual. This will involve the clear identification of missing sections (primarily permitting section) and the most efficient way to prepare and incorporate that work so that the Regional Signage Program can move ahead to placing wayfinding signage on the ground, and the cost to prepare the work. The initial estimate prepared by Wild West

Communications Group, a sub-consultant on the original consultant team, includes up to \$11,000 for completing and printing the manual and preparation of materials for mandatory approval by certain agencies. As shown below, another \$10,490 will be required for Placer County filing fees. NLTRA currently has \$2,100 of approved funding that can be applied for this work.

Placer County Planning Department has clearly identified the required County applications, application materials, and filing fees necessary for County review and approval. These include:

Pre-Development Meeting	\$ 1,084
Environmental Questionnaire	\$ 6,500
Zoning Text Amendment	<u>\$ 2,906</u>
	\$10,490

The other two key agencies are TRPA and Caltrans, both of which have a certain level of overriding approval authority. Their final approval does require completion of the manual.

Staff's next steps are to:

- 1) Meet with the Board sub-committee and sub-consultant to review status of completed work and outline of remaining tasks
- 2) Meet with Placer County, TRPA, and Caltrans to have them specifically define their remaining requirements
- 3) Prepare the funding request for Board of Directors and Board of Supervisors approval—separating agency costs and consultant costs
- 4) More forward with manual completion and required County process

11. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be Monday, June 27th, 2011.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- TOT Renewal Steering Committee
- TOT Renewal Meeting with County CEO
- Tuesday Morning Breakfast Club
- TNT/TMA Board
- Resort Triangle Transportation Planning Coalition
- Chamber of Commerce Advisory Committee
- Placer County CEO
- Tahoe Conservancy Water Trail Wayfinding Signage
- Northstar/Martis Valley Bike Trail Public Meeting
- TOT Renewal Steering Committee
- Joint Committee Meeting
- Truckee Airport/Hwy 267 Transit Service
- Amgen Tour of California Events/NLTRA Representative