



**BOARD MEETING MINUTES**  
**Wednesday, February 2, 2011**  
**Tahoe City Public Utility District Board Room**

**PRELIMINARY MINUTES**

**ATTENDANCE:** Wally Auerbach, Roger Beck, Phil GilanFarr, Ron McIntyre, Alex Mourelatos, Allen Highfield, Jennifer Merchant, Deanna Gescheider, Ron Parson, and Barb Cohen

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

**OTHERS IN ATTENDANCE:** Steve Kastan, Rob Weston, Gordon Shaw, Bob Bolton, Matt Homolka, and Edmund Sullivan

**A. CALL TO ORDER – ESTABLISH QUORUM**

The meeting was called to order at 8:33 AM by Chairman Ron McIntyre and a quorum was established.

**B. AGENDA AMENDMENTS AND APPROVAL**

1. It was agreed that items may be taken out of order.
2. **M/S/C (Gescheider/Auerbach) (10-0-0) to approve the agenda as presented.**

**C. PUBLIC FORUM**

There were no comments on items not on the agenda.

**D. REPORTS & ACTION ITEMS**

**3. Status Report – Overall Class 1 Bike Trail System**

Ron Treabess clarified the boundaries of the Resort Triangle Bike System. He presented a status report on the existing and to-be-completed sections, noting the various agencies involved, including the Tahoe City Public Utility District (TCPUD), Placer County, Nevada County, Town of Truckee, Eldorado County, and the North Tahoe Public Utility District (NTPUD). Segments of the trail, including the Truckee River Corridor Access portion from Squaw Valley to Truckee, the Homewood segment, Sugar Pine Point to Meeks Bay, Dollar Hill to Kings Beach, and Martis Valley area, are all in some phase of the planning stage. Ron stated the goal of the NLTRA is to help fund the planning of the system as necessary and encourage the agencies to continue the North Lake Tahoe biking vision. Discussion followed regarding other funding opportunities, the target niche for bike riding on trails, and accommodations made for a bike lane for more serious riders. Jennifer Merchant explained the Class 1 Bike Trails being discussed today are really multi-use and are also intended for use by pedestrians. She stated the Tahoe Regional Planning Agency (TRPA) and Caltrans have mandates in place that when state highways are being redone, a bike lane is included. She acknowledged there are some areas, such as Emerald Bay, where that is not feasible, and reasonable alternatives are considered.

**4. Infrastructure Funding Request of up to \$265,000 to Complete the Truckee River Corridor Access Plan Program Environmental Impact Report**

Ron Treabess clarified details of this request. The project is included in the Infrastructure Plan.

**M/S/C (Parson/GilanFarr) (9-0-1 abstention from Merchant) to approve an Infrastructure Funding Request of up to \$265,000 to complete the Truckee River Corridor Access Plan Program Environmental Impact Report.**

**5. Infrastructure Funding Request of up to \$144,500 to Complete Preparation of Environmental Documents and Compliance Tasks as Required by Caltrans for the Class 1 Bicycle Trail Connection through Homewood**

Matt Homolka, District Engineer of the Tahoe City Public Utility District reviewed this request. He stated the portion of the trail on property owned by Homewood Mountain Resort will be funded by the Resort.

**M/S/C (Parson/ Gescheider) (9-0-1 abstention Auerbach) to approve an Infrastructure Funding Request of up to \$144,500 to complete preparation of environmental documents and compliance tasks as required by Caltrans for the Class 1 bicycle trail connection through Homewood.**

**6. Additional Infrastructure Funding Request of up to \$20,000 to Complete Wayfinding Signage Standards Manual Project, Including Placer County Required Environmental Questionnaire and Zoning Text Amendment**

Ron Treabess presented this request for funding to complete the Wayfinding Signage Manual and associated demonstration projects. The monies are being requested because the scope of the project has changed and Placer County is now asking for an Environmental Questionnaire and Zoning Text Amendment in order to streamline the application process. It is expected the fees for the application to the County for these documents could be up to \$10,000, but the actual cost is unknown. The remaining \$10,000 of the request is for Wild West Communications Group to do the final editing of the manual and complete the permit document process noted above. Wild West was a subcontractor to the original contractor, who is experiencing financial difficulties. Wild West has been working on the project since the beginning. Their proposal was included in the Board packets. Wally Auerbach said the Joint Infrastructure/Transportation Committee unanimously recommends approval of this request.

Discussion followed regarding the additional documents requested by Placer County and the fees the County is requesting. It was noted that until Placer County determines what kind of an application will be processed, they cannot set the fee. Ron Treabess stated he requested a waiver of the fees, which was denied.

**ACTION: Jennifer Merchant will ask County CEO Tom Miller about the fee structure for this project.**

Jennifer Merchant stated she voiced concern at the Joint Infrastructure/Transportation Committee about this proposal and whether or not the original contractor was responsible for getting appropriate permits. Until she has an opportunity to review the original contract, she cannot support this request. Ron Treabess explained that when the manual was being developed, there was direction from the Advisory Group for the project that one agency be identified for an applicant to work with for sign permits. However, no agency was willing to take the lead. The documents Placer County is requesting are designed to streamline the application process and were probably not part of the original scope of work. Discussion continued regarding the expanded scope of work, details of the original contract, and what agencies besides Placer County have signage requirements that could differ, i.e., Caltrans. It was noted there are wayfinding signs in the area, including Squaw Valley, the “mileage” signs around the Lake, and what is proposed for the new Fire Station in Tahoe City.

**M/S/C (Auerbach/Beck) ( 4-6 no votes from McIntyre, Parson, Gescheider, Highfield, GilanFarr, Merchant --0) to approve an Infrastructure Funding Request of up to \$20,000 to complete the Wayfinding Signage Standards Manual Project including Placer County required environmental questionnaire and zoning text amendment,**

**ACTION: Staff was asked to provide more information on how the funds previously approved for this project were spent, the status of the project, and whether additional requirements from Placer County or other agencies can be anticipated.**

This item will be on a future agenda, pending a complete report from Staff on the Signage Program.

**7. Revised Approach to Conduct an Operations Performance Review of the North Lake Tahoe Express Airport Shuttle**

Ron Treabess explained staff recommendation to authorize this review. Jennifer Merchant asked what the result of the review will be. Is it being done to consider ways of increasing tourism or adding runs? Gordon Shaw of LSC Consultants addressed the Board saying one component of the review will be to interview conference planners and facility managers to determine if the Airport Shuttle impacts decisions to select North Lake Tahoe as a destination for groups. Also, the NLT Express schedule will be compared to flight schedules to make sure the maximum number of flights are being serviced both inbound and outbound of the Reno Airport. A determination can be made that x number of passengers may ride the shuttle if a section was added or the schedule was changed to accommodate more flights. Wally Auerbach added the Joint Infrastructure/Transportation Committee unanimously recommends Board approval.

Discussion followed regarding some of the issues regarding public perception of the Shuttle and marketing opportunities for further review that could come from the study. Ron Treabess said staff will work with Gordon to develop a contract asking for specific data and determine whether LSC or NLTRA staff is in the best position to gather certain information.

Jennifer Merchant noted the “Captain Morgan Rum” wraps on buses as part of a sponsorship agreement, saying the County will probably be reviewing contractual relationships with the various agencies involved in the Express.

**M/S/C (Beck/Auerbach) (9-1 no from Parson -0) to authorize up to \$9755 to conduct an independent performance review of the North Lake Tahoe Express Airport Shuttle Program.**

**8. Update of Infrastructure and Transportation Development Integrated Work Plan Purpose, Criteria, and Highest Priorities for which to Consider Infrastructure, Transportation and Strategic Planning Projects for Inclusion.**

Ron Treabess introduced this topic, stating that although the Joint Infrastructure/Transportation Committee did not have time to address this issue, he would like the Board to consider it in preparation for a public meeting on March 15 regarding the Integrated Work Plan. Ron asked the Board to consider components of the Plan, including the purpose, is it staying dynamic to changing conditions, yet meeting the Master Plan goals, and the criteria used to evaluate and prioritize projects. Discussion followed regarding NLTRA’s role in projects they have funded, including advocacy, and the criteria and benchmarks used to evaluate both staff’s performance and projects. Ron McIntyre suggested the Board needs to determine if NLTRA is to continue primarily as a funding organization or as an organization that implements projects. That would determine how much say NLTRA will have and what staff time is required. Discussion continued regarding strategies for the Board to use when considering and prioritizing projects and evaluating milestones. It was agreed this topic should be considered for a workshop item with the Joint Infrastructure/Transportation Committee. Options for proceeding were considered.

**ACTION: Staff will schedule a meeting with NLTRA Board members who sit on the Joint Infrastructure/Transportation Committee to consider this issue, including how projects are evaluated and prioritized. Areas of focus will be developed from the Fiscal Year 2011/12 Work Plan showing the priorities tied to each focus and tasks, milestones, staff time, and funds invested. The Subcommittee’s recommendations will be considered by the full Committee, who will then make recommendations to the Board.**

**9. Presentation of Placer County Legislative Platform and Possible Approval that All NLTRA Legislative Expenditures and Activities will be Consistent with Placer County Policies**

A letter from Placer County regarding this issue was included in the Board packets. The Board is being asked to sign an agreement that in any legislative approaches, the NLTRA will be consistent with Placer County policies. NLTRA’s current contract states that the organization will be “not be in conflict” with Placer County policy. The Board discussed the distinction between the wording in the current contract and the Legislative Platform. There was consensus to remain consistent to the wording in the existing contract.

**10. Executive Director Search Process**

Deanna Gescheider reported the Committee continues to meet.

**11. Interim Executive Director Report**

Ron Treabess presented his written report. NLTRA was awarded a \$990,000 Sustainable Community Planning Grant as part of a basin-wide project for community planning. He stated part of the success of the grant application was due to the Prosperity Plan.

Regarding the Transient Occupancy Tax (TOT) Renewal, Ron Treabess reported a questionnaire has been developed to select a consultant to conduct a survey designed to measure voter awareness on the issue. Ron Treabess has met with Placer County CEO Tom Miller to update him on the 2<sup>nd</sup> Quarter Report.

Ron Treabess continues to work with the Tahoe Transportation District (TTD) on the feasibility of a water-borne shuttle. A Request for Proposal (RFP) will be developed to consider a turn-key operator who will handle securing the vessel and operations. The preparation for marketing, ticketing, and docking facilities, etc, will be handled separately.

Jennifer Merchant reported the Placer County Board of Supervisors voted 4-1 to appoint Larry Sevison as the County Representative on the TRPA Governing Board, replacing District Five Supervisor Jennifer Montgomery. At last week's meeting, the Governing Board directed TRPA staff to expand the scope of environmental issues to be considered in the Regional Plan Update.

**12. Marketing Report****12.1 Conference Revenue Statistics – January 2011**

Andy Chapman reported on the Conference Revenue Statistics, included in his written report to the Board.

**ACTION: Staff was asked to present a group sales report showing a breakdown of Crystal Bay/Incline Village bookings verses those in Placer County.**

**12.2 Amgen Tour of California**

Andy Chapman reported site inspections continue with the representatives from AEG for the upcoming Amgen Bike Tour. Phase 1 marketing efforts are underway, which includes collateral material to the ski areas and email blasts advising winter visitors that the Tour is coming in May. Phase 2 campaigns begin in April and will focus on the drive markets from Sacramento and the Bay Area, as well as Los Angeles. Andy Chapman reported on sponsorship sales and the event calendar that is being compiled that will include events the local business associations are presenting.

**ACTION: The Board asked for more time on the coming agendas to allow for a detailed report each month on the status of the Amgen Tour and the key accomplishments for each month.**

**12.3 Placer County Welcome Center M.O.U.**

Andy Chapman is working to develop a Memorandum of Understanding (MOU) on how the North Tahoe area is promoted at the Welcome Center near Auburn. The Welcome Center is moving into a new location and NLTRA will have the opportunity to design its area.

**12.4 Marketing Co-op Support of NLT Wedding Industry**

Andy Chapman reported the Wedding and Honeymoon Association folded at the end of November. Responsibility for marketing the wedding industry is now being done by the North Lake Tahoe Marketing Cooperative. The NLTRA will provide funding to the NLT Marketing Co-op and the North Lake Tahoe website will include more information on holding weddings in the area.

**12.5 Placer County Release of Remaining Prior Year Fund Balance**

Ron Treabess reported one of the issues raised in a recent meeting with Placer County was disposition of remaining fund balances for prior years. A scope of work amendment was included in the Board packets. The Finance Committee recommends approval of the amendment, which will allow those funds to be used for marketing.

**M/S/C (Parson/Auerbach) (9-1 no from Merchant -0) to recommend the Placer County Board of Supervisors approve the Supplemental Scope of Work amendment as presented.**

**13. The Board/Staff Follow-up on Previous Action Items**

There were no questions or comments.

**E. NLTRA CONSENT CALENDAR**

**M/S/C (Parson/GilanFarr) (10-0-0) to approve the NLTRA consent calendar as presented.**

The following were approved in the Consent Calendar:

14. Board Meeting Minutes – January 5, 2011
15. Finance Committee Minutes – January 4, 2011
16. Financial Statements – December 2010
17. Joint Committee Minutes – January 24, 2011
18. Marketing Committee Minutes – January 25, 2011
19. Conference/Marketing Activity Report – January 2011
20. Infrastructure/Transportation Activity Report – January 2011
21. Revised Strategic Planning and Budget Development Process Schedule

The Board of the North Lake Tahoe Resort Association adjourned and convened as the North Lake Tahoe Chamber of Commerce Board at 11:34 AM

**F. CHAMBER OF COMMERCE REPORTS****22. Lake Tahoe Basin Prosperity Plan**

Andy Chapman reported the Prosperity Plan Steering Committee continues to meet and is evaluating matching grant opportunities and implementation strategies. He made it clear that there is no intent for the Prosperity Plan to develop a “bricks and mortar” organization or hire staff, which is a concern of Placer County. He will continue to provide updates.

**23. Community Awards Dinner**

Kym Fabel reported a wonderful program has been put together for this event, taking place on February 16, 2011.

**24. Chamber Advisory Committee Report**

Kym Fabel reported the Committee selected Caroline Ross, the representative from the Squaw Valley Business Association, as Chair. The Committee unanimously recommended awarding \$10,000 each to Northstar Village and the West Shore Association.

**25. Chamber Activities and Events**

Kym Fabel stated the Chamber implements, administers, and sponsors several events during the year. A recent Leadership seminar on changes in the labor law had 16 attendees.

**G. NLTCC CONSENT CALENDAR**

Jennifer Merchant asked that Item G26 be pulled for discussion.

**M/S/C (Parson/Merchant) (10-0-0) to approve the NLTCC consent calendar as presented, with the exception of Item G26.**

Jennifer Merchant asked for clarification of the Grant Request process, specifically if the West Shore Association provided backup for the Opening Day at the Lake event. Kym Fabel explained the collateral material submitted to support the request.

**M/S/C (Parson/Auerbach) (10-0-0) to approve Item G26 on the Consent Calendar.**

The following were approved in the Consent Calendar:

- 26. Chamber of Commerce Committee Minutes – January 27, 2011
- 27. North Lake Tahoe Chamber of Commerce Business Plan Implementation Report
- 28. Village at Northstar Grant Request - \$10,000
- 29. West Shore Association Grant Request - \$10,000

The Board of the North Lake Tahoe Chamber of Commerce adjourned and convened as the Board of the North Lake Tahoe Resort Association at 11:46 AM

**H. DIRECTORS' COMMENTS**

- 30. Jennifer Merchant announced a Redevelopment Agency workshop on March 10 for contractors and construction related issues and tonight's meeting regarding the Kings Beach Commercial Core Project.

**I. MEETING REVIEW AND STAFF DIRECTION**

Ron Treabess reviewed direction given to staff in today's meeting.

**J. CLOSED SESSION**

There was no Closed Session.

**ADJOURNMENT**

The meeting adjourned at 11:53 AM.

Submitted by Judy Friedman  
Recording Secretary  
THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



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

**NLTRA Conference Room**

**PRELIMINARY MINUTES**

**COMMITTEE MEMBERS IN ATTENDANCE:** Ron Parson, Allen Highfield, Kimberly Frushon, Ron McIntyre (9:17 am)

**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 9:05 am by Chairman Ron Parson and a quorum was established.

**2.0 PUBLIC FORUM**

2.1 The Community Awards Dinner will be held on Wednesday, February 16<sup>th</sup> at the Resort at Squaw Creek.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 **M/S/C (Highfield/Frushon) (3/0) to approve the agenda as presented.**

**4.0 APPROVAL OF MINUTES**

4.1 **M/S/C (Frushon/Highfield) (3/0) to approve the Finance Committee minutes of Tuesday, January 4, 2011.**

**5.0 DISCUSSION AND POSSIBLE ACTION TO RECOMMEND APPROVAL OF THE DECEMBER 2010 FINANCIAL STATEMENTS**

5.1 Sally Lyon reviewed the Financial Analysis for the six months ending December 31, 2010:

- Operating cash is \$720,000.
- Marketing Cooperative cash is \$64,000.
- Infrastructure cash is \$70,000.
- The receivable from the County for Marketing, Transportation and G&A is \$2.1 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 (\$22,000) for the month of December and \$297,000 year-to-date.
- The Statement of Cash Flows shows that cash and cash equivalents, including Infrastructure Investments, is down \$260,000 from same month a year ago.

Ron Parson asked about infrastructure funds allocation. Sally Lyon clarified that about 4.9 million of the 6.1 million that is held by Placer County has already been designated for infrastructure projects and has been approved by the Placer County Board of Supervisors.

Sally commented on the variance report. Groups are down because a large group budgeted for commission, arrived at Resort at Squaw Creek, but consequently was not commissionable. The variance in Special Events is due to the timing of expenditures and reimbursed expenses for the Amgen Tour of California. Ski Tahoe North tickets are down from the previous year; a possible cause is that ticket prices went up from \$66 to \$74.

Kimberly asked about transportation. There was a large journal transfer in December to cover summer transportation services. This does not affect our cash.

**M/S/C (Highfield/Frushon) (3/0) to recommend to the Board of Directors the approval of the December 31, 2010 Financial Statements.**

## 6.0 FORECAST

6.1 Sally Lyon reviewed the forecast. There is a decrease in both revenue and expenses from the revised budget. This is due to spending less on infrastructure projects than originally budgeted. Sally noted G&A expense is down due to a decrease in salaries and health benefits.

Andy Chapman stated that a 9 month actual/3 month forecast will be done after March numbers are in.

## 7.0 PLACER COUNTY RELEASE OF REMAINING PRIOR YEAR FUND BALANCE

7.1 Ron Treabess addressed this topic. For fiscal year 2010/11, half of the prior year fund balance for marketing has been released to NLTRA. The second half will be released shortly. An amendment to the Scope of Work has been prepared. The goal is to get the amendment approved by the Placer County Board of Supervisors in the next few weeks.

**M/S/C (Highfield/McIntyre) (4/0) to recommend that the Board of Directors approve the Scope of Work amendment.**

## 8.0 BREAKFAST CLUB

8.1 Ron Parson provided background on this topic. The First Tuesday Morning Breakfast Club (BC) is an organization that provides informational programs of business and community interest; it is open to anyone and is not political. Until now, the BC monies have been managed by McClintock Accountancy. The BC has now grown to the point that McClintock Accountancy would prefer to have it managed by someone else. The BC needs a more formal structure for tax reporting purposes. The NLTRA has the tax structure and accounting capability to take over from McClintock Accountancy.

Revenue is collected through quarterly dues and purchases of individual breakfasts. This revenue is used to defray speakers' expenses. There is usually a small profit; it has been used to purchase tangible items for northshore schools.

Kimberly questioned the goal of the BC. Ron Parson and Ron Treabess clarified that the goal is to provide a community education forum; the by-product is that there is money left over after expenses are paid that has historically gone to the northshore schools.

Sally Lyon would like discretion as to how to set up the accounting for the BC. The NLTRA will absorb the cost of staff time to administer the BC.



**M/S/C (Highfield/Frushon) (3/0, 1 abstention - Parson) to absorb the Breakfast Club into the NLTRA.**

**9.0 REPORT ON FOLLOW-UP ITEMS FROM PREVIOUS MEETINGS**

9.1 The alcohol policy is being worked on.

**10.0 COMMITTEE MEMBER COMMENTS**

10.1 Ron Parson reported that he heard interesting information during the Executive Director interviews regarding how other Chambers of Commerce are funded. He suggested that the North Lake Tahoe Chamber of Commerce look at alternative funding sources, as the current funding model of relying on dues is poor.

Ron McIntyre noted that a ½ cent sales tax to go to transportation was voted down years ago. This money would have funded transportation projects, allowing NLTRA money to be used to fund other programs and projects. He also commented that creation of a Business Improvement District was explored a few years ago. Ron McIntyre strongly believes that the TOT renewal needs to be accomplished first and that nothing should get in the way of this goal.

Ron Parson asked if the committee wants to take on looking into our financial options. Ron Treabess stated that the TOT renewal committee is on track with its surveys and community education and does not believe the Finance Committee has a role right now in the TOT renewal vote. Ron Treabess also stated that Alex Mourelatos, Theresa Dugan and Randy Hill are interested in working on this issue. Deb Dudley is interested in participating in crafting the ballot language

10.2 The next Finance Committee meeting is scheduled for March 1, 2011 at 9:00 am.

**11.0 ADJOURNMENT**

11.1 The Finance Committee meeting adjourned at 10:10 am.

Submitted by:  
Kim Lambert  
Accounting and Human Resources Assistant

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**North Lake Tahoe Resort Association  
Financial Statements  
For the Seven Months Ending January 31, 2011**

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**North Lake Tahoe Resort Association**  
**Financial Analysis**  
**For the Seven Months Ending January 31, 2011**

**Consolidated**

**Statement of Financial Position**

- Operating Cash is \$868,000, Marketing Cooperative Cash is \$35,000 and Infrastructure Cash is \$80,000.
- The Receivable from the County is \$1,889,000. This includes seven 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 up \$46,000 from the previous month with the large billing of January Chamber Membership (75% of the members are billed in January).
- Advance Ticket Sales (STN) has a \$39,000 balance. Sales have not been as strong as previous year.
- Other Liabilities and Unearned Revenue are up \$51,000 from a month ago with the large billing of January Chamber Membership and the change in Marketing Cooperative cash and the corresponding liability.
- Change in Net Assets is (\$52,000) for the month of January and \$245,000 year to date.

**Statement of Cash Flows**

Year to date, Cash and Cash Equivalents, including Infrastructure Investments is down \$200,000 from the same month a year ago. For the year, Tourism and Administration has provided \$188,000, Infrastructure has used \$354,000 and equipment purchase has used \$2,000 for a total decrease in cash of \$167,000 for the seven months ending January 31, 2011.

**North Lake Tahoe Resort Association  
Financial Variance Report  
For the Month Ended January 31, 2011**

	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
<b>Month-Budget</b>		491,839	80,950	405,530	3,571	1,788
<b>Key Variances</b>						
Commissions-Ski Tahoe North Tickets slow start	Marketing	(6,930)				(6,930)
TOT funding-Infrastructure project revenue to match expenditures	Infrastructure	(213,600)				(213,600)
Salaries-Salary savings	G & A		8,761			8,761
Special Events-Timing of Augen and reimbursement	Marketing			8,111		8,111
Marketing Other-Timing	Marketing			46,581		46,581
Community Marketing Programs-Timing	Marketing			(30,000)		(30,000)
Transportation Projects-Timing	VST			(91,833)		(91,833)
Infrastructure Projects- Regional Wayfinding Signage	Infrastructure			213,600		213,600
<b>All Other Smaller Variances</b>	Various	957	(1,457)	11,968	4	11,472
<b>Variance Total</b>		(219,573)	7,304	158,427	4	(53,838)
<b>Month-Actual</b>		272,266	73,646	247,103	3,567	(52,050)

Positive variance is positive to the Budget.

North Lake Tahoe Resort Association  
 Financial Variance Report  
 For the Seven Months Ended January 31, 2011

YTD-Budget	Dept	Support	Salaries & Benefits	Operating Expenses	Depreciation, Reserves, Non Cash	Change in Net Assets
<b>Key Variances</b>						
Commissions-Ski Tahoe North Tickets slow start, and less sales	Marketing	(12,059)				(12,059)
Commissions-large group not commissionable	Conference	(26,986)				(26,986)
Placer County Funding-Journal Transfer	VST	190,459				190,459
Chamber Member Dues-Write-off of non-paying members	Chamber	(9,245)				(9,245)
TOT funding-Revenue recognition to match spending Infrastructure projects						
Salaries-Timing	Infrastructure	(702,535)				(702,535)
Salaries-Savings	Marketing		6,377			6,377
Special Events-Timing of Amgen and reimbursement	G & A		9,055			9,055
Marketing-Other-Timing	Marketing			(15,456)		(15,456)
Community Marketing Programs-Timing	Marketing			24,697		24,697
Transportation Projects-Timing	Marketing			6,474		6,474
Chamber Special Events-Revenues and expenses below budget	VST			(112,260)		(112,260)
Professional Fees-Savings on Tax Return preparation	Chamber			6,874		6,874
Board Functions-Timing of Ex Director search	G & A			6,195		6,195
Infrastructure Projects-Variou, corresponds to TOT funding	G & A			19,255		19,255
	Infrastructure			702,535		702,535
<b>All Other Smaller Variances</b>						
	Various	3,064	(250)	22,819	20	25,653
<b>Variance Total</b>		(557,302)	15,182	661,133	20	119,033
<b>Month-Actual</b>		2,631,520	621,216	1,744,454	20,969	244,881

Positive variance is positive to the Budget.

**North Lake Tahoe Resort Association**  
**Statement of Financial Position**  
**January 31, 2011**  
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		7 Month Change	
	31-Jan-11	Last Month 31-Dec-10	Same Mth 31-Jan-10	Year End 30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>ASSETS</b>										
Cash and cash equivalents	\$ 868,384	\$ 720,382	\$ 474,004	\$ 468,391	\$ 148,002	21%	\$ 394,380	83%	\$ 399,993	85%
Operating	34,913	64,367	238,643	232,998	(29,454)	-46%	(203,730)	-85%	(198,085)	-85%
Marketing Cooperative	79,782	70,068	471,155	448,533	9,714	14%	(391,373)	-83%	(368,751)	-82%
Infrastructure					0	-		-		-
Other Restricted						-		-		-
Total Cash & cash equiv	983,079	854,817	1,183,802	1,149,922	128,262	15%	(200,723)	-17%	(166,843)	-15%
Receivables										
AR - Membership Services	102,065	13,788	115,620	24,678	88,277	640%	(13,555)	-12%	77,387	314%
AR - Group Commissions	26,517	33,890	33,536	19,553	(7,373)	-22%	(7,019)	-21%	6,964	36%
AR - Other	0	34,685	2,814	9,709	(34,685)	-100%	(2,814)	-100%	(9,709)	-100%
AR - Co-op/STN/Shared	35,320	35,634	23,243	37,741	(314)	-1%	12,077	52%	(2,421)	-6%
AR - Inntopia	0	0	1,002	0	0	-	(1,002)	-100%	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	6,106,755	6,106,755	5,527,706	5,440,204	0	0%	579,049	33%	666,551	12%
AR - County TOT Funding	1,888,555	2,113,685	1,737,755	430,587	(225,130)	-11%	150,800	2%	1,457,968	339%
Total Receivables	8,159,212	8,338,437	7,426,703	5,962,472	(179,225)	-2%	732,509	-	2,196,740	37%
Long Term Assets										
Prepaid expenses	7,721	9,057	11,417	15,021	(1,336)	-15%	(3,696)	-415%	(7,300)	-49%
Inventory	928	928	891	928	0	0%	37	0%	-	0%
Furniture, Fixtures & Other	24,520	25,238	32,823	29,313	(718)	-3%	(8,303)	-152%	(4,793)	-16%
Computer Software/Equipment	5,462	5,912	5,472	6,906	(450)	-8%	(10)	0%	(1,444)	-21%
Leasehold Improvements	4,185	4,585	8,842	6,985	(400)	-9%	(4,657)	-	(2,800)	-40%
Total Long Term Assets	42,816	45,720	59,445	59,153	(2,904)	-6%	(16,629)	-	(16,337)	-28%
<b>TOTAL ASSETS</b>	\$ 9,185,107	\$ 9,238,974	\$ 8,669,950	\$ 7,171,547	\$ (53,867)	-1%	\$ 515,157	-	\$ 2,013,560	28%
<b>LIABILITIES &amp; NET ASSETS</b>										
Liabilities										
Accounts Payable	\$ 497,436	\$ 311,050	\$ 210,026	\$ 277,169	\$ 186,386	60%	\$ 287,410	386%	\$ 220,267	79%
Advance Ticket Sales	38,568	24,539	74,524	(1,272)	14,029	57%	(35,956)	-9%	39,840	-3132%
Other Liabilities and Unearned	160,662	109,263	382,375	338,971	51,399	47%	(221,713)	-17%	(178,309)	-53%
Deferred Support	1,378,295	1,633,425	1,307,162	-	(255,130)	-16%	71,133	1%	1,378,295	-
Deferred Infra	6,187,323	6,187,823	5,998,953	5,888,737	(500)	0%	188,370	-	298,586	5%
Total Liabilities	8,262,284	8,266,100	7,973,040	6,503,605	(3,816)	0%	289,244	-	1,758,679	27%
Net Assets										
Fund Balance Designated	253,110	249,110	243,110	243,110	4,000	2%	10,000	2%	10,000	4%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	-100%	(14,470)	-3%
Net Change in Net Assets	244,881	296,932	14,498	(14,470)	(52,051)	-18%	230,383	33%	259,351	-1792%
Total Net Assets	922,823	970,874	696,910	667,942	(48,051)	-5%	225,913	-	254,881	38%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	\$ 9,185,107	\$ 9,238,974	\$ 8,669,950	\$ 7,171,547	\$ (51,867)	-1%	\$ 515,157	-	\$ 2,013,560	28%

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Consolidation of Departments  
For the Seven Months Ending January 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE			% Chg.			
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual		Budget	Variance	Prior YR
Revenue and Other Support										
Member Dues	10,322	10,720	(398)	11,406	(4%)	64,471	74,017	(9,546)	79,345	(13%)
Special Events & Functions	1,065	610	455	555	75%	90,222	89,850	372	90,101	0%
Miscellaneous	0	0	0	0	0%	4,449	4,079	370	0	9%
Commissions & Booking Fees	2,714	10,000	(7,286)	9,095	(73%)	109,037	148,082	(39,045)	70,440	(26%)
Retail Sales & Other	924	820	104	327	13%	16,733	13,748	2,985	6,810	22%
Interest & Investment Income	1,611	460	1,151	222	250%	2,274	2,639	(365)	3,690	(14%)
Placer County Funding	255,630	469,229	(213,599)	242,695	(46%)	2,344,334	2,856,407	(512,073)	2,085,007	(18%)
Total Revenue and Other Support	272,266	491,839	(219,573)	264,300	(45%)	2,631,520	3,188,822	(557,301)	2,335,393	(17%)
Expenses										
Salaries and benefits	73,646	80,950	(7,303)	82,899	(9%)	621,216	636,398	(15,181)	695,537	(2%)
Rent & Utilities	7,642	7,945	(303)	8,006	(4%)	55,047	55,726	(679)	54,683	(1%)
Telephone Services	3,259	2,115	1,144	2,360	54%	13,402	14,494	(1,092)	16,786	(8%)
Internet Access	0	0	0	0	0%	290	0	290	0	0%
Mail Expenses	214	340	(126)	112	(37%)	1,594	2,084	(490)	1,645	(24%)
Insurance & Bonding	374	425	(51)	425	(12%)	2,708	2,965	(257)	3,234	(9%)
Supplies	765	1,085	(320)	1,564	(29%)	6,169	6,770	(601)	8,189	(9%)
Equipment Sup. & Maint.	1,687	1,200	487	1,237	41%	6,008	8,825	(2,817)	8,568	(32%)
Taxes, Licenses & Fees	0	0	0	0	0%	1,015	1,015	0	2,447	0%
Equip. Rental / Leasing	1,696	1,188	508	1,577	43%	9,167	7,955	1,212	8,414	15%
Training & Seminars	0	100	(100)	0	(100%)	477	1,500	(1,023)	783	(68%)
Project Costs	108,843	233,742	(124,900)	44,844	(53%)	781,124	1,387,454	(606,330)	802,592	(44%)
Professional Fees Legal/Accounting	0	500	(500)	0	(100%)	17,226	23,420	(6,195)	17,780	(26%)
Special Events	(8,111)	0	(8,111)	729	0%	28,851	13,395	15,456	17,290	115%
Autumn Food & Wine Costs	0	0	0	0	0%	79,024	75,508	3,516	76,078	5%
Membership Events/Newsletter	(242)	1,610	(1,852)	1,609	(115%)	7,517	14,391	(6,874)	11,620	(48%)
Cost of Goods Sold	1,705	640	1,065	100	166%	11,938	7,499	4,439	4,625	59%
Promotional/ Giveaways	0	1,500	(1,500)	0	(100%)	0	2,000	(2,000)	651	(100%)
Market Study Reports/Research	0	0	0	0	0%	0	0	0	1,025	0%
Marketing Cooperative/Media	84,476	84,476	0	68,633	0%	573,332	573,332	0	480,431	0%
Marketing Other	3,194	49,775	(46,581)	0	(94%)	57,514	82,211	(24,697)	28,562	(39%)
Programs	40,000	10,000	30,000	500	300%	53,526	60,000	(6,474)	44,912	(11%)
Associate Relations	0	2,786	(2,786)	2,600	(100%)	3,614	5,568	(1,954)	6,571	(35%)
Board Functions	371	700	(329)	784	(47%)	25,912	45,167	(19,255)	2,425	(43%)
Credit Card Fees	1,085	1,795	(710)	1,875	(40%)	2,488	3,902	(1,414)	3,889	(36%)
Automobile Expenses	0	490	(490)	479	(100%)	2,596	2,892	(296)	3,194	(10%)
Local Meals & Entertainment	0	493	(493)	375	(100%)	2,131	2,774	(643)	2,821	(23%)
Dues & Subscriptions	145	925	(780)	795	(84%)	1,905	2,095	(190)	2,368	(9%)
Travel	0	1,700	(1,700)	1,707	(100%)	(121)	2,645	(2,766)	2,805	(105%)
Total Expense Before Depreciation/Re	320,749	486,480	(165,730)	223,209	(34%)	2,365,670	3,041,985	(676,315)	2,309,926	(22%)
Depreciation	1,567	1,571	(4)	1,567	0%	10,969	10,989	(20)	10,969	0%
Reserves	2,000	2,000	0	0	0%	10,000	10,000	0	0	0%
Total Expense	324,316	490,051	(165,734)	224,776	(34%)	2,386,639	3,062,974	(676,335)	2,320,895	(22%)
Changes in Unrestricted Net Assets	(52,051)	1,788	(53,839)	39,524	*****	244,881	125,848	119,033	14,498	95%

North Lake Tahoe Resort Association  
Statement of Activities

Summary

For the Seven Months Ending January 31, 2011

Date 02/23/11 01:47 PM

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
<b>REVENUE AND OTHER SUPPORT</b>										
Marketing	152,783	129,310	23,473	127,766	18%	1,132,185	928,170	204,015	930,198	22%
Conferences	26,211	36,953	(10,742)	27,470	(29%)	286,515	258,671	29,844	238,699	12%
Visitor Support & Transportation	54,750	83,808	(29,058)	39,670	(35%)	573,709	586,656	(12,947)	538,994	(2%)
Visitor Information	12,757	13,754	(997)	13,160	(7%)	101,566	96,278	5,288	97,826	5%
Member Services	10,653	11,560	(907)	11,319	(8%)	69,857	88,320	(18,463)	88,297	(21%)
Management & General	1,080	500	580	136	116%	6,079	3,500	2,579	1,533	74%
<b>Total Revenue and Other Supp</b>	<b>258,235</b>	<b>275,885</b>	<b>(17,650)</b>	<b>219,521</b>	<b>(6%)</b>	<b>2,171,911</b>	<b>1,961,595</b>	<b>210,316</b>	<b>1,895,546</b>	<b>11%</b>
<b>EXPENSES</b>										
Marketing	148,030	118,612	29,418	103,035	25%	1,022,344	910,547	111,797	884,677	12%
Conferences	37,205	40,757	(3,551)	34,818	(9%)	276,227	262,233	13,993	265,185	5%
Visitor Support & Transportation	116,778	85,706	31,072	22,922	36%	477,889	588,565	(110,676)	527,622	(19%)
Visitor Information	13,052	16,306	(3,254)	12,023	(20%)	108,355	100,888	7,467	95,900	7%
Member Services	9,407	13,809	(4,402)	11,932	(32%)	83,260	95,047	(11,786)	87,741	(12%)
Management & General	(10,405)	6,783	(17,188)	(2,098)	(253%)	(27,620)	34,573	(62,194)	28,979	(180%)
<b>Total Expenses</b>	<b>314,068</b>	<b>281,973</b>	<b>32,094</b>	<b>182,632</b>	<b>11%</b>	<b>1,940,455</b>	<b>1,991,853</b>	<b>(51,398)</b>	<b>1,890,103</b>	<b>(3%)</b>
<b>Net Change in Unrestricted Net Assets</b>										
Marketing	4,752	10,698	(5,946)	24,731	(56%)	109,841	17,623	92,217	45,521	523%
Conferences	(10,994)	(3,804)	(7,190)	(7,349)	189%	12,289	(3,562)	15,851	(26,486)	(445%)
Visitor Support & Transportation	(62,028)	(1,898)	(60,130)	16,748	*****	95,820	(1,909)	97,729	11,372	*****
Visitor Information	(295)	(2,552)	2,257	1,138	(88%)	(6,789)	(4,610)	(2,179)	1,926	47%
Member Services	1,246	(2,249)	3,496	(613)	(155%)	(13,403)	(6,727)	(6,677)	556	99%
Management & General	11,485	(6,283)	17,769	2,234	(283%)	33,699	(31,073)	64,773	(27,446)	(208%)
<b>Net Change in Assets Before In</b>	<b>(55,833)</b>	<b>(6,088)</b>	<b>(49,745)</b>	<b>36,889</b>	<b>817%</b>	<b>231,456</b>	<b>(30,258)</b>	<b>261,714</b>	<b>5,443</b>	<b>*****</b>
<b>Infrastructure</b>										
Infrastructure Support	14,031	17,442	(3,411)	44,779	(20%)	459,609	122,094	337,515	439,846	276%
Infrastructure Expense	10,248	19,760	(9,512)	42,144	(48%)	446,184	129,082	317,123	430,792	246%
<b>Infrastructure Net Change in Assets</b>	<b>3,782</b>	<b>(2,318)</b>	<b>6,100</b>	<b>2,635</b>	<b>(263%)</b>	<b>13,425</b>	<b>(6,968)</b>	<b>20,393</b>	<b>9,055</b>	<b>(293%)</b>
<b>Change in Net Assets</b>	<b>(52,051)</b>	<b>(8,406)</b>	<b>(43,644)</b>	<b>39,524</b>	<b>519%</b>	<b>244,881</b>	<b>(37,225)</b>	<b>282,107</b>	<b>14,498</b>	<b>*****</b>



North Lake Tahoe Resort Association  
Department Detail Activity Report  
For the Seven Months Ending January 31, 2011

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
<b>REVENUE AND OTHER SUPPORT</b>										
Member Dues	\$ 80,253	\$ 4,583		\$ 4,583		\$ 59,888		\$ 64,471		\$ 64,471
Special Events & Functions				80,253		9,969	4,449	90,222		90,222
Miscellaneous								4,449		4,449
Commissions & Booking Fees	5,941	103,096	16,733	109,037				109,037		109,037
Retail Sales & Other				16,733				16,733		16,733
Interest & Investment Income								1,630	644	2,274
Placer County Funding	1,045,991	180,836	84,833	1,311,660	\$ 573,709			1,885,369	458,965	2,344,334
<b>Total Revenue and Other Support</b>	\$ 1,132,185	\$ 288,515	\$ 101,566	\$ 1,522,266	\$ 573,709	\$ 69,857	\$ 6,079	\$ 2,171,911	\$ 459,609	\$ 2,631,520
<b>EXPENSES</b>										
Salaries and benefits	\$ 186,444	\$ 94,175	\$ 73,151	\$ 353,771	\$ 37,887	\$ 50,128	\$ 135,063	\$ 576,848	\$ 44,368	\$ 621,216
Rent & Utilities	14,422	7,344	3,359	25,124	5,160	5,180	14,422	49,887	5,160	55,047
Telephone Services	4,368	2,005	878	7,251	1,231	1,240	2,449	12,171	1,231	13,402
Internet Access	290			290				290		290
Mail Expenses	594	220	70	884	0	183	521	1,589	5	1,594
Insurance & Bonding	677	352	352	1,381	217	217	677	2,492	217	2,708
Supplies	2,276	1,243	547	4,066	320	662	800	5,849	320	6,169
Equipment Sup. & Maint.	1,013	873	873	2,758	310	410	2,220	5,698	310	6,008
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	1,263	986	2,358	4,607	802	1,557	1,400	8,365	802	9,167
Training & Seminars						169	308	477		477
Project Costs					410,800			410,800	370,324	781,124
Professional Fees Legal/Accounting							17,226	17,226		17,226
Special Events	28,851			28,851				28,851		28,851
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						7,517		7,517		7,517
Cost of Goods Sold								11,938		11,938
Marketing Cooperative/Media	440,749	132,583	11,938	573,332				573,332		573,332
Marketing Other	57,514			57,514				57,514		57,514
Programs	53,526			53,526				53,526		53,526
Associate Relations	904	470	470	1,843	289	289	904	3,325	289	3,614
Board Functions							25,912	25,912		25,912
Credit Card Fees	1,823		359	2,182				2,182		2,182
Automobile Expense	694	106	43	843	416	306	338	2,180	416	2,596
Local Meals & Entertainment	1,402			1,402		482	247	2,131		2,131
Dues & Subscriptions	896	720		1,616	36	72	145	1,869	36	1,905
Travel	(121)			(121)				(121)		(121)
Allocated	132,590	33,560	12,281	178,431	19,612	13,457	(233,397)	(21,897)	21,897	--
<b>Total Functional Exp. Before Depreciation</b>	\$ 1,009,432	\$ 274,757	\$ 106,885	\$ 1,391,074	\$ 477,154	\$ 82,525	\$ (30,532)	\$ 1,920,221	\$ 445,449	\$ 2,365,670
Depreciation	\$ 2,912	\$ 1,470	\$ 1,470	\$ 5,852	\$ 735	\$ 735	\$ 2,912	\$ 10,234	\$ 735	\$ 10,969
Reserves	\$ 10,000			\$ 10,000				\$ 10,000		\$ 10,000
<b>Total Functional Expense and Depreciation</b>	\$ 1,022,344	\$ 276,227	\$ 108,355	\$ 1,406,926	\$ 477,889	\$ 83,260	\$ (27,620)	\$ 1,940,455	\$ 446,184	\$ 2,386,639
<b>Change in Net Assets</b>	\$ 109,841	\$ 12,289	\$ (6,789)	\$ 115,340	\$ 95,820	\$ (13,403)	\$ 33,699	\$ 231,456	\$ 13,425	\$ 244,881

North Lake Tahoe Resort Association  
 Consolidation of Departments Excluding Infrastructure  
 For the Seven Months Ending January 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE			% Chg.
	Actual	Budget	\$ Variance	Actual	Budget	Variance	
Revenue and Other Support							
Member Dues	10,322	10,720	(398)	64,471	74,017	(9,546)	79,345 (13%)
Special Events & Functions	1,065	610	455	90,222	89,850	372	90,101 0%
Miscellaneous	2,714	10,000	(7,286)	109,037	4,079	370	0 9%
Commissions & Booking Fees	924	820	104	16,733	148,082	(39,045)	70,440 (26%)
Retail Sales & Other	1,080	360	720	1,630	13,748	2,985	6,810 22%
Interest & Investment Income	242,130	242,129	1	1,885,369	2,006	(376)	1,533 (19%)
Placer County Funding	258,235	264,639	(6,404)	2,171,911	1,694,907	477,004	1,647,318 11%
Total Revenue and Other Support	68,967	76,775	(7,808)	576,848	590,545	(13,697)	630,628 (2%)
Expenses	6,923	7,195	(272)	49,887	50,465	(578)	49,528 (1%)
Salaries and benefits	2,892	1,965	927	12,171	13,436	(1,265)	15,617 (9%)
Rent & Utilities	0	0	0	290	0	290	0 0%
Telephone Services	211	335	(124)	1,589	2,058	(469)	1,618 (23%)
Internet Access	344	390	(46)	2,492	2,722	(230)	2,975 (8%)
Mail Expenses	711	995	(284)	5,849	6,228	(379)	7,527 (6%)
Insurance & Bonding	1,563	1,125	438	5,698	8,316	(2,618)	8,052 (31%)
Supplies	0	0	0	941	941	0	2,348 0%
Equipment Sup. & Maint.	1,549	1,048	501	8,365	7,217	1,148	7,668 16%
Taxes, Licenses & Fees	0	100	(100)	477	1,500	(1,023)	766 (68%)
Equip. Rental / Leasing	107,958	16,125	91,833	410,800	298,540	112,260	468,730 38%
Training & Seminars	0	500	(500)	17,226	23,420	(6,195)	17,780 (26%)
Professional Fees Legal/Accounting	(8,111)	0	(8,111)	28,851	13,395	15,456	17,290 115%
Project Costs	0	0	0	79,024	75,508	3,516	76,078 5%
Special Events	(242)	1,610	(1,852)	7,517	14,391	(6,874)	11,520 (48%)
Autumn Food & Wine Costs	1,705	640	1,065	11,938	7,499	4,439	4,625 59%
Membership Events/Newsletter	0	0	0	0	2,000	(2,000)	651 (100%)
Cost of Goods Sold	84,476	84,476	0	0	0	0	1,025 0%
Promotional/ Giveaways	3,194	49,775	(46,581)	573,332	573,332	0	480,431 0%
Market Study Reports/Research	40,000	10,000	30,000	57,514	82,211	(24,697)	28,562 (30%)
Marketing Cooperative/Media	0	2,586	(2,586)	53,526	60,000	(6,474)	44,912 (11%)
Marketing Other	0	0	0	3,325	5,170	(1,845)	6,172 (36%)
Programs	371	700	(329)	25,912	45,167	(19,255)	2,425 (43%)
Associate Relations	1,085	1,795	(710)	2,488	3,902	(1,414)	3,889 (36%)
Board Functions	0	435	(435)	2,180	2,617	(437)	2,811 (17%)
Credit Card Fees	0	488	(488)	2,131	2,749	(618)	2,798 (22%)
Automobile Expenses	145	925	(780)	1,869	2,059	(190)	2,314 (9%)
Local Meals & Entertainment	0	1,700	(1,700)	(121)	2,645	(2,766)	2,805 (105%)
Dues & Subscriptions	(3,135)	(3,135)	0	(21,897)	(21,897)	0	(21,777) 0%
Travel	310,606	260,048	50,558	1,920,221	1,876,136	44,085	1,879,869 2%
Allocated	1,462	1,466	(4)	10,234	10,254	(20)	10,234 0%
Total Expense Before Depreciation/Reserves	2,000	2,000	0	10,000	10,000	0	0 0%
Depreciation	314,068	263,514	50,554	1,940,455	1,896,390	44,065	1,890,103 2%
Reserves	(55,833)	1,125	(56,958)	231,456	130,299	101,157	5,443 78%
Total Expense							
Changes in Unrestricted Net Assets							





North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Transportation  
For the Seven Months Ending January 31, 2011

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE		
	Actual	Budget	% Chg.	Actual	Budget	% Chg.
Revenue and Other Support						
Placer County Funding	573,709	383,250	0%	573,709	383,250	50%
Total Revenue and Other Support	573,709	383,250	0%	573,709	383,250	50%
Expenses						
Salaries and benefits	37,887	39,543	1%	37,887	39,543	(4%)
Rent & Utilities	5,160	5,286	(5%)	5,160	5,286	(2%)
Telephone Services	1,231	1,058	145%	1,231	1,058	16%
Mail Expenses	0	0	0%	0	0	0%
Insurance & Bonding	217	238	(12%)	217	238	(9%)
Supplies	320	467	(27%)	320	467	(31%)
Equipment Sup. & Maint.	310	484	77%	310	484	(36%)
Taxes, Licenses & Fees	74	74	0%	74	74	1%
Equip. Rental / Leasing	802	683	83%	802	683	17%
Training & Seminars	0	0	0%	0	0	0%
Project Costs	410,800	298,540	570%	410,800	298,540	38%
Associate Relations	289	224	(100%)	289	224	29%
Automobile Expenses	416	300	(100%)	416	300	39%
Local Meals & Entertainment	35	0	(100%)	35	0	(100%)
Dues & Subscriptions	36	36	0%	36	36	0%
Allocated	19,612	19,612	0%	19,612	19,612	0%
Total Expense Before Depreciation/Re	477,154	368,580	372%	477,154	368,580	30%
Depreciation	735	735	0%	735	735	0%
Total Expense	477,889	367,315	370%	477,889	367,315	30%
Changes in Unrestricted Net Assets	95,820	15,935	(307%)	95,820	15,935	501%

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Visitor Information  
For the Seven Months Ending January 31, 2011

	CURRENT MONTH				YEAR-TO-DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	0	0	0	0	0%	0	0	0	1,185	0%
	924	820	104	327	13%	16,733	13,748	2,985	6,810	22%
	11,833	11,833	0	12,833	0%	84,833	84,831	2	89,831	0%
	12,757	12,653	104	13,160	1%	101,566	98,579	2,987	97,826	3%
<b>Revenue and Other Support</b>										
Commissions & Booking Fees										
Retail Sales & Other										
Placer County Funding										
Total Revenue and Other Support										
<b>Expenses</b>										
Salaries and benefits	8,204	8,102	102	7,728	1%	73,151	69,132	4,019	63,401	6%
Rent & Utilities	451	500	(49)	454	(10%)	3,359	3,382	(23)	3,131	(1%)
Telephone Services	203	165	38	179	23%	878	1,073	(195)	1,292	(18%)
Mail Expenses	9	15	(6)	6	(39%)	70	98	(28)	79	(29%)
Insurance & Bonding	49	55	(6)	55	(12%)	352	383	(31)	420	(8%)
Supplies	0	110	(110)	234	(100%)	547	888	(341)	556	(38%)
Equipment Sup. & Maint.	202	270	(69)	154	(25%)	873	1,887	(1,015)	1,926	(54%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	402	260	142	376	55%	2,358	2,078	280	2,214	13%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	1,705	640	1,065	100	166%	11,938	7,499	4,439	4,625	59%
Associate Relations	0	350	(350)	338	(100%)	470	898	(428)	891	(48%)
Credit Card Fees	30	35	(5)	15	(14%)	359	338	21	277	6%
Automobile Expenses	0	5	(5)	0	(100%)	43	25	18	77	72%
Local Meals & Entertainment	0	10	(10)	0	(100%)	0	50	(50)	50	(100%)
Allocated	1,587	1,587	0	2,173	0%	12,281	12,281	0	15,211	0%
Total Expense Before Depreciation/Re	12,842	12,104	739	11,813	6%	106,885	100,218	6,667	94,430	7%
Depreciation	210	210	0	210	0%	1,470	1,470	0	1,470	0%
Total Expense	13,052	12,314	739	12,023	6%	108,355	101,688	6,667	95,900	7%
Changes in Unrestricted Net Assets	(295)	340	(634)	1,138	(187%)	(6,789)	(3,109)	(3,680)	1,926	118%

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Chamber of Commerce  
For the Seven Months Ending January 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	9,588	10,000	(412)	10,764	(4%)	59,888	69,133	(9,245)	74,049	(13%)
Special Events & Functions	1,065	610	455	555	75%	9,989	14,400	(4,431)	14,248	(31%)
Total Revenue and Other Support	10,653	10,610	43	11,319	0%	69,877	83,533	(13,676)	88,297	(16%)
Expenses										
Salaries and benefits	6,190	6,123	67	6,015	1%	50,128	53,458	(3,330)	47,433	(6%)
Rent & Utilities	722	740	(18)	759	(2%)	5,180	5,218	(38)	5,177	(1%)
Telephone Services	283	200	83	240	42%	1,240	1,351	(111)	1,742	(8%)
Mail Expenses	33	80	(47)	136	(59%)	183	403	(220)	350	(55%)
Insurance & Bonding	30	34	(4)	34	(12%)	217	238	(21)	259	(9%)
Supplies	76	120	(45)	146	(37%)	662	791	(129)	982	(16%)
Equipment Sup. & Maint.	124	65	59	64	91%	410	559	(149)	412	(27%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	110	1%
Equip. Rental / Leasing	264	175	89	246	51%	1,557	1,372	185	1,463	13%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	(242)	1,610	(1,852)	1,609	(115%)	7,517	14,391	(6,874)	11,620	(48%)
Associate Relations	0	200	(200)	208	(100%)	289	268	21	501	8%
Credit Card Fees	23	60	(37)	139	(61%)	306	364	(58)	383	(16%)
Automobile Expenses	0	120	(120)	0	(100%)	584	802	(218)	682	(27%)
Local Meals & Entertainment	0	0	0	0	(100%)	482	522	(40)	150	(8%)
Dues & Subscriptions	0	0	0	0	0%	72	72	0	108	0%
Allocated	1,799	1,799	0	2,231	0%	13,457	13,457	0	15,617	0%
Total Expense Before Depreciation/Re	9,302	11,376	(2,074)	11,827	(18%)	82,525	93,340	(10,814)	87,006	(12%)
Depreciation	105	105	0	105	0%	735	735	0	735	0%
Total Expense	9,407	11,481	(2,074)	11,932	(18%)	83,260	94,075	(10,814)	87,741	(11%)
Changes in Unrestricted Net Assets	1,246	(871)	2,117	(613)	(243%)	(13,403)	(10,542)	(2,862)	566	27%

North Lake Tahoe Resort Association  
 Statement of Activities and Changes in Net Assets  
 Management & Administration  
 For the Seven Months Ending January 31, 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%
Miscellaneous	1,080	360	720	136	200%	1,630	2,006	(376)	1,533	(19%)
Interest & Investment Income	1,080	360	720	136	200%	6,079	6,085	(6)	1,533	0%
<b>Total Revenue and Other Support</b>										
Expenses	17,888	26,649	(8,761)	25,543	(33%)	135,063	144,118	(9,055)	214,594	(6%)
Salaries and benefits	2,006	2,100	(94)	2,102	(4%)	14,422	14,711	(289)	14,370	(2%)
Rent & Utilities	629	400	229	508	57%	2,449	2,660	(211)	3,682	(8%)
Telephone Services	16	55	(39)	61	(70%)	521	288	233	415	81%
Mail Expenses	94	106	(12)	106	(12%)	677	740	(63)	808	(9%)
Insurance & Bonding	136	230	(94)	332	(41%)	800	1,379	(579)	1,732	(42%)
Supplies	524	420	104	537	25%	2,220	2,936	(716)	3,130	(24%)
Equipment Sup. & Maint.	0	0	0	0	0%	233	233	0	1,493	0%
Taxes, Licenses & Fees	285	105	180	296	171%	1,400	1,079	321	1,279	30%
Equip. Rental / Leasing	0	100	(100)	0	(100%)	308	500	(192)	546	(38%)
Training & Seminars	0	500	(500)	0	(100%)	17,226	23,420	(6,195)	17,780	(26%)
Professional Fees Legal/Accounting	0	890	(890)	650	(100%)	904	1,126	(223)	1,745	(20%)
Associate Relations	371	700	(329)	784	(47%)	25,912	45,167	(19,255)	2,425	(43%)
Board Functions	0	100	(100)	129	(100%)	338	595	(257)	588	(43%)
Automobile Expenses	0	200	(200)	53	(100%)	247	1,000	(754)	1,403	(75%)
Local Meals & Entertainment	145	600	(455)	795	(76%)	145	756	(611)	953	(81%)
Dues & Subscriptions	(32,915)	(32,915)	0	(34,411)	0%	(233,397)	(233,397)	0	(240,877)	0%
Allocated	(10,821)	240	(11,061)	(2,514)	*****	(30,532)	7,311	(37,843)	26,067	(518%)
<b>Total Expense Before Depreciation/Re</b>										
Depreciation	416	420	(4)	416	(1%)	2,912	2,932	(20)	2,912	(1%)
<b>Total Expense</b>	(10,405)	660	(11,065)	(2,098)	*****	(27,620)	10,243	(37,863)	28,979	(370%)
<b>Changes in Unrestricted Net Assets</b>	11,485	(300)	11,785	2,234	*****	33,699	(4,158)	37,857	(27,446)	(910%)



North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Infrastructure  
For the Seven Months Ending January 31, 2011

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Interest & Investment Income	531	100	431	86	431%	644	633	11	2,157	2%
Placer County Funding	13,500	227,100	(213,600)	44,693	(94%)	458,965	1,161,500	(702,535)	437,689	(60%)
Total Revenue and Other Support	14,031	227,200	(213,169)	44,779	(94%)	459,609	1,162,133	(702,524)	439,845	(60%)
Expenses										
Salaries and benefits	4,680	4,175	505	7,459	12%	44,368	45,853	(1,485)	64,909	(3%)
Rent & Utilities	719	750	(31)	755	(4%)	5,160	5,261	(101)	5,155	(2%)
Telephone Services	367	150	217	168	145%	1,231	1,058	173	1,169	16%
Mail Expenses	3	5	(2)	3	(38%)	5	26	(21)	26	(81%)
Insurance & Bonding	30	35	(5)	34	(14%)	217	243	(26)	259	(11%)
Supplies	55	90	(35)	133	(39%)	320	542	(222)	663	(41%)
Equipment Sup. & Maint.	124	75	49	64	65%	310	509	(199)	516	(39%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	146	140	6	143	5%	802	738	64	746	9%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	885	217,617	(216,733)	29,917	(100%)	370,324	1,088,914	(718,590)	333,862	(66%)
Associate Relations	0	200	(200)	208	(100%)	289	398	(109)	399	(27%)
Automobile Expenses	0	55	(55)	45	(100%)	416	275	141	383	51%
Local Meals & Entertainment	0	5	(5)	0	(100%)	0	25	(25)	24	(100%)
Dues & Subscriptions	0	0	0	0	0%	36	36	0	54	0%
Allocated	3,135	3,135	0	3,111	0%	21,897	21,897	0	21,777	0%
Total Expense Before Depreciation/Re	10,143	226,432	(216,289)	42,039	(96%)	445,449	1,165,849	(720,400)	430,057	(62%)
Depreciation	105	105	0	105	0%	735	735	0	735	0%
Total Expense	10,248	226,537	(216,289)	42,144	(95%)	446,184	1,166,584	(720,400)	430,792	(62%)
Changes in Unrestricted Net Assets	3,782	663	3,119	2,635	471%	13,425	(4,451)	17,876	9,055	(402%)

**North Lake Tahoe Resort Association**  
**Statement of Cash Flows**  
**For the Seven Months Ending January 31, 2011 and 2010**  
for internal use only, unaudited

	January 31, 2011	January 31, 2010
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
<b>Tourism and Administration</b>		
Cash Received from Customers Operations	\$ 212,691	\$ 195,639
Cash Received from Interest Operations	1,630	1,533
Cash Received from Placer County TOT Operations	1,805,696	1,753,867
Cash Used for Operations	(1,831,123)	(2,018,353)
	188,894	(67,315)
<b>Infrastructure</b>		
Cash Received from Grants and Reimbursements		-
Cash Received from Interest Infrastructure	644	2,157
Cash Received from TOT Revenue Recognized Infrastructure	91,000	649,508
Cash Used for Infrastructure Overhead	(75,125)	(96,195)
Cash Used for Infrastructure Projects	(370,324)	(333,862)
	(353,805)	221,608
	-	-
Net Cash Provided (Used) by Operating Activities	(164,911)	154,293
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
	-	-
Net Cash Provided (used) by Financing Activities	-	-
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of Equipment and Leasehold Improvements	(1,933)	-
Disposition of Assets	-	-
	-	-
Net Cash Provided (Used) by Investing	(1,933)	-
Net Increase (Decrease) in Cash and Cash Equivalents	(166,844)	154,293
Cash and Cash Equivalents, July 1, 2010, 2009	1,149,922	1,029,508
Cash and Cash Equivalents, January 31, 2011, 2010	\$ 983,079	1,183,802

North Lake Tahoe Resort Association  
Statement of Activities  
Infrastructure  
For the Seven Months Ending January 31, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
384.50	Research/Planning/Infrastructure	2,359.19
0.00	TART Bus Shelters	141,112.03
0.00	Bike Trail Signs	29,260.00
0.00	Lakeside Bike Trail	191,393.00
500.00	Regional Wayfinding Signage	5,600.00
0.00	Traffic Calming	600.00
----- 884.50	Total Project Costs	----- 370,324.22

North Lake Tahoe Resort Association  
Statement of Activities  
Transportation  
For the Seven Months Ending January 31, 2011

Current Month	Project Costs:	Year to Date
Actual		Actual
375.00	Research/Planning/Transportation	3,625.00
0.00	Membership Transportation	3,500.00
0.00	Summer Traffic Management	10,403.91
86,358.00	Night Service Transit	92,358.00
21,225.00	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
----- 107,958.00	Total Project Costs	----- 410,799.52

# January 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			30	60.00						12/31/10 (08444) Email blast
60.00	Alpine Meadows			new	60.00						1/15/11 (08485) Email blast
500.00	Boulder Bay			new	500.00						1/15/11 Supplemental services
221.20	Cal Nava Resort					new	221.20				1/31/11 (08766) Fronius
60.00	Creative Concepts			30	60.00						12/31/10 (08447) Email blast
60.00	Creative Concepts			new	60.00						1/15/11 (08486) Email blast
60.00	Creative Concepts			new	60.00						1/15/11 (08487) Email blast
2,852.78	Expedia							new	2,852.78		1/31/11 (08742) STN vouchers
500.00	Homewood Village			30	500.00						12/9/10 Supplemental services
500.00	Homewood Village			new	500.00						1/15/11 Supplemental services
3,191.20	Hyatt					90	3,191.20				8/31/10 (08323) IGA/Conf Direct
1,621.00	Hyatt					90	1,621.00				9/30/10 (08356) Wagner Systems
1,200.90	Hyatt					new	1,200.90				1/31/11 Groups
3,732.85	LTV A									new	3,732.85
4,584.50	LTV A									new	4,584.50
931.52	Lodging Company							new	931.52		1/21/11 (08477) STN tickets
428.80	Lodging Company							new	428.80		1/21/11 (08478) STN tickets
321.60	Lodging Company							new	321.60		1/21/11 (08479) STN tickets
321.60	Lodging Company							new	321.60		1/21/11 (08480) STN tickets
931.52	Lodging Company							new	931.52		1/21/11 (08482) STN tickets
465.76	Mark Travel							new	465.76		1/21/10 (08481) STN tickets
120.00	Northstar			60	120.00						1/18/10 (08381) Email blast
423.70	Northstar					30	423.70				12/31/10 groups
9,583.14	NLT Marketing Co-op									60	9,583.14
3,358.78	NLT Marketing Co-op									30	3,358.78
2,969.22	Orbitz							new	2,969.22		1/31/11 (08743) STN vouchers
60.00	Painted Rock Lodge			60	60.00						11/29/10 (08427) Email blast
60.00	Resort at Squaw Creek			60	60.00						11/29/10 (08400) Email blast
12,365.00	Resort at Squaw Creek					30	12,365.00				12/31/10 Groups
1,240.74	Resort at Squaw Creek					new	1,240.74				Groups
60.00	Ritz-Carlton			60	60.00						11/29/10 (08401) Email blast
6,046.50	Ritz-Carlton					30	6,046.50				12/28/10 (08442) Nat'l Atmospheric
60.00	Ritz-Carlton			30	60.00						12/31/10 (08451) Email blast
60.00	Ritz-Carlton			30	60.00						12/31/10 (08452) Email blast
60.00	Ritz-Carlton			new	60.00						1/15/11 Email blast
2,328.80	Ski.com							new	2,328.80		1/31/11 (08744) STN vouchers
1,222.62	Travelocity							new	1,222.62		1/31/11 (08745) STN vouchers
206.40	Village at Squaw Valley					30	206.40				12/31/10 Groups



**North Lake Tahoe Resort Association**  
**Key Performance Indicators**  
**January 2011**

*For the Month*

Statistics	Actual		Budget		Last Year		Actual % Var to		
							Budget	Last Yr	
Web Site Traffic-Unique Visitor	67,018				76,122		na	-12.0%	
Web Site Traffic-Lodging Referrals	20,782				19,486		na	6.7%	
% Lodging Referral/Unique Visitor	31.0%				25.6%		na	21.1%	
# STN tickets sold	525				1,090		na	-51.8%	
# Conference Groups Booked	3		6		2		-50.0%	50.0%	
# Conference Group Rm Nights Booked	275		650		198		-57.7%	38.9%	
# Press Releases Issued	7				8		na	-12.5%	
# Leisure Sales Site Inspections	22				20		na	10.0%	
VIC walk-ins	567				577		na	-1.7%	
VIC Phone Calls	281				417		na	-32.6%	
Membership, # New Members	5				-		na	na	
							na	na	
<b>Financials ( \$ in Thousands)</b>									
Total Payroll, incld Benefits	\$ 74	\$ 81	\$ 83				8.6%	10.8%	
Total Payroll, excluding Infra, incld Benefits	\$ 69	\$ 77	\$ 75				10.4%	8.0%	
Total Revenue, excluding Infra	\$ 257	\$ 265	\$ 220				-3.0%	16.8%	
Website Revenue earned	\$ 3	\$ 10	\$ 8				-70.0%	-62.5%	
Conference Revenue earned, non-TOT	\$ -	\$ -	\$ 1				na	-100.0%	
Conference Sales Booked	\$ 19	\$ 650	\$ 27				-97.1%	-29.6%	
Conference Payroll, incld Benefits	\$ 11	\$ 10	\$ 10				10.0%	-10.0%	
Infrastructure Project Funds spent	\$ 1	\$ 218	\$ 30				99.5%	96.7%	
PC TOT Funding Support, all	\$ 256	\$ 469	\$ 243				-45.4%	5.3%	
PC TOT Funding Support, excluding Infra	\$ 242	\$ 242	\$ 198				0.0%	22.2%	
Modified Functional Expenses (A)	\$ 130	\$ 163	\$ 87				20.2%	-49.4%	
NetChg in Assets, before Infrastructure	\$ (54)	\$ 2	\$ 40				2800.0%	235.0%	
<b>Financial Ratios</b>									
Conference Payroll % Sales	57.9%	1.5%	37.0%				3663.2%	56.3%	
Conference Payroll \$ per RB	\$ 40.00	\$ 15.38	\$ 50.51				160.0%	-20.8%	
Conference Sales \$ per RB	\$ 69.09	\$ 1,000.00	\$ 136.36				-93.1%	-49.3%	

(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**  
February 3, 2011 – 3 pm

**Tahoe City Public Utility District-Conference Room**

PRELIMINARY MINUTES

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

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

**OTHERS IN ATTENDANCE:** Ron Parson, Mike Gelbman, tape for others at meeting

**I. MEETING OF THE LODGING COMMITTEE**

**1.0 CALL TO ORDER – ESTABLISH QUORUM**

- 1.1 The Lodging Committee meeting was called to order at 3:06 pm by stand-in Chair Ron McIntyre and a quorum was established with a substitute board member Ron Parson.

**2.0 PUBLIC FORUM**

- 2.1 Michael Gelbman with the Sierra Sun presented an idea for a Lodging pamphlet that can be created by the Lodging Committee and distributed to visitors.

**3.0 AGENDA AMENDMENTS AND APPROVAL**

- 3.1 M/S/C (Williams/Mourelatos) (8/0) to approve the Lodging Committee agenda as it stands.

**4.0 WELCOME TO MEMBERS OF NEWLY FORMED NLTRA LODGING COMMITTEE**

- 4.1 Andy welcomed the members of the newly formed Lodging Committee; Barb Cohen, Ron McIntyre, Alex Mourelatos, Bill Matte, Brett Williams, Christy Beck, Debbi Milani and Kay Williams.

**5.0 DISCUSSION AND POSSIBLE ACTION TO APPOINT THE 2011 LODGING COMMITTEE CHAIR**

- 5.1 Andy stated that the Chairperson of the Lodging Committee may be asked to attend some NLTRA Board Meetings if there is any information pertaining to lodging on the Agenda. After discussion the Committee decided to recommend Christy Beck as Lodging Committee Chair for one year. Christy thanked the Committee for the recommendation but declined due to other obligations. Alex stated that he would act as Chair for the next two meetings to get the Committee started.
- 5.2 M/S/C (Williams/Cohen) (7/1) to appoint Christy Beck as the 2011 Lodging Committee Chair. Motion was not carried, due to Christy Beck graciously declining the recommendation.

- 5.3 M/S/C (Williams/Milani) (8/0) to appoint Alex Mourelatos as the 2011 Lodging Committee Chair for the February and April meetings and elect another Chair at the April Lodging Committee Meeting.

## 6.0 DISCUSSION ON ROLES AND RESPONSIBILITIES OF COMMITTEE

- 6.1 Andy stated that the Lodging Committee was created by the NLTRA Board as a forum to discuss various lodging related issues and concerns. This Committee will be discussing many different issues, some of them include; infrastructure, marketing, transportation and small lodging. Ron Parson stated that the Lodging Committee was created to inform the NLTRA Board of how the lodging community needs to be marketed. The lodging community raises around 95% of NLTRA's funding and he feels that it is important to create a Lodging Committee to improve the current lodging marketing efforts. He would also like to provide input to the Infrastructure and Transportation Committees concerning the lodging community needs, especially concerning transportations for guests and employees. Kay stated that the bottom line is lodging collects the funds and the NLTRA and the Lodging Committee need to work together to increase Room Nights and TOT funds.
- 6.2 Alex stated that the roles of the Committee are in **Marketing**, by fulfillment, vertical strategies (small lodging) and input into the Marketing Strategy (looking and being more critical of the Marketing Strategy as a group). **Infrastructure and Transportation**, provide input in priorities and advocacy (where should investments be made and informing the Board what the lodging community thinks is important), integration into our strategies (the lodging providers need to share information with each other to become more successful), **Education**, front line (Chamber training front line employees to make Tahoe a more welcoming place),
- 6.3 The Committee discussed how the lodging community needs to ban together during events to market the region to be more successful. Brett would like a greater consensus on the Committee to form a priority list of the demographic and regional events that should be marketed. He stated that the Committee needs to inform the lodging community of current marketing efforts, events and activities occurring in North Lake Tahoe so they can inform their guests through e-blast, fliers, posters and websites. Brett thinks activities/events should be communicated to the lodging community to increase TOT or "Heads on Beds." Bill stated that he feels very isolated from the big events occurring and is looking to this Committee for more information concerning events. Barb suggested setting up different presentations at the Lodging Committee meetings; from Jeremy Jacobson, other lodging properties and on events being produced in North Lake Tahoe.
- 6.4 The Committee discussed how the lodging community needs to be marketed and asked about the Small Lodging Marketing Campaign. There is a \$30,000 Marketing Campaign, focused on all lodging types, going out in the next two months. Brett stated that the Lodging Committee Chair needs to communicate to the Marketing Committee and the NLTRA Board the marketing strategies discussed within this Committee and decided upon. He said the gotahoenorth.com website only has one link for lodging out of 25 links on the homepage. Kay reminded the Committee that lodging is not what drives the heads on beds, Tahoe is and infrastructure and events/activities are what drives visitors to stay. Brett would like to create a lodging marketing strategy to present to the NLTRA Marketing Committee for review.
- 6.5 After discussion the Committee decided that the purpose of the Lodging Committee is as follows:



***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.***

- 6.6 Andy stated that infrastructure; transportation and marketing goals need to be presented to the NLTRA Board and should be put on the next agenda. Alex suggested adding a presentation on Amgen to the next meeting's agenda. There are plans to have a joint Marketing/Chamber Advisory Committee meeting. Andy suggested moving the next Lodging Committee meeting up one hour and Alex suggested the Lodging Committee meet every month.

**Action: Andy would like to finalize the purpose of the Lodging Committee and email it to the Committee prior to the next meeting, defining three priority steps for next meeting's agenda.**

## **7.0 REVIEW OF CURRENT FY 2010/11 STRATEGIC MARKETING PLAN**

- 7.1 Andy gave a brief overview of the Current FY 2010/2011 Strategic Marketing Plan in the packet. Alex suggested the Committee read the Strategic Marketing Plan prior to the next meeting so they have an understanding of how the Marketing plan has worked in the past.

## **8.0 PRESENTATION/DISCUSSION AND REQUEST FOR DIRECTION TO STAFF- SIX MONTH STRATEGIC PLANNING AND FY 2010/2011 BUDGET DEVELOPMENT PLAN**

- 8.1 Andy gave a brief overview of the Six Month Strategic Planning and Budget Development Process for the period of January through June and the start of the new fiscal year. There is a NLTRA Board expectation that a representative from each Committee presents their Committee's Goals at a NLTRA Board meeting. The Committee will review the plan prior to giving any direction to staff.

## **9.0 STANDING REPORTS**

**The following reports were posted on [www.nltra.org](http://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**

## **10.0 ADJOURNMENT**

- 10.1 The Lodging Committee meeting adjourned at 4:45 pm. The next meeting is scheduled for 2 pm March 3<sup>rd</sup>, 2011.

Submitted By:

Emily Sullivan, Programs Assistant  
North Lake Tahoe Resort Association



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

**MARKETING COMMITTEE MEETING MINUTES**  
February 22, 2011 – 1 pm

**Tahoe City Public Utility District-Conference Room**

PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Barb Cohen, Les Pedersen, Kevin Hickey, Brett Williams, Deb Dudley, Ron McIntyre, Becky Moore, Deanna Ashby and Julie Maurer

**RESORT ASSOCIATION STAFF:** Andy Chapman, Judy Laverty, Emily Sullivan

**OTHERS IN ATTENDANCE:** Alanna Crete, Wendy Hummer, Cathy Davis, Mike Williams, Dave Ferrari and Lisa Smith

**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 **M/S/C (Maurer/Williams) (10/0) to approve the Marketing Committee agenda as it stands.**

**4.0 APPROVAL OF THE MARKETING COMMITTEE MINUTES FROM THE MEETING ON JANUARY 25, 2011**

- 4.1 **M/S/C (Dudley/Cohen) (9/0) to approve the Marketing Committee minutes from January 25, 2011**

**5.0 DISCUSSION AND DIRECTION ON HIGH LEVEL MARKETING GOALS AND OBJECTIVES**

- 5.1 Andy stated direction from the Marketing Committee on the Marketing Goals and Objectives will be presented at the NLTRA Board meeting next week by Les Pedersen. He reviewed the Overall Marketing Strategies from last year; Cooperatively Promote Tourism Based on Shared Objectives, Conduct Brand Development, Conduct Market Research, Attract New Visitors to the Region while Maintaining Existing Markets, Develop Programs to Expand Peak Periods, Contingency Planning, Develop and Track an Expanded Set of Marketing Indicators and the North Lake Tahoe Marketing Cooperative. Andy asked for input from the Committee. Deb would like increased funding focused on capitalizing new events taking place (for example, Amgen) and to expand NLT as a bike destination. The Committee discussed the importance of formulating a strategy for marketing lodging. Brett believes there needs to be a liaison who communicates current events and activities to the lodging community. He would like a staff member to reach out to lodging properties quarterly to communicate

events/activities (face to face) not via email (at least at first). Barb stated that small lodges are busy managing their businesses and email may not be effective but a form of communication is important. Julie said it involves many different entities, not just small lodging. Andy stated that the Chamber Grant Marketing Program funds events to increase TOT by encouraging visitors to stay longer. The Committee discussed having a workshop or seasonal kick-off to provide information to the lodging community. The Chamber Education program may be a good way to communicate the message.

- 5.2 Deanna suggested adding trackable goals and objectives on monthly and quarterly measurements with events, conferences and lodging. There needs to be quantifiables within the goals of the plan. Andy replied that there is an ROI measurement document produced monthly and included in the packet.

**Action: Andy to bring pie charts to the next meeting explaining the percent of budgets to show the Committee.**

## 6.0 DISCUSSION AND DIRECTION ON SMALL LODGING MARKETING EFFORTS

- 6.1 Andy reported that last July some of the small lodging providers came to the Marketing meeting stating that there has not been enough focus on marketing for small lodging. When the plan was presented to the Marketing Committee it was felt by the Committee that a more broad focus on all lodging was needed and the plan became a general Lodging Campaign instead of just a Small Lodging Campaign. Les believes that if marketing is focused on one type of lodging then it opens up a Pandora's Box with every entity wanting specific marketing focused on them. Andy distributed the past meeting minutes from the NLTRA Board, Marketing Committee and Lodging Committee discussions on the Small Lodging Campaign to the Committee for review.
- 6.2 Barb distributed the Small Lodging Marketing Campaign that staff created in September. She wanted to provide educational seminars as well as implement the plan provided in the fall. She believed that there is a quainter side of Tahoe's small lodging that needed to be promoted and thought NLTRA was on board to present that message. She recently learned that the plan has been changed to a general Lodging plan not just a Small Lodging plan and was curious why the educational seminars that were going to occur last fall did not occur. The small lodging community is questioning why things have changed from last fall. Barb stated that she has faith that the NLTRA will recognize that small lodging is important.
- 6.3 Deb said funds have been directed at small lodging by changing the website, adding small lodging to current lodging marketing messages and key-words have been purchased. Brett stated that lodging types need to be defined and then the lodging portion of the website can be more organized. Cathy stated that they were not trying to alienate any one type of lodging when they created the lodging portion of the website, and they welcome any input to make the page more effective for all lodging types. Barb stated that she appreciated the website changes. The Committee discussed the small lodging messages in print advertising. Andy stated that there is only so much real estate in the ads and the main goal is to drive people to the gotahoenorth website. Barb suggested having a picture of a small lodge on some of the ads. She feels that small lodging has been ignored for many years and she believes that if marketed properly they can increase their business and TOT funds. Brett suggested putting the Lodging Committee in charge of how funds are spent to market lodging. He stated that there is a misunderstanding what the NLTRA can provide for small lodging.
- 6.4 Andy reported that the lodging section of the gotahoenorth website has recently been updated with property video feed, 360 degree pictures and the ability to refer the consumer to book lodging online at the property websites. The new

website has only been up for a few months. "Cool Deals" receives a lot of hits and it is a good way to market lodging. There was question if the stay tab vs. a lodging tab is better on the website. Mike stated that he could gather data and let the Committee know. Andy stated that he will start sending out a monthly report of clicks that went through to each individual lodging company (the report has been out of working order) but is up and running now and he will start to send those out again. Barb was disappointed that Alvina's Small Lodging website was denied Chamber Marketing funds. Deanna would rather have money spent on key word purchases then on another URL in the marketplace. She believes that the lodging portion of gotahoenorth.com website needs to be improved. She asked Barb to allow some time for staff to improve the website and Barb's click-throughs should increase accordingly.

- 6.5 Barb would like a monthly seminar to the Small Lodges starting with a presentation on Amgen. There was a question what the total lodging marketing Budget is, Andy replied that there is a total marketing budget of 1.4 million (including funds from Incline) not including staff. There was a question on how TOT is collected, Andy replied that Placer County is in charge of TOT collections and they have conducted an outreach to the lodging communities to ensure that funds are being collected appropriately.
- 6.6 There was a conversation about splitting up the marketing budget into too many different campaigns therefore diluting the message. Andy stated that the goal is to sell the destination and in turn drive overnight stays. North Lake Tahoe is a destination and that is what people come to see. Julie stated that the marketing has not been focused on large lodging or small lodging; it is a general lodging message. Barb is concerned about the print ads with property phone numbers listed. Andy explained that the ads are a cooperative buy with each property paying \$10,000 each (above and beyond contributing to TOT funds) to be listed in those ads. Julie stated the pictures are focused on a broad marketing basis to get people to come to Lake Tahoe. Cathy stated that she and Andy have been working on a buy in with co-op ads and she suggested a smaller buy in (created by the Lodging Committee) for the small lodging community.

**Action: Mike to gather data on the stay tab vs. a lodging tab on the website and let the Committee know.**

**Action: Andy stated to send out monthly reports of clicks that went through to each individual lodging company.**

## **7.0 DISCUSSION AND DIRECTION ON SUMMER MEDIA PLANNING**

- 7.1 Alana and Cathy presented the Summer Media Planning Document for the Co-op to the Marketing Committee. For this fiscal they did 50/50 % drive/destination. They are looking for input from the Committee. Andy stated the Summer Music Series is not included in this plan and will be added in the future with NLTRA marketing budget funds set aside for the plan. Les stated that the plan is print heavy and suggested moving \$40,000-50,000 out of print and into electronic marketing. Cathy doesn't suggest cutting print but would like to add funds electronically, focused on marketing themes such as "Amgen or Food and Wine." Andy said this budget reflects a \$75,000 decrease from last year because it does not include any carryover funds. Brett would like to come up with campaign names for the strike zones, and then focus on promoting different "Cool Deals" inside the different campaigns, such as; "Fall Empty Nesters," "Fall Adventure Racing" and "Fall Food and Wine." He would the Committee to research what the different campaigns should be according to the strike zones and the types of visitors during those zones. Deb stated she does not feel that the buy is print heavy because there are internet components included in the print buys. Andy stated that Wendy likes to keep a well rounded approach to media buys. Julie believed print and TV is important because it pushes internet marketing. Deb

stated that 10% of the budget spent on billboards and would like to update the billboard more, or have a digital billboard to keep the message fresh. Cathy stated that they are looking at doing an extension on the current billboard and include more in the budget to change the message more often. After discussion the Committee agreed to a balanced campaign and research should be on outdoor billboard opportunities and target periods need to be placed in themed campaigns.

#### **8.0 DISCUSSION, REVIEW AND DIRECTION ON REQUEST FOR PROPOSAL FOR ADVERTISING AGENCY**

- 8.1 Andy reported that the current advertising agency contract ends on June 30, 2011. This was a three year contract Andy reviewed draft RFP in the Marketing packet. The RFP was vetted by various Committees and the Co-op Board 3-years ago. The Sub-Committee created by the Co-op Committee reviews the RFP's and makes selections to present to the Co-op Committee for them to make a decision. Les asked if the Marketing Committee had any comments concerning the RFP process. The marketing Committee had no comment and looks forward to the Co-op Committee's recommendation.

#### **9.0 DISCUSSION AND POSSIBLE ACTION ON USE OF \$199,755 IN FUND BALANCE CARRYOVER**

- 9.1 Andy reviewed the Prior Year Fund Balance Carryover process; Placer County is now releasing the remaining fund balance of \$199,755. A minimum of 45% of the \$199,755 TOT is designated to the Co-op (\$89,890). Staff proposed the rest of the \$199,755 minus the \$89,890 should be used the following ways; \$25,000 towards the Amgen tour, \$34,00 to be used to market the Summerlong Music Series and the rest of the funding be placed in the reserve fund (15% of the marketing reserve must be maintained as per the agreement with Placer County). Brett suggested creating a marketing campaign to encourage visitors to fly in from San Diego for April. Les stated he is worried about the price of plane tickets and that plan is dependent on the amount of snow. Andy suggested using the funds to market against people going to Mammoth. The Committee discussed how to market Spring Skiing. Kevin suggested creating a Spring Festival to gain visitors. The Committee was concerned because it depends on the snow conditions. The Committee also discussed marketing the shoulder season and additional Marketing for Amgen and April events. There was discussion on how to add events to the Amgen Tour to increase multi-night stays. Brett asked how lodging partners get visitors to stay another night. Andy stated that there is a 10-Day Amgen Event Calendar that should help keep visitors in the area. Another way is to post lodging deals on gotahoenorth's "Cool Deals." The Committee directed staff upon approval by the Board to implement the staff recommendations with the inclusion of the committee's direction.

#### **10.0 DEPARTMENTAL REPORTS- The following reports were posted on [www.nltra.org](http://www.nltra.org)**

- 10.1 **Advertising-** Alanna reported on media for January and February the radio Snow Trigger campaign is in effect at this time. Mike reported on the website updates- removed leisure, come see flight, meeting section updates just a soft launch at this time. Wedding section is being updated and is still a work in progress, dining sorting capabilities, Cool Deals printability, the mobile site is being worked on at this time.
- 10.2 **Conference Sales-** Jason reported on the Conference Sales. The Conference Planner is in the works and it will be distributed to any group requiring information. There will be a 1000 copies run at this time.
- 10.3 **Leisure Sales-**The Leisure sales report is located in the Departmental Reports section of the Marketing packet

**10.4 Special Projects**-Judy reported on the Special Event/Projects. She has been focused on the Amgen Tour of California which is less than 90 days out. Judy has also been working with Brian Jones concerning a film festival held at Northstar-at-Tahoe.

**10.5 Web**-The Web report is located in the Departmental Reports section of the Marketing packet

**10.6 Public Relations**-The PR report is 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](http://www.nltra.org):

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

#### **12.0 COMMITTEE COMMENTS**

12.1 Becky suggested a lodging press release focused on the most romantic places to stay in NLT.

#### **13.0 ADJOURNMENT**

13.1 The Marketing Committee meeting adjourned at 3:49 pm.

Submitted By:

Emily Sullivan, Programs Assistant  
North Lake Tahoe Resort Association

## **NLTRA MARKETING/ CONFERENCE ACTIVITY REPORT FOR FEBRUARY 2011**

### **KEY MEETINGS/LUNCHEONS/RECEPTIONS ATTENDED BY STAFF**

- Attended SJ Marketing Meeting: Andy
- Attended Chamber Advisory Committee Meeting: Judy, Andy
- Attended NLTRA Marketing Committee Meeting: Andy, Judy, Jason,
- Attended Finance Committee Meeting: Andy
- Attended ATOC LOC Meetings x 8: Andy, Judy
- Attended ATOC 10 day countdown planning session: Judy, Andy
- Attended January Breakfast Club: Andy
- Attended NLTRA Board Meeting: Andy
- Attended Lodging Committee Meeting: Andy
- Attended North Lake Tahoe Marketing Co-op Meeting: Andy
- Attended NCCMPI Casino Night Planning Meeting: Jason
- Attended lunch with new RSC sales managers: Jason
- Hosted site visit for TenDot Corporate Travel: Jason
- Met with Shawne Hightower from MeetingsFocus Magazine: Jason

### **SPECIAL PROJECTS**

- Attended Donner Summit Association Meeting for Amgen Presentation: Andy
- Attended Truckee Amgen Event Planning Meeting: Andy, Judy
- Attended Chamber Awards Dinners: Andy, Judy
- Concluded bidding process on ATOC F & B requirements: Judy
- Concluded room block confirmation process: Judy, Andy
- Met with Grantees to discuss marketing and planning strategies:  
Sierra Mtn. Soccer, Tahoe Sierra Century Ride, Great Ski Race, Pro Disc Golf Assoc.  
Stand-Up Paddleboard race producers: Judy
- Continued discussions with Northwest Challenge (Triathlon & Air Dog Event) to bring event to the North Shore: Judy
- Continued talks with Hangar 3 Productions for tentative North Tahoe International Film Festival: Judy
- Renewed discussions with Tahoe Area Ukefest to bring Festival to the North Shore from Reno: Judy



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## MEMORANDUM

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DATE: March 2, 2011

TO: Board of Directors

FROM: Ron Treabess  
Director of Community Partnerships  
And Planning

SUBJ: February 1-28, 2011  
Activity Report

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**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 NLTRA Board approved conducting the performance review at its February 2<sup>nd</sup> meeting.

Through February 21, the FY 2010/11 NLTE Financials continue to show the strongest first eight months of both ridership and fare box revenue since the inception of the Express (see attached 7+ month financials).

**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 began the winter schedule on December 11<sup>th</sup> and will continue through April 3<sup>rd</sup>. 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. 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 coring cannot be put in place.



**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 27<sup>th</sup> meeting and approved by the Board of Directors on October 6<sup>th</sup>. This recommendation has been submitted to the County requesting Board of Supervisors approval.

**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 taken 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 2<sup>nd</sup> 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. These are attached to this report for informational purposes only. After discussion, 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 will prepare 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 will be 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.

**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.

**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.

**8. Next Joint Infrastructure/Transportation Committee Meeting**

The next meeting of the Joint Committee will be Monday, March 28, 2011. Staff would like the Committee to consider starting all future meetings at 1:00. Work on the 2011-12 Integrated Work Plan will continue. Project Infrastructure Funding Requests expected at that meeting should include:

- A-17. Tahoe City Visitor Center/Fire Station Site Expansion/Redevelopment

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNT/TMA Board

- Resort Triangle Transportation Planning Coalition
- Water Shuttle Planning Group
- Sustainable Community Grants Committee
- Meeting with NLTRA Executive Committee
- Northstar Martis Valley Regional Trail Planning Session
- Granlibakken Mixer
- Marketing Co-op Committee Meeting
- Caltrans Meeting
- Farmer's Market Planning Meeting
- Tahoe Conservancy Water Trail Wayfinding Signage
- 2010 Community Awards Presentation
- Placer County Planning Commission/Homewood
- TRPA Governing Board/Homewood
- Joint Committee Meeting



Date: February 14, 2011

To: Jennifer Merchant, Principal Management Analyst - Tahoe Manager  
Placer County Executive Office  
cc: Tom Miller, County Executive Officer

Fr: Ron Treabess, Interim Executive Director  
NLTRA Management Team

### **2<sup>nd</sup> Quarter Report - Fiscal Year 2010/2011**

This report provides a summary of the activities of the North Lake Tahoe Resort Association (NLTRA) for the second quarter of FY-2010/2011 (October through December). It is provided consistent with the reporting provisions of the 2010/2011 Agreement between the NLTRA and Placer County. There are three attachments to this report as recommended by the County Auditor: 1) Infrastructure Projects—Summary, December 31, 2010, 2) Infrastructure Project Tracking, December 31, 2010, and 3) the NLTRA Monthly Financial Statements through the current quarter's end. The County Auditor believes this will provide the County with the information needed.

#### **Quarterly Economic Overview**

Positive impacts on North Lake Tahoe's tourism industry continued showing business improvement, as it had in the previous two quarters compared to the same quarters in the prior year. As of this writing, no information about 2nd quarter TOT collections is yet available from Placer County. It is anticipated that the 2<sup>nd</sup> quarter TOT will be substantially higher, based on the continuing business improvement trend and the above average snowfall during the quarter. To further substantiate business improvement, the following Mountain Travel Research Program (MTRiP) Custom Reservations Activity Outlook Report for North Lake Tahoe has been included. The NLTRA Board of Directors has concluded that this report should be the constant for which to determine tourism quarterly economic overview. It is produced monthly and provides the necessary data. At times when other information is available, it will be included in the analysis.

The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR). These are the key metrics of interest to lodging providers, and, consequently, the best indicators for visitation tracking. It compares each quarter to the same quarter in the previous year, including anticipated performance for the upcoming quarter. As stated by MTRiP, all of the information is only as accurate as that provided by the participating lodging providers.



## CUSTOM RESERVATIONS ACTIVITY OUTLOOK REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: FY 2010/11 2nd Quarter

### Executive Summary

		2010/11	2009/10	Year over Year % Diff
<b>a. Last Quarter Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last quarter (Q2) changed by (20.2%)	Occupancy (Last Quarter)	36.3%	30.2%	20.2%
North Lake Tahoe Average Daily Rate for last quarter (Q2) changed by (-2.1%)	ADR (Last Quarter)	\$210	\$215	-2.1%
North Lake Tahoe RevPAR for last quarter (Q2) changed by (17.7%)	RevPAR (Last Quarter)	\$76	\$65	17.7%
<b>b. Next Quarter On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next quarter (Q3) changed by (9.0%)	Occupancy (Next Quarter)	24.9%	22.8%	9.0%
North Lake Tahoe Average Daily Rate for next quarter (Q3) changed by (0.1%)	ADR (Next Quarter)	\$274	\$273	0.1%
North Lake Tahoe RevPAR for next quarter (Q3) changed by (9.1%)	RevPAR (Next Quarter)	\$68	\$62	9.1%
<b>c. Historical 2 Quarter Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months / 2 Quarters changed by (11.8%)	Occupancy (Past 2 Q's)	46.9%	41.9%	11.8%
North Lake Tahoe Average Daily Rate for the prior 6 months / 2 Quarters changed by (-0.5%)	ADR (Past 2 Q's)	\$208	\$209	-0.5%
North Lake Tahoe RevPAR for the prior 6 months / 2 Quarters changed by (11.3%)	RevPAR (Past 2 Q's)	\$98	\$88	11.3%
<b>d. Future 2 Quarter On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months / 2 Quarters changed by (9.1%)	Occupancy (Future 2 Q's)	15.7%	14.4%	9.1%
North Lake Tahoe Average Daily Rate for the upcoming 6 months / 2 Quarters changed by (-0.5%)	ADR (Future 2 Q's)	\$251	\$253	-0.5%
North Lake Tahoe RevPAR for the upcoming 6 months / 2 Quarters changed by (8.5%)	RevPAR (Future 2 Q's)	\$39	\$36	8.5%

**DESCRIPTION:** The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst MTRIP's other participants.

As is the case in all MTRIP data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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## NLTRA Activities

### **Tourism**

The Tourism Department is comprised of Marketing and Promotions, Public Relations, Special Projects and Events, Leisure Sales, Conference Sales and Visitor Information Services.

### Marketing & Advertising

The 2<sup>nd</sup> Quarter had consumer advertising placed in various regional and destination publications. With the conclusion of our fall season the start of early winter season promotion, print media insertions during this quarter included Diablo Magazine, 7x7 Magazine, Marine Magazine, La Magazine, LA Times, Orange Coast Magazine, Outside Magazine, National Geographic Traveler, Ski Magazine, Skiing Magazine and Southwest Spirit Magazine. The Southwest Spirit Magazine was a regional section promoting the entire Lake Tahoe/Reno area. This was a 32 page insert that promoted the various regional travel aspects and included ads from not only the North Lake Tahoe Marketing Cooperative but many of our North Lake Tahoe businesses as well. This publication was on all Southwest Airlines flights for the month of November. Year round travel planner publications also continued to be distributed through the State of California as well as AAA Tourbook. Our outdoor board campaign on the Bay Bridge in San Francisco continued throughout the quarter. Various internet and web campaigns were also conducted. Monthly email blasts went to over 35,000 opt in names in our electronic database. The second year of our San Diego cooperative effort kicked off in December. This program includes 6 of our ski resorts as well as various lodging partners in promoting our winter travel product to the San Diego market. A Buy 2 Get 1 Free offer for both lift tickets and lodging was developed for this program. Efforts for this program will run through February 2011. Placements promoting this program during this quarter included San Diego Magazine, internet programs, outdoor exposure, and a 5 station radio buy. Several cooperative marketing programs were also conducted during this time including participation in the North Lake Tahoe Wedding and Honeymoon Association, the Regional Marketing Committee, Hotel Travel Index and Mountain Travel Research Project, Sierra Ski Marketing Council, and California Snow.

### Public Relations

Twenty-seven news releases were distributed to our targeted media outlets during 2<sup>nd</sup> Quarter 2010-2011, including distribution to national and regional print, broadcast and online entities.

The PR department fielded 92 media inquiries from journalists all over the world regarding North Lake Tahoe story ideas, as well as hosted a press trip for freelancer Jamie Stringfellow on assignment for a Lake Tahoe story slated for the December 2011 edition of Via Magazine (3.1 million circulation).

As the co-chair of the Tahoe Amgen Tour of California public relations committee, we developed and implemented a public relations plan to maximize Lake Tahoe's visibility during Stage 1 and Stage 2 (May 15-16), as well as the Tahoe 10-Day Countdown prior

to the official race. To that end, we drafted and released a City Announcement, October 7, which ran in USA Today, Capital Public Radio (NPR), KGO-TV (SF) and many other media outlets. A second news release, Tahoe Route Announcement, was issued February 9, and we are currently following up with targeted media outlets.

As a part of the North Lake Tahoe Public Relations Plan, we leverage advertising opportunities and have drafted copy to run as advertorial with placed ads for San Diego Magazine, 7x7 Magazine, along with copy that ties into the RMC's efforts.

Through our second quarter public relations efforts, we've also generated noteworthy media coverage in a number of our targeted media outlets, including editorial in the Dallas Morning News, Sacramento Bee, Meetings West Magazine, Transworld Snowboarding Magazine, San Francisco Chronicle, Reno Gazette-Journal, Los Angeles Times – worth approximately \$1.5 million using a one-to-one-advertising equivalency.

Moving forward, public relations efforts include researching tourism trends as we plan for and draft our Summer, 2011 press kit, as well as build our journalist base on both Facebook and Twitter.

Analysis of Narrative: Our public relations program continues to be very proactive. We are focused on our key markets (that tie in to North Lake Tahoe's overall marketing campaign), and are showing an increase in North Lake Tahoe editorial media coverage in those particular areas. Most of that coverage has been snow related.

#### Leisure Sales

The 2<sup>nd</sup> Quarter was very productive in regards to training call center agents from top domestic and international wholesale companies specializing in ski and also year-round bookings to North Lake Tahoe. October kicked off with an online training in which 16 VacationRoost sales agents were trained by NLTRA staff as well as lodging and resort partners. Online trainings make for very cost effective and efficient trainings. This effort also enables us to reach more of the "at home" agents. With more and more call center agents working from home, staff will be conducting many more online trainings in the future.

Efforts directed at VacationRoost were conducted as a new market manager was appointed to Lake Tahoe at the end of the 1<sup>st</sup> Quarter. Staff hosted Mark McGill, the new market manager, in early October and conducted 15 lodging site tours in three days' time. VacationRoost has already significantly increased lodging, North Lake Tahoe Express and Ski Tahoe North bookings in the 2<sup>nd</sup> Quarter.

Shortly after the VacationRoost visit, staff hosted the UK/Irish California Tourism SuperFAM. This fam consisted of 14 top-selling call center and travel agents from the following UK/Irish companies:

- Tailor Made Travel
- Holiday Experts
- Thomas Cook

- BA Holidays
- Travel Counselors
- Virgin Holidays
- California Vacations
- Kuoni
- Funway Holidays
- STA
- Bon Voyage
- SkiBound
- Selling Long Haul
- N.A.T.S.

The UK/Irish CA SuperFAM consisted of 5 separate itineraries each with 14 agents in attendance with one final night event that took place in Huntington Beach.

October travel wrapped up with the annual Colorado sales mission. NLTRA was joined by an increased number of partner ski resorts and lodging properties. Staff was joined on the mission by Northstar, Tahoe Mountain Resorts Lodging, The Ritz Carlton – Lake Tahoe, Squaw Valley USA/The Village at Squaw, The Resort at Squaw Creek, Squaw Valley Lodge and the Hyatt Regency. The mission included sales calls, trainings and meals reaching 60 people in total from the following ski wholesale companies:

- Ski.com
- VacationRoost
- Rocky Mountain Getaways
- Snow Ventures
- Orbitz
- SkiGroup.net

The 2<sup>nd</sup> Quarter marks the kickoff to ski show season each year. Staff works closely with LTVA and RSCVA organizing all of the domestic ski shows for Sierra Ski Marketing Council/Ski Lake Tahoe. Five shows were on the tour this year, all of them being Southwest Airlines markets as a marketing co-op was put in place with Southwest Airlines Vacations with SSMC dollars for the second year running. The co-op allowed for additional exposure in each market, donated flights for grand prize giveaways at each ski show, email blasts highlighting Lake Tahoe to the Southwest Airlines Vacations database and a way for us to track show success.

The ski show tour kicked off in Seattle, followed by Chicago, San Diego, Boston, and ended in Los Angeles. Staff attended the ski show in LA (LA Ski Dazzle), and organized a call center training with Flight Center/Liberty Go-Go Travel to coincide with the visit down to LA.

In addition to domestic sales missions and ski shows, staff finished organizing NLTRA's annual UK sales mission which took place in November. Staff visited the UK almost a



month later than in the 2009-10 year due to the fact that it was NLTRA's turn to attend World Travel market in London on behalf of the High Sierra Visitor's Council.

Along with attending the 4-day World Travel Market show, staff conducted sales calls and trainings with Virgin Holidays, Crystal/TUI, Ski Safari, Equity Ski, Ski Bound, Ski World, Black Tomato, Bed Bank Ski and hosted a Warren Miller premiere with 15 top UK freelancers and 20 travel trade in attendance.

Once our partner Ski Tahoe North resorts were staffed up for the 2010-11 season, staff conducted trainings on the program to each of 7 participating ski resorts. With record-setting November snowfall, resorts were at full price very quickly since the healthy snowpack allowed for most mountains to open top to bottom immediately. Reorder requests for additional Ski Tahoe North ticket stock came in from some of the resorts before December 1 which had never happened in previous years. The buzz about the snow with the travel trade and media made for great coverage and additional early season bookings to North Lake Tahoe.

Complimenting the incredible domestic press Lake Tahoe received due to the November and December snowfall, the 2<sup>nd</sup> Quarter, 2010-11 saw incredible North Lake Tahoe coverage in Australia, UK, Ireland, Germany, Japan, Mexico. Many of these articles came to fruition as a direct result of hosting press visits from these markets. Other articles were put together with the help of our international California Tourism offices.

Speaking of visitation, additional fams to the region at the end of the 2<sup>nd</sup> Quarter included Equity Ski/STG Travel, North American Hosts and a delegation of 18 government and tourism industry officials from the Qinghai Province.

Additional community, industry events and meetings that were attended by staff during the quarter included:

- Southwest Airlines' 20<sup>th</sup> anniversary celebration of flying into RTIA
- CTTC's Sustainable Tourism Conference
- NLTRA Marketing Committee meetings
- Small lodging breakfast
- Sierra Avalanche Center Board of Directors Meetings
- Breakfast Club meetings
- Alpine Meadows' Breakfast Club
- Squaw Valley Dawn Patrol
- Resort at Squaw Creek's 20<sup>th</sup> anniversary celebration

#### Special Projects

Staff continues to work with inbound and community special events producers to help position their events, assist in marketing, production and implementation of their events. Staff also works with the web content manager on both GoTahoeNorth.com and NorthLakeTahoeChamber.com websites.

Staff assisted in the review and recommendation of community grant applications for inbound and community special events. After receiving funding, staff interviewed and assisted the producers in event strategy, marketing, permitting, budgeting, media plans, operations and possible collaboration with other events. The events included:

- Lake Tahoe Paddleboard Association
- Ta-Hoe Nalu Stand Up Paddle Races
- Sierra State Parks Foundation
- TOCCATA
- SnowFest
- Tahoe Sierra Century Ride
- Disabled Sports USA Ability Celebration
- Fire in the Sky Soccer Tournament
- The Great Ski Race.

The goal of these interviews is to assist event planners in developing strategic marketing and media plans, sponsorship development, and collaboration where appropriate, so the event has a larger presence. Most planners have limited marketing experience and staff has worked with those events that can utilize the resources of the NLTRA to strengthen their events.

Staff and the Tourism Director worked closely with SnowFest winter carnival to ensure the event remains viable. The NLTRA is this year's Presenting Sponsor and funds were dedicated out of the marketing budget for promotional and marketing assistance.

Staff has been appointed the Director of Operations for the North Tahoe Stages of the Amgen Tour of California bike race. Staff is working very closely with the North and South Shore co-chairs and is a member of the Local Organizing Committee. Direct responsibilities include lodging, meeting space, food and beverage functions for the teams and entourage and overseeing hospitality functions for upwards of 900 guests at two of the race stages. Staff prepared and sent out all for proposals for food and beverage meal functions for the tour athletes and staff.

Staff attends the Chamber Advisory Meetings, the Marketing Committee meetings and select Board Meetings and upwards of six+ Amgen Tour meetings monthly.

#### Conference Sales

Staff hosted a site inspection for NASA Godard Space Flight Center. This program is expected to bring approximately 1100 room nights and in excess of \$110,000 in room revenue alone. With incremental spending, this group will bring in well over \$250,000 to the area during May 2011

Staff, along with Smith & Jones, has been working vigilantly collecting information for the new conference planning guide and website upgrade which are currently in production.

Business was slow, as usual, in November. However, things picked up in December. Here is a recap of the 2nd Quarter activities.

Staff attended the CalSAE Seasonal Spectacular Show in Sacramento. This is an annual show that brings supplies together with key meeting planners in the Sacramento Region. The VCB coordinates a regional booth that included 9 Tahoe hotels and attractions. This combined effort provides us with a much larger presence than we could possibly afford to have as individuals. Staff, along with our hotel partners, hosted a dinner for our top clients in the area.

Staff also attended the Holiday Showcase in Chicago. This event attracts hundreds of meeting planners in the greater Chicago metropolitan area. We attended the show as part of the Reno – Tahoe Meetings Coop which gave us a tremendous presence. Chicago has always been a top producing market and we generated a number of leads from the show.

Staff also hosted our quarterly Directors of Sales Meeting. This meeting brings together the Directors of Sales and/or Directors of Marketing from all of the hotels/attractions that participate in the North Lake Tahoe VCB Conference Sales Program. In addition to updating the hotels on staff production this is also the venue where we formulate future marketing strategies and initiatives for the conference sales program.

Staff also attended the initial planning meeting for the MILO golf tournament. This is an annual event that connects suppliers with approximately 70 top female meeting planners from around the country.

Staff, on a daily basis, prospects for new clients via phone and email communication. In the 2nd Quarter, staff made over 2400 contacts with prospective clients. Staff also stays in constant contact with existing client base in the hopes of generating repeat business.

The following are Conference Sales Revenue Statistics for the second quarter:

Total Statistics		North Shore Statistics		South Shore Statistics	
October-10		October-10		October-10	
Groups Booked	2	Groups Booked	2	Groups Booked	0
Projected Room Revenue	\$293,259	Projected Room Revenue	\$293,259	Projected Room Revenue	\$0
Groups Arrived	9	Groups Arrived	8	Groups Arrived	1
Revenue Arrived	\$433,138	Revenue Arrived	\$427,858	Revenue Arrived	\$5,280
November-10		November-10		November-10	
Groups Booked	2	Groups Booked	2	Groups Booked	0
Projected Room Revenue	\$176,553	Projected Room Revenue	\$176,553	Projected Room Revenue	\$0
Groups Arrived	1	Groups Arrived	0	Groups Arrived	1
Revenue Arrived	\$927	Revenue Arrived	\$0	Revenue Arrived	\$927
December-10		December-10		December-10	
Groups Booked	1	Groups Booked	1	Groups Booked	0
Projected Room Revenue	\$36,491	Projected Room Revenue	\$36,491	Projected Room Revenue	\$0
Groups Arrived	0	Groups Arrived	0	Groups Arrived	0
Revenue Arrived	\$0	Revenue Arrived	\$0	Revenue Arrived	\$0

Combined Totals for the Quarter

Groups Booked	5
Projected Room Revenue	\$506,303
Groups Arrived	10
Revenue Arrived	\$434,065

North Shore Statistics-Breakdown by County

October-10			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	1497	240	\$291,016
Washoe County	28	7	\$2,242
Nevada County	0	0	\$0
Total	1525	247	\$293,258

Groups Arrived			
	Room Nights	Delegates	Revenue
Placer County	2872	1638	\$413,606
Washoe County	150	100	\$13,932
Nevada County	0	0	\$0
Total	3022	1738	\$427,538

November-10			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	1050	300	\$99,225
Washoe County	480	225	\$77,328
Nevada County	0	0	\$0
Total	1530	525	\$176,553

Groups Arrived			
	Room Nights	Delegates	Revenue
Placer County	0	0	\$0
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	0	0	\$0

December-10			
Groups Booked	Room Nights	Delegates	Revenue
Placer County	65	194	\$36,491
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	65	194	\$36,491

Groups Arrived			
	Room Nights	Delegates	Revenue
Placer County	0	0	\$0
Washoe County	0	0	\$0
Nevada County	0	0	\$0
Total	0	0	\$0

## Visitor Information Services

The NLTRA's year-round Visitor Information Center is open seven days a week, and is located in the historic Tahoe City Community Center. Summer seasonal services are provided at North Tahoe Beach (not applicable during this quarter).

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### Visitor Information Statistics for the Quarter:

Tahoe City			
Walk In Count	2010	2009	Percentage +/-
October	1159	1123	3.21%
November	377	463	-18.57%
December	549	646	-15.02%
Phone Count			
	2010	2009	Percentage +/-
October	209	224	-6.70%
November	229	195	17.44%
December	309	440	-29.77%

## Community Marketing Program

FY 2010/11 marks the fifth full year of the Community Marketing Grant Program, designed to assist community-based business organizations with marketing and promotional support for eligible activities within their community. Fifty-thousand dollars of the total program allocation of \$100,000 is set aside to help market and support regional events. Expenditures were as follows:

Organization	Amount Approved	Date Approved	Project
Snow Bomb	\$3,050	10/27/2010	Funds are to be used for creation and distribution of a poster and creation of an on-mountain banner.
Ta-Hoe Nalu	\$2,500	10/27/2010	Funds are to be used to expand marketing to the Bay Area, Sacramento and Reno through radio and TV media kits.
Squaw Valley Institute	\$5,000	10/27/2010	Funds are to be used for online marketing, posters, print media and radio.
Seventh Wave Productions	\$3,000	10/27/2010	Funds are to be used to market two Tahoe events through their website, social networking, print ads, rack cards and TV.

## Community Partnerships and Planning

Expenditures that occurred during the second quarter totaled \$620,761, as shown below. Transportation programs that were paid and completed included Summer Traffic Management and TART's summer transit enhancements. The other transit services shown are still on-going with additional invoices anticipated during the FY 10/11 third and fourth quarters. Additionally, transportation programs and service were initiated during the second quarter for which no invoicing has yet been received including TART's winter enhancement services for Highways 89 and 267, and winter traffic management in Tahoe City and at Highway 89/West River Street in partnership with the Town of Truckee. Future transportation projects worked on during the second quarter included the North Lake Tahoe Water Shuttle program.

Among Infrastructure projects, the North Tahoe Regional Park Playground Renovation, approved by NLTRA in the first quarter is still awaiting BOS approval. Project planning and construction continued on TART Bus Shelters, Lakeside Multi-Purpose Trail, Regional Wayfinding Signage, and Tahoe City Transit Center Signage. Partial invoicing was received and paid by NLTRA for all of these projects. Other Infrastructure projects for which NLTRA funding has been completed include the TCPUD Bike Trail Signs and installation of Traffic Calming Devices across the Northshore. On-going NLTRA funded projects for which no invoices were received include the Northstar/Martis Valley Multi-purpose Trail, Tahoe City Transit Center and the Kings Beach Commercial Core Improvement Project.

### Transportation

Program Expenditures During the Quarter:

Summer Traffic Management	\$ 4,239
North Lake Tahoe Express	39,729
Skier Shuttle-Sugar Bowl	9,500
Winter Night Service Transit	6,000
Summer Transit Program	190,459
Total	<u>\$ 249,926</u>

### Infrastructure

Project Expenditures During the Quarter:

Traffic Calming Devices	\$ 600
Lakeside Bike Trail	191,393
Regional Wayfinding Signage	(5,114)
Transit Center Wayfinding Signage	11,000
Bike Trail Signs	29,260
TART Bus Shelters	141,112
Total	<u>\$ 368,251</u>

## Research and Planning

The NLTRA's approved TOT budget contains line items in Infrastructure and Transportation (Visitor Support Services) for research and planning expenditures. These include memberships, sponsorships and legislative advocacy, consistent with NLTRA strategic objectives.

### Infrastructure

RMC Consulting	\$	200
Houston Group, State of California Legislative Advocacy		1,125
Olympic Heritage Committee Reports Reproduction		633
North Tahoe Truckee Leadership Class		500
Tahoe Resource Conservation-Sustainability Planning Grant		(2,500)
Total	\$	<u>(42)</u>

### Transportation

RMC Consulting	\$	1,000
Membership-Sierra Business Council		500
Houston Group, State of California Legislative Advocacy		1,125
Total	\$	<u>2,625</u>

**Total** \$ **620,761**

**Attachment A - Infrastructure Summary Sheet**

**NLTRA  
Infrastructure Projects Summary  
as of 12/31/2010**

**Approved Projects  
Funds held by NLTRA**

Arts and Culture Feasibility Study	453
Squaw Valley-Bus Stops	46,968
Kings Beach Urban Core Improvement Projects	-
Lakeside Multipurpose Trail	(25,000)
Signage-Mile Markers	16,412
Squaw Valley Visitor Information Center	64
Northstar Community Multi-Purpose Trail	-
Regional Wayfinding Signage	(14,033)
Transit Center Wayfinding Signage	-
NTPUD-Dollarhill-Tahoe Vista Bike Trail	200,000
Tahoe City Transit Center	-
Snow Removal-Squaw, Alpine, Northstar	-
Traffic Calming	257
Bear Box Project	(19,540)
TART Bus Shelter Upgrades	(141,112)
Tahoe Vista Recreation Area	-
Tahoe City Bike Trail Signage	(29,260)
Undesignated Funds	45,073
Non TOT Revenue	-
<b>Total</b>	<b>\$ 80,282</b>

**Approved Projects  
Funds Held by Placer County**

Northstar Community Multi-Purpose Trail	505,286
Kings Beach Urban Core Improvement Projects	1,968,439
Regional Wayfinding Signage	17,337
Transit Center Wayfinding Signage	57,000
Squaw Valley Olympic Museum and Western Sports Heritage Center (less \$100,000 paid from NLTRA undesignated funds)	100,000
Tahoe City Transit Center	435,651
Lakeside Multipurpose Trail	1,100,503
Bear Box Project	20,000
TART Bus Shelter Upgrades	153,000
Tahoe Vista Recreation Area	500,000
Tahoe City Bike Trail Signage	29,260

**Funds Held by Placer county for Approved Projects** **\$ 4,886,475**

**Infrastructure funds held by Placer County**

2004/2005	\$ 0
2005/2006	\$ 323,242
2006/2007	\$ 1,664,888
2007/2008	\$ 1,834,995
2008/2009	\$ 827,151
2009/2010 (estimate)	\$ 789,928
2010/2011 (estimate)	\$ 666,551
<b>Total funds held by the County</b>	<b>\$ 6,106,755</b>
<b>Infrastructure Funds Total</b>	<b>\$ 6,187,037</b>



Attachment B - Infrastructure Project Tracking

**December 31, 2010**

5950-50-6x

**Squaw Valley-Bus Stops**

(Squaw Valley Intermodel, TPD, Transit)

	Date	Amount	Notes
Date approved NLTRA/PC BOS		150,000.00	Approved with 98-99 budget
Date approved NLTRA/PC BOS		49,277.00	Approved with 99-00 budget
Date approved NLTRA/PC BOS		200,000.00	Approved with 00-01 budget
Total		<u>399,277.00</u>	
Date funded			Released monthly 98-01 Allocated from undesignated funds
	Oct-09	35,000.00	10/09
Inv/Desc/Payee			
Placer Co DPW	Nov-08	(41,959.64)	
CATT	Nov-08	(33,760.00)	
Placer Co DPW	Mar-09	(17,648.66)	
Placer Co DPW	May-09	(1,021.19)	
To undesignated	Jun-09	(225,000.00)	
Placer Co DPW	Jul-09	(5,718.50)	
Johansen Masonry	Nov-09	(1,998.00)	
Placer Co DPW	Dec-09	(53,839.30)	
Placer Co DPW	Jun-10	(6,363.75)	
Total		<u>(387,309.04)</u>	
<b>Balance</b>		<u><b>46,967.96</b></u>	

**Kings Beach Urban Core**

5949-52-909016

**Improvement Projects**

	Date	Amount	Notes
Date approved NLTRA/PC BOS		150,000.00	Approved with 98-99 budget
Date approved NLTRA/PC BOS		150,000.00	Approved with 99-00 budget
Date approved NLTRA/PC BOS		500,000.00	Approved with 00-01 budget
Date approved NLTRA/PC BOS		339,250.00	Approved with 01-02 budget
Date approved NLTRA/PC BOS		210,750.00	Approved with 02-03 budget
Date approved NLTRA/PC BOS		2,000,000.00	Approved with 06-07 budget
Date approved NLTRA/PC BOS		400,000.00	Approved with 08-09 budget
Date approved NLTRA/PC BOS		500,000.00	Approved with 09-10 budget
Total		<u>4,250,000.00</u>	
Date funded		1,350,000.00	Released monthly 98-03 Allocated from undesignated funds
	May-08	306,000.00	05/08
	Jun-08	300,000.00	funding from June 08 payment
	Jan-09	325,561.25	funding from Jan 09 payment
Total		<u>2,281,561.25</u>	
Inv/Desc/Payee			
Placer County DPW	prior 2000	(150,000.00)	
Placer County DPW	Jun-01	(100,000.00)	
Placer County DPW	Jun-04	(100,000.00)	
Placer County DPW	Dec-05	(300,000.00)	
Placer County DPW	Jul-06	(300,000.00)	
Sierra Business Council	Feb-07	(22,967.00)	
Sierra Business Council	Mar-07	(7,689.00)	
3Dfx	Apr-07	(6,200.00)	
Sierra Business Council	Apr-07	(5,709.00)	
Sierra Business Council	Jun-07	(10,532.00)	
Sierra Business Council	Jun-07	(18,746.00)	

Attachment B - Infrastructure Project Tracking

Pastore Ryan	Jun-07	(1,475.00)
Placer County DPW	Aug-07	(326,682.00)
Sierra Business Council	Sep-07	(6,000.00)
Placer County DPW	Feb-08	(300,000.00)
Placer County DPW	Apr-08	(300,000.00)
LSC Transportaion Conultants	Jun-08	(4,038.21)
LSC Transportaion Conultants	Aug-08	(6,515.60)
LSC Transportaion Conultants	Sep-08	(7,734.34)
LSC Transportaion Conultants	Oct-08	(3,253.30)
Placer County DPW	Oct-08	(300,000.00)
LSC Transportaion Conultants	Oct-08	(3,017.60)
LSC Transportaion Conultants	Dec-08	(1,002.20)

Total paid		<u>(2,281,561.25)</u>
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<b>Balance</b>		<u><u>-</u></u>
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5954-52-909023 <b>Lakeside Multipurpose Trail</b>	Date	Amount	Notes
Date approved NLTRA/PC BOS		25,000.00	Allocated from Commons Beach
Date approved NLTRA/PC BOS	12/05-02/06	275,000.00	
Date approved NLTRA/PC BOS		9,160.00	Allocated from Phase 2A
Date approved NLTRA/PC BOS	Nov-09	<u>1,075,503.00</u>	
Total		1,384,663.00	

Date funded	Feb-06	250,000.00	
Allocated		34,160.00	See above
	Jun-08	95,000.00	funding from June 08 payment
To undesignated		<u>(95,000.00)</u>	
Total		284,160.00	

Inv/Desc/Payee		
TC PUD	Apr-08	(95,000.00)
TC PUD	Jan-10	(22,767.00)
TC PUD	Dec-10	(191,393.00)
Total		<u>(309,160.00)</u>

<b>Balance</b>		<u><u>(25,000.00)</u></u>
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5954-52-909010 <b>Signage-Mile Markers</b>	Date	Amount	Notes
Date approved NLTRA/PC BOS		65,000.00	Approved with 98-99 budget

Date funded		65,000.00	Released monthly 98-99
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Inv/Desc/Payee		
Prior 2001		(41,906.00)
Mad Duck Signs	Oct-05	(850.00)
Mad Duck Signs	Jun-06	(925.00)
The Real Graphic	Sep-06	(1,527.51)
Mad Duck Signs	Sep-06	(650.00)
The Real Graphic	Oct-09	(859.23)
Ralph Turner	Dec-09	(1,870.13)

Total		<u>(48,587.87)</u>
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<b>Balance</b>		<u><u>16,412.13</u></u>
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Attachment B - Infrastructure Project Tracking

<b>Squaw Valley Visitor Information</b>				
5930-52-909005	<b>Center</b>	Date	Amount	Notes
	Date approved NLTRA/PC BOS	06/05-06/05	17,000.00	Allocated from Squaw Valley Master Plan
	Inv/Desc/Payee			
	Ward Young Architects	Aug-05	(577.50)	
	Auerbach Engineering	Aug-05	(1,486.35)	
	Auerbach Engineering	Sep-05	(547.30)	
	Auerbach Engineering	Oct-05	(630.00)	
	Auerbach Engineering	Dec-05	(1,005.00)	
	Auerbach Engineering	Feb-06	(617.50)	
	Ward Young Architects	Feb-06	(387.50)	
	Ward Young Architects	Jul-06	(422.30)	
	Ward Young Architects	Sep-06	(1,359.60)	
	Auerbach Engineering	Jan-07	(1,630.88)	
	Ward Young Architects	Feb-07	(5,477.24)	
	Ward Young Architects	May-07	(2,795.00)	
	Total		(16,936.17)	
	<b>Balance</b>		<u><b>63.83</b></u>	
5954-52-5x	<b>Northstar Community Multi-Purpose Trail</b>	Date	Amount	Notes
	Date approved NLTRA/PC BOS	Aug-05	500,000.00	
		Sep-10	500,000.00	
	Total		<u>1,000,000.00</u>	
	Date funded	Sep-05	50,000.00	
		May-08	23,747.00	Allocated from undesignated funds 05/08
		Jan-09	67,167.91	funding from Jan 09 payment
		Aug-09	844.80	funding from Aug 09 payment
		Apr-10	352,954.15	funding from Apr 10 payment
			<u>494,713.86</u>	
	Inv/Desc/Payee			
	KB Foster Civil Engineering	Mar-06	(1,508.15)	
	KB Foster Civil Engineering	Jun-06	(32,490.59)	
	Godbe Research	Aug-06	(9,590.00)	
	Godbe Research	Dec-06	(6,165.00)	
	EDAW	Oct-07	(31,710.00)	
	Auerbach Engineering	Nov-07	(22,347.50)	
	Auerbach Engineering	Dec-07	(25,014.75)	
	Auerbach Engineering	Jun-08	(9,749.75)	
	Auerbach Engineering	Jul-08	(1,919.17)	
	Susan Lindstrom	Nov-08	(420.00)	
	Blanchard & Associates	Dec-08	(844.80)	
	Northstar Community Service	Apr-10	(352,954.15)	
	Total		<u>(494,713.86)</u>	
	<b>Balance</b>		<u><b>-</b></u>	
5954-52-909003	<b>Regional Wayfinding Signage</b>	Date	Amount	Notes
	Date approved NLTRA/PC BOS	10/06-10/06	12,255.00	
	Date approved NLTRA/PC BOS	01/08-10/08	138,000.00	
	Date approved NLTRA/PC BOS	Jul-09	<u>33,000.00</u>	

Attachment B - Infrastructure Project Tracking

Total		183,255.00	
Date funded	Nov-06	12,255.00	
			Allocated from undesignated funds
	May-08	26,445.00	05/08
	Jun-08	24,400.00	funding from June 08 payment
	Jan-09	79,191.71	funding from Jan 09 payment
	Aug-09	7,963.29	funding from Aug 09 payment
	Oct-09	7,700.00	funding from Oct 09 payment
			Allocated from undesignated funds
	Oct-09	7,963.29	10/09
		<hr/>	
		165,918.29	

Pastore Ryan	Dec-06	(2,587.50)
Pastore Ryan	Feb-07	(5,063.19)
Pastore Ryan	Aug-07	(4,604.31)
Pastore Ryan	Feb-08	(708.75)
Carrier Johnson	Mar-08	(17,000.00)
Carrier Johnson	Mar-08	(14,336.10)
Carrier Johnson	Apr-08	(11,400.00)
Carrier Johnson	Jun-08	(19,600.00)
Carrier Johnson	Jul-08	(16,030.50)
Carrier Johnson	Sep-08	(14,953.48)
Carrier Johnson	Sep-08	(14,000.00)
Tahoe House	Sep-08	(16.00)
Carrier Johnson	Nov-08	(14,000.00)
Carrier Johnson	Nov-08	(7,991.88)
Tahoe House	Nov-08	(32.00)
The Store	Dec-08	(33.30)
Carrier Johnson	Jan-09	(3,578.63)
Carrier Johnson	Sep-09	(8,647.61)
Carrier Johnson	Oct-09	(8,470.35)
Carrier Johnson	Dec-09	(6,286.25)
Carrier Johnson	Jan-10	(4,725.00)
Wild West Communications	Nov-10	(786.25)
Carrier Johnson	Dec-10	(3,600.00)
Wild West Communications	Dec-10	(713.75)
Wild West Communications	Dec-10	(786.25)
		<hr/>
		(179,951.10)

**Balance** (14,032.81)

**Transit Center Wayfinding Signage**

Date approved NLTRA/PC BOS	3/09-4/09	68,000.00
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Date funded	Oct-09	11,000.00	funding from Oct 09 payment
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		11,000.00	

Placer Co DPW	Jul-09	(11,000.00)
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(11,000.00)

Attachment B - Infrastructure Project Tracking

	<b>Balance</b>		<u>                    -</u>	
5954-50-1x	<b>Arts and Culture Feasibility Study</b>	Date	Amount	Notes
	Date approved NLTRA/PC BOS	03/08-04/08	60,000.00	
	Date funded		-	Tahoe Mtn Resort Fdn 10000, TTCF
	Partners Funding	Apr-08	15,000.00	5000
	Partners Funding	Sep-08	1,000.00	Kid Zone
		Jun-08	16,373.75	funding from June 08 payment
	Partners Funding	Aug-08	10,000.00	Truckee Donner Rec & Park
	Partners Funding	Aug-08	1,000.00	Arts for the Schools
	Partners Funding	Aug-08	5,000.00	Lake Tahoe IVCB Visitors Bureau
	Partners Funding	Sep-08	5,000.00	Town of Truckee
	Partners Funding	Sep-08	1,000.00	Truckee Development Association
	Partners Funding	Sep-08	250.00	Inner Rythems
	Partners Funding	Oct-08	5,000.00	Sierra Nevada College
		Jan-09	41,239.69	funding from Jan 09 payment
		Aug-09	2,386.56	funding from Aug 09 payment
	<b>Total</b>		<u>103,250.00</u>	
	Inv/Desc/Payee			
	Streamline Consulting	Apr-08	(373.75)	
	Webb Management Services	Jun-08	(2,500.00)	
	Streamline Consulting	Jun-08	(2,267.50)	
	BankCard Center	Jun-08	(90.27)	
	Webb Management Services	Jul-08	(13,612.49)	
	Streamline Consulting	Jul-08	(2,389.00)	
	Webb Management Services	Jul-08	(10,000.00)	
	Streamline Consulting	Aug-08	(933.00)	
	Streamline Consulting	Sep-08	(3,575.00)	
	Webb Management Services	Sep-08	(12,222.96)	
	Tahoe House	Sep-08	(47.50)	
	Webb Management Services	Oct-08	(10,872.73)	
	Webb Management Services	Nov-08	(10,000.00)	
	Streamline Consulting	Nov-08	(2,701.75)	
	Streamline Consulting	Nov-08	(931.25)	
	Webb Management Services	Dec-08	(11,358.03)	
	Streamline Consulting	Dec-08	(1,302.50)	
	Streamline Consulting	Jan-09	(1,279.75)	
	North Tahoe Conf Center	Jan-09	(246.09)	
	Webb Management Services	Feb-09	(10,444.84)	
	The Store	Feb-09	(2,886.37)	
	The Store	Mar-09	(877.41)	
	BankCard Center	Mar-09	(300.00)	
	Streamline Consulting	Apr-09	(1,585.00)	
	<b>Total</b>		<u>(102,797.19)</u>	
	<b>Balance</b>		<u>                    452.81</u>	
5950-50-6x	<b>Tahoe City Transit Center</b>			
	Date approved NLTRA/PC BOS		500,000.00	Approved with the 08/09 Budget
	Date Funded	Oct-09	64,349.33	funding from Oct 09 payment
	<b>Total</b>		<u>64,349.33</u>	

Attachment B - Infrastructure Project Tracking

Inv/Desc/Payee		
Placer County DPW	Jul-09	(23,990.64)
Placer County DPW	Aug-09	(40,358.69)
<b>Total</b>		<u>(64,349.33)</u>

**Balance** -

**Snow Removal-Squaw, Alpine, Northstar**

Date approved NLTRA/PC BOS	100,000.00	Approved with the 08/09 Budget
	100,000.00	Approved with the 09/10 Budget

Date Funded	<b>Aug-09</b>	100,000.00	funding from Aug 09 payment
	<b>Feb-10</b>	100,000.00	Journal Transfer
		<u>200,000.00</u>	

Total

Inv/Desc/Payee		
Placer County DPW	May-09	(100,000.00)
Placer County DPW	Feb-10	(100,000.00) Journal Transfer
<b>Total</b>		<u>(200,000.00)</u>

**Balance** -

**NTPUD-Dollarhill-Tahoe Vista Bike Trail**

Date approved NLTRA/PC BOS	Jun-09	200,000.00
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Date Funded 200,000.00 funding from undesignated 06/30/09

Total

Inv/Desc/Payee

**Total** -

**Balance** 200,000.00

5954-52-909001 **Traffic Calming**

Date approved NLTRA/PC BOS	Jul-09	26,700.00
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Date Funded Oct-09 26,700.00 funding from Oct 09 payment

Total

Inv/Desc/Payee		
Traffic Control Service, Inc	Jul-09	(9,064.70)
NTBA	Aug-09	(1,242.00)
Radarsign	Nov-09	(15,536.00)
Half Moon Electric	Oct-10	(600.00)
<b>Total</b>		<u>(26,442.70)</u>

**Balance** 257.30

5950-50-8x **Bear Box Project**

Date approved NLTRA/PC BOS	Feb-10	20,000.00
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Date Funded



Attachment B - Infrastructure Project Tracking

<b>Allocation from projects 07/06</b>	
Regional Recreation Center	28,951.00
Redevelopment	14,337.00
WHATT Business Plan	10,000.00
Total	<u>53,288.00</u>
To acquisition of Transit Buses	(22,602.00)
To Community Portable Stage	(30,686.00)
	<u>(53,288.00)</u>
<b>Balance 06/30/07</b>	<u>-</u>
Allocation from projects 07/08	
Community Portable Stage	7,599.00
Heritage Plaza	(6.44)
Olympic Trails	32.00
Squaw Valley Water Enhancement Project/ASR	233,906.00
Squaw Valley Master Plan Imp	244,732.00
Total	<u>486,262.56</u>
<b>Balance</b>	<u>486,262.56</u>
Investment Income	126,662.00
<b>Undesignated and Investment Inc</b>	<u>612,924.56</u>
<b>Allocation to projects May/08</b>	
Maritime Museum	(250,000.00)
Regional Wayfinding Signage	(26,445.00)
Squaw Valley Olympic Museum	(12,000.00)
Kings Beach Commercial Core	(306,000.00)
Northstar Community Multi-Purpose Trail	(23,747.00)
	<u>(618,192.00)</u>
<b>Balance Undesignated 05/31/08</b>	<b>(5,267.44)</b>
From Lakeside Bike Trail	95,000.00
From Squaw Valley Signage	15,000.00
From Friends of Squaw Creek	4,330.82
	<u>109,063.38</u>
<b>Undesignated</b>	109,063.38
<b>Interest 07/08</b>	64,929.00
<b>Balance Undesignated 06/30/08</b>	<u>173,992.38</u>
<b>Allocation 01/31/09</b>	
Squaw Valley Olympic Museum and Western Sports Heritage Center	(100,000.00)
Permanent Speed Limit Advisory/Radar	(17,000.00)
Tourism Economic Analysis and Public Assessment Surveys	(30,000.00)
	<u>(147,000.00)</u>
<b>Undesignated 01/31/09</b>	26,992.38
<b>Allocation 06/01/09</b>	
Funds returned from Heritage Plaza	12,368.02
From Squaw Valley Bus stops	225,000.00
Interest 06/30/09	3,927.59



Attachment B - Infrastructure Project Tracking

NTPUD-Dollarhill-Tahoe Vista Bike Trail	(200,000.00)
NTPUD-Regional Park Parking	(50,000.00)
<b>Balance Undesignated 06/30/09</b>	<b>18,287.99</b>
Tourism Economic Study Funding	10,440.00 6/30/09 request-Received 08/09
<b>Balance Undesignated 06/30/09</b>	<b>28,727.99</b>
<b>Balance 07/01/09</b>	
From Squaw Valley Water Enhancement	56,026.36
Squaw Valley Bus Shelters	(35,000.00)
Regional Wayfinding Signage	(7,963.29)
Interest 06/30/10	3,282.03
<b>Balance Undesignated 6/30/10</b>	<b>45,073.09</b>
	80,281.85
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	80,281.85

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**North Lake Tahoe Resort Association  
Financial Statements  
For the Six Months Ending December 31, 2010**

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**North Lake Tahoe Resort Association**  
**Statement of Financial Position**  
**December 31, 2010**  
(unaudited)

	Current Year		Prior Year		Month Change		12 Month Change		6 Month Change	
	Current 31-Dec-10	Last Month 30-Nov-10	Same Mth 31-Dec-09	Year End 30-Jun-10	Amount	Pctg	Amount	Pctg	Amount	Pctg
<b>ASSETS</b>										
Cash and cash equivalents										
Operating	\$ 720,382	\$ 526,914	\$ 472,389	\$ 488,391	\$ 193,468	37%	\$ 247,993	52%	\$ 251,991	54%
Marketing Cooperative	64,367	74,425	143,997	232,998	(10,058)	-14%	(79,630)	-55%	(168,631)	-72%
Infrastructure	70,068	447,147	498,647	448,533	(377,079)	-84%	(428,579)	-86%	(378,465)	-84%
Other Restricted					0	-	-	-	-	-
Total Cash & cash equiv	854,817	1,048,486	1,115,033	1,149,922	(193,669)	-18%	(250,216)	-23%	(295,105)	-26%
Receivables										
AR - Membership Services	13,788	17,041	17,897	24,678	(3,253)	-19%	(4,109)	-23%	(10,890)	-44%
AR - Group Commissions	33,890	32,251	33,918	19,553	1,639	5%	(28)	0%	14,337	73%
AR - Other	34,685	43,097	2,075	9,709	(8,412)	-20%	32,610	1572%	24,976	257%
AR - Co-op/STN/Shared	35,634	27,898	20,107	37,741	7,736	28%	15,527	77%	(2,107)	-6%
AR - Inntopia	0	0	1,002	0	0	-	(1,002)	-100%	-	-
AR - Allowance for Doubtful Accounts	0	0	(14,973)	0	0	-	14,973	0%	-	-
AR - Infrastructure County	6,106,755	6,106,755	5,527,706	5,440,204	0	0%	579,049	30%	666,551	12%
AR - County TOT Funding	2,113,685	2,589,274	1,953,048	430,587	(475,589)	-18%	160,637	2%	1,683,098	391%
Total Receivables	8,338,437	8,816,316	7,540,780	5,962,472	(477,879)	-5%	797,657	-	2,375,965	40%
Long Term Assets										
Prepaid expenses	9,057	8,050	10,700	15,021	1,007	13%	(1,643)	-184%	(5,964)	-40%
Inventory	928	928	891	928	0	0%	37	0%	-	0%
Furniture, Fixtures & Other	25,238	25,955	33,540	29,313	(717)	-3%	(8,302)	-140%	(4,075)	-14%
Computer Software/Equipment	5,912	6,362	5,922	6,906	(450)	-7%	(10)	0%	(994)	-14%
Leasehold Improvements	4,585	4,985	9,242	6,985	(400)	-8%	(4,657)	-	(2,400)	-34%
Total Long Term Assets	45,720	46,280	60,295	59,153	(560)	-1%	(14,575)	-	(13,433)	-23%
<b>TOTAL ASSETS</b>	<b>\$ 9,238,974</b>	<b>\$ 9,911,082</b>	<b>\$ 8,716,108</b>	<b>\$ 7,171,547</b>	<b>\$ (672,108)</b>	<b>-7%</b>	<b>522,866</b>	<b>-</b>	<b>\$ 2,067,427</b>	<b>29%</b>
<b>LIABILITIES &amp; NET ASSETS</b>										
Liabilities										
Accounts Payable	\$ 311,050	\$ 159,608	\$ 258,368	\$ 277,169	\$ 151,442	95%	\$ 52,682	90%	\$ 33,881	12%
Advance Ticket Sales	24,539	1,607	58,608	(1,272)	22,732	1258%	(34,069)	-18%	25,811	-2029%
Other Liabilities and Unearned	109,263	124,229	192,937	338,971	(14,966)	-12%	(83,674)	-5%	(229,708)	-68%
Deferred Support	1,633,425	2,079,014	1,522,456	-	(445,589)	-21%	110,969	2%	1,633,425	-
Deferred Infra	6,187,823	6,553,902	6,026,353	5,888,737	(366,079)	-6%	161,470	-	299,086	5%
Total Liabilities	8,266,100	8,918,560	8,058,722	6,503,605	(652,460)	-7%	207,378	-	1,762,495	27%
Net Assets										
Fund Balance Designated	249,110	249,110	243,110	243,110	0	0%	6,000	1%	6,000	2%
Beginning Net Assets	424,832	424,832	439,302	439,302	0	0%	(14,470)	58%	(14,470)	-3%
Net Change in Net Assets	296,932	318,580	(25,026)	(14,470)	(21,648)	-7%	321,958	49%	311,402	-2152%
Total Net Assets	970,874	992,522	657,386	667,942	(21,648)	-2%	313,488	-	302,932	45%
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$ 9,238,974</b>	<b>\$ 9,911,082</b>	<b>\$ 8,716,108</b>	<b>\$ 7,171,547</b>	<b>\$ (674,108)</b>	<b>-7%</b>	<b>520,866</b>	<b>-</b>	<b>\$ 2,065,427</b>	<b>29%</b>



	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
<b>REVENUE AND OTHER SUPPORT</b>										
Marketing	152,499	124,810	27,689	126,829	22%	979,402	798,860	180,542	802,432	23%
Conferences	2,938	36,953	(34,015)	24,520	(92%)	262,304	221,718	40,586	211,229	18%
Visitor Support & Transportation	245,209	83,808	161,401	39,670	193%	518,959	502,848	16,111	499,324	3%
Visitor Information	12,866	13,754	(888)	13,276	(6%)	88,809	82,524	6,285	84,665	8%
Member Services	8,076	11,860	(3,784)	10,421	(32%)	59,204	76,760	(17,556)	76,978	(23%)
Management & General	453	500	(47)	0	(9%)	4,999	3,000	1,999	1,397	67%
<b>Total Revenue and Other Supp</b>	<b>422,041</b>	<b>271,685</b>	<b>150,356</b>	<b>214,717</b>	<b>55%</b>	<b>1,913,676</b>	<b>1,685,710</b>	<b>227,966</b>	<b>1,676,025</b>	<b>14%</b>
<b>EXPENSES</b>										
Marketing	150,274	134,491	15,784	122,470	12%	874,314	791,935	82,379	781,642	10%
Conferences	43,291	35,842	7,449	41,850	21%	239,021	221,477	17,545	230,366	8%
Visitor Support & Transportation	228,924	83,440	145,485	38,250	174%	360,861	502,859	(141,998)	504,699	(28%)
Visitor Information	14,271	12,831	1,440	15,911	11%	95,303	84,581	10,721	83,877	13%
Member Services	12,789	12,303	486	14,465	4%	73,854	81,237	(7,384)	75,809	(9%)
Management & General	(1,996)	(3,822)	1,826	18,047	(48%)	(17,216)	27,790	(45,005)	31,077	(162%)
<b>Total Expenses</b>	<b>447,554</b>	<b>275,085</b>	<b>172,469</b>	<b>250,992</b>	<b>63%</b>	<b>1,626,137</b>	<b>1,709,879</b>	<b>(83,743)</b>	<b>1,707,471</b>	<b>(5%)</b>
<b>Net Change in Unrestricted Net Assets</b>										
Marketing	2,225	(9,681)	11,905	4,359	(123%)	105,088	6,925	98,163	20,790	*****
Conferences	(40,353)	1,111	(41,463)	(17,329)	*****	23,283	241	23,041	(19,137)	*****
Visitor Support & Transportation	16,284	368	15,916	1,420	*****	158,098	(11)	158,109	(5,375)	*****
Visitor Information	(1,405)	923	(2,328)	(2,635)	(252%)	(6,494)	(2,057)	(4,436)	788	216%
Member Services	(4,713)	(443)	(4,270)	(4,044)	963%	(14,650)	(4,477)	(10,172)	1,169	227%
Management & General	2,449	4,322	(1,873)	(18,047)	(43%)	22,214	(24,790)	47,004	(29,681)	(190%)
<b>Net Change in Assets Before In</b>	<b>(25,513)</b>	<b>(3,400)</b>	<b>(22,113)</b>	<b>(36,275)</b>	<b>650%</b>	<b>287,539</b>	<b>(24,169)</b>	<b>311,709</b>	<b>(31,446)</b>	<b>*****</b>
<b>Infrastructure</b>										
Infrastructure Support	378,837	17,442	361,395	78,165	*****	445,579	104,652	340,927	395,068	326%
Infrastructure Expense	374,972	16,077	358,895	78,075	*****	436,186	109,302	326,884	388,648	299%
Infrastructure Net Change in Assets	3,865	1,365	2,500	90	183%	9,393	(4,650)	14,042	6,420	(302%)
<b>Change in Net Assets</b>	<b>(21,648)</b>	<b>(2,035)</b>	<b>(19,613)</b>	<b>(36,185)</b>	<b>964%</b>	<b>296,932</b>	<b>(28,819)</b>	<b>325,751</b>	<b>(25,026)</b>	<b>*****</b>

**North Lake Tahoe Resort Association  
Department Detail Activity Report  
For the Six Months Ending December 31, 2010**

	Marketing	Conferences	Visitor Information	Marketing Subtotal	Visitor Support & Transportation	Chamber of Commerce	Management & General	Subtotal	Infrastructure	Total
<b>REVENUE AND OTHER SUPPORT</b>										
Member Dues	\$ 80,253	\$ 3,850		\$ 3,850		\$ 50,300		\$ 54,150		\$ 54,150
Special Events & Functions				80,253		8,904	4,449	89,157		89,157
Miscellaneous								4,449		4,449
Commissions & Booking Fees	2,871	103,452	15,809	106,323				106,323		106,323
Retail Sales & Other				15,809				15,809		15,809
Interest & Investment Income							\$ 550	\$ 550	\$ 114	663
Placer County Funding	896,278	155,002	73,000	1,124,280	\$ 518,959			1,643,239	445,465	2,088,704
<b>Total Revenue and Other Support</b>	\$ 979,402	\$ 262,304	\$ 88,809	\$ 1,330,515	\$ 518,959	\$ 59,204	\$ 4,999	\$ 1,913,676	\$ 445,579	\$ 2,359,255
<b>EXPENSES</b>										
Salaries and benefits	\$ 165,288	\$ 82,836	\$ 64,947	\$ 313,072	\$ 33,697	\$ 43,937	\$ 117,175	\$ 507,881	\$ 39,688	\$ 547,570
Rent & Utilities	12,416	6,324	2,907	21,648	4,441	4,458	12,416	42,963	4,441	47,405
Telephone Services	3,387	1,578	674	5,639	864	956	1,820	9,279	864	10,143
Internet Access	290			290				290		290
Mail Expenses	468	193	61	722	0	150	505	1,378	2	1,379
Insurance & Bonding	584	303	303	1,190	187	187	584	2,147	187	2,334
Supplies	1,936	1,139	547	3,622	265	586	664	5,138	266	5,404
Equipment Sup. & Maint.	625	671	671	1,967	186	286	1,696	4,135	186	4,321
Taxes, Licenses & Fees	233	121	206	559	74	74	233	941	74	1,015
Equip. Rental / Leasing	999	798	1,956	3,753	656	1,293	1,115	6,816	656	7,471
Training & Seminars						169	308	477		477
Project Costs					302,592			302,592	369,690	672,281
Professional Fees Legal/Accounting							17,226	17,226		17,226
Special Events	36,962			36,962				36,962		36,962
Autumn Food & Wine Costs	79,024			79,024				79,024		79,024
Membership Events/Newsletter						7,759		7,759		7,759
Cost of Goods Sold	375,442	113,414	10,233	499,089				499,089		499,089
Marketing Cooperative/Media	54,320			54,320				54,320		54,320
Marketing Other	13,526			13,526				13,526		13,526
Programs	904	470	470	1,844	289	289	904	3,325	289	3,614
Associate Relations							25,541			25,541
Board Functions										
Credit Card Fees	791		329	1,121				1,403		1,403
Automobile Expense	694	106	43	843	416	584	338	2,180	416	2,596
Local Meals & Entertainment	1,402			1,402		482	247	2,131		2,131
Dues & Subscriptions	896	720		1,616	36	72		1,724	36	1,760
Travel	(121)			(121)				(121)		(121)
Allocated	113,752	29,088	10,694	153,534	16,528	11,658	(200,482)	(18,762)	18,762	-
<b>Total Functional Exp. Before Depreciation</b>	\$ 863,818	\$ 237,761	\$ 94,043	\$ 1,195,622	\$ 360,231	\$ 73,224	\$ (19,712)	\$ 1,609,265	\$ 435,556	\$ 2,044,921
Depreciation	2,496	1,260	1,260	5,016	630	630	2,496	8,772	630	9,402
Reserves	8,000			8,000				8,000		8,000
<b>Total Functional Expense and Depreciation</b>	\$ 874,314	\$ 239,021	\$ 95,303	\$ 1,208,638	\$ 360,861	\$ 73,854	\$ (17,216)	\$ 1,626,137	\$ 436,186	\$ 2,062,323
<b>Change in Net Assets</b>	\$ 105,088	\$ 23,283	\$ (6,494)	\$ 121,877	\$ 158,098	\$ (14,650)	\$ 22,214	\$ 287,539	\$ 9,393	\$ 296,932

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Marketing  
For the Six Months Ending December 31, 2010

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	2,786	5,500	(2,714)	7,164	(49%)	2,871	8,000	(5,129)	8,589	(64%)
Commissions & Booking Fees	149,713	149,713	0	119,665	0%	896,278	896,278	0	717,990	0%
Placer County Funding	152,499	155,213	(2,714)	126,829	(2%)	979,402	979,728	(326)	802,432	0%
<b>Total Revenue and Other Support</b>	<b>31,050</b>	<b>31,407</b>	<b>(357)</b>	<b>31,960</b>	<b>(1%)</b>	<b>165,288</b>	<b>171,113</b>	<b>(5,824)</b>	<b>156,183</b>	<b>(3%)</b>
Expenses	2,007	2,050	(43)	2,023	(2%)	12,416	12,411	5	12,268	0%
Salaries and benefits	287	720	(433)	712	(60%)	3,387	4,394	(1,007)	4,363	(23%)
Rent & Utilities	145	0	145	0	0%	290	0	290	0	0%
Telephone Services	4	110	(106)	(88)	(96%)	488	754	(266)	522	(38%)
Internet Access	94	106	(12)	106	(12%)	584	634	(50)	702	(8%)
Mail Expenses	1,207	300	907	261	302%	1,936	1,429	507	1,967	35%
Insurance & Bonding	125	200	(75)	13	(38%)	625	1,163	(538)	1,229	(46%)
Supplies	0	0	0	0	0%	233	233	0	311	0%
Equipment Sup. & Maint.	96	90	6	87	7%	999	855	144	871	17%
Taxes, Licenses & Fees	0	0	0	0	0%	0	1,000	(1,000)	53	(100%)
Equip. Rental / Leasing	23,963	6,000	17,963	6,530	299%	36,962	13,395	23,567	16,561	176%
Training & Seminars	(128)	0	(128)	1,165	0%	79,024	75,508	3,516	76,078	5%
Special Events	0	0	0	0	0%	0	500	(500)	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%	375,442	375,442	0	312,000	0%
Market Study Reports/Research	0	0	0	0	0%	0	0	0	0	0%
Marketing Cooperative/Media	0	0	0	5,692	0%	54,320	32,436	21,884	28,562	67%
Marketing Other	3,000	20,000	(17,000)	0	(85%)	13,526	50,000	(36,474)	44,412	(73%)
Programs	858	900	(42)	890	(5%)	904	1,096	(193)	1,095	(18%)
Associate Relations	715	1,300	(585)	1,251	(45%)	791	1,500	(709)	1,508	(47%)
Credit Card Fees	177	135	42	0	31%	694	685	9	764	1%
Automobile Expenses	77	216	(139)	81	(64%)	1,402	901	501	850	56%
Local Meals & Entertainment	36	0	36	0	0%	896	870	26	874	3%
Dues & Subscriptions	0	170	(170)	170	(100%)	(121)	945	(1,066)	1,099	(113%)
Travel	18,836	18,838	0	19,200	0%	113,752	113,752	0	115,200	0%
All located	147,858	147,849	9	122,054	0%	863,818	861,016	2,802	779,146	0%
<b>Total Expense Before Depreciation/Re</b>	<b>416</b>	<b>416</b>	<b>0</b>	<b>416</b>	<b>0%</b>	<b>2,496</b>	<b>2,496</b>	<b>0</b>	<b>2,496</b>	<b>0%</b>
Depreciation	2,000	2,000	0	0	0%	8,000	8,000	0	0	0%
Reserves	150,274	150,265	9	122,470	0%	874,314	871,512	2,802	781,642	0%
<b>Total Expense</b>	<b>2,225</b>	<b>4,948</b>	<b>(2,723)</b>	<b>4,359</b>	<b>(55%)</b>	<b>105,088</b>	<b>108,216</b>	<b>(3,128)</b>	<b>20,790</b>	<b>(3%)</b>
<b>Changes in Unrestricted Net Assets</b>										

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Conference  
For the Six Months Ending December 31, 2010

CURRENT MONTH				YEAR - TO - DATE					
Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
641	720	(79)	762	(11%)	3,850	4,164	(314)	4,654	(8%)
(23,537)	0	(23,537)	(2,076)	0%	103,452	130,082	(26,630)	51,571	(20%)
25,834	25,833	1	25,834	0%	155,002	155,002	0	155,004	0%
<u>2,938</u>	<u>26,553</u>	<u>(23,615)</u>	<u>24,520</u>	<u>(89%)</u>	<u>262,304</u>	<u>289,248</u>	<u>(26,944)</u>	<u>211,229</u>	<u>(9%)</u>
<b>Revenue and Other Support</b>									
16,874	14,453	2,422	16,939	17%	82,836	81,424	1,412	83,106	2%
1,018	1,050	(32)	1,029	(3%)	6,324	6,357	(33)	6,247	(1%)
265	330	(65)	321	(20%)	1,578	1,850	(272)	2,272	(15%)
0	75	(75)	0	(100%)	193	330	(137)	346	(41%)
49	55	(6)	55	(12%)	303	328	(25)	365	(7%)
678	160	518	198	324%	1,139	814	325	1,041	40%
13	100	(87)	7	(87%)	671	987	(316)	485	(32%)
96	0	96	0	0%	121	121	0	162	0%
0	90	90	87	7%	798	722	76	721	10%
0	0	0	0	0%	0	0	0	27	0%
19,169	19,169	0	16,633	0%	113,414	113,414	0	99,798	0%
446	450	(4)	446	(1%)	470	558	(88)	553	(16%)
0	15	(15)	0	(100%)	106	60	46	57	77%
0	5	(5)	0	(100%)	0	20	(20)	0	(100%)
0	0	0	325	0%	720	0	720	325	0%
4,472	4,472	0	5,800	0%	29,088	29,088	0	33,600	0%
<u>43,081</u>	<u>40,424</u>	<u>2,657</u>	<u>41,840</u>	<u>7%</u>	<u>237,761</u>	<u>236,073</u>	<u>1,688</u>	<u>229,106</u>	<u>1%</u>
<b>Total Expense Before Depreciation/Re</b>									
210	210	0	210	0%	1,260	1,260	0	1,260	0%
43,291	40,634	2,657	41,850	7%	239,021	237,333	1,688	230,366	1%
<u>(40,353)</u>	<u>(14,081)</u>	<u>(26,272)</u>	<u>(17,329)</u>	<u>187%</u>	<u>23,283</u>	<u>51,915</u>	<u>(28,632)</u>	<u>(19,137)</u>	<u>(55%)</u>
<b>Changes in Unrestricted Net Assets</b>									



North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Transportation  
For the Six Months Ending December 31, 2010

	CURRENT MONTH				YEAR-TO-DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
	245,209	54,750	190,459	39,670	348%	518,959	328,500	190,459	499,324	58%
	245,209	54,750	190,459	39,670	348%	518,959	328,500	190,459	499,324	58%
Revenue and Other Support										
Placer County Funding										
Total Revenue and Other Support										
Expenses										
Salaries and benefits	6,255	6,144	111	4,332	2%	33,697	35,399	(1,702)	29,757	(5%)
Rent & Utilities	717	755	(38)	725	(5%)	4,441	4,531	(90)	4,400	(2%)
Telephone Services	43	150	(107)	154	(71%)	864	908	(44)	1,001	(5%)
Mail Expenses	0	0	0	0	0%	0	0	0	0	0%
Insurance & Bonding	30	34	(4)	34	(12%)	187	204	(17)	225	(8%)
Supplies	23	75	(52)	104	(69%)	265	392	(127)	530	(32%)
Equipment Sup. & Maint.	8	70	(62)	54	(89%)	186	414	(228)	452	(55%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	87	80	7	78	8%	656	603	53	603	9%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	218,279	16,125	202,154	30,394	0%	302,592	282,415	20,177	453,803	7%
Associate Relations	274	20	254	126	*****	289	78	211	191	271%
Automobile Expenses	0	60	(60)	30	(100%)	416	240	176	338	73%
Local Meals & Entertainment	0	7	(7)	0	(100%)	0	28	(28)	24	(100%)
Dues & Subscriptions	18	18	0	18	0%	36	36	0	54	0%
Allocated	3,084	3,084	0	2,096	0%	16,528	16,528	0	12,576	0%
Total Expense Before Depreciation/Re	228,819	26,622	202,197	38,145	760%	360,231	341,850	18,381	504,069	5%
Depreciation	105	105	0	105	0%	630	630	0	630	0%
Total Expense	228,924	26,727	202,197	38,250	757%	360,861	342,480	18,381	504,699	5%
Changes in Unrestricted Net Assets	16,284	28,023	(11,739)	1,420	(42%)	158,098	(13,980)	172,078	(5,375)	*****

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Visitor Information  
For the Six Months Ending December 31, 2010

DESCRIPTION	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Commissions & Booking Fees	0	0	0	0	0%	0	0	0	1,185	0%
Retail Sales & Other	1,033	820	213	443	26%	15,809	12,928	2,881	6,482	22%
Placer County Funding	11,833	11,833	0	12,833	0%	73,000	72,998	2	76,998	0%
<b>Total Revenue and Other Support</b>	<b>12,866</b>	<b>12,653</b>	<b>213</b>	<b>13,276</b>	<b>2%</b>	<b>88,809</b>	<b>85,926</b>	<b>2,883</b>	<b>84,665</b>	<b>3%</b>
Expenses										
Salaries and benefits	10,995	11,393	(397)	11,930	(3%)	64,947	61,030	3,917	55,673	6%
Rent & Utilities	472	500	(28)	441	(6%)	2,907	2,882	25	2,677	1%
Telephone Services	55	165	(110)	161	(66%)	674	908	(234)	1,113	(26%)
Mail Expenses	0	15	(15)	0	(100%)	61	83	(22)	73	(27%)
Insurance & Bonding	49	55	(6)	55	(12%)	303	328	(25)	365	(7%)
Supplies	99	110	(11)	94	(10%)	547	778	(231)	322	(30%)
Equipment Sup.& Maint.	13	270	(257)	57	(95%)	671	1,617	(946)	1,772	(59%)
Taxes, Licenses & Fees	0	0	0	0	0%	206	206	0	172	0%
Equip. Rental / Leasing	289	260	29	260	11%	1,956	1,818	138	1,838	8%
Training & Seminars	0	0	0	0	0%	0	0	0	107	0%
Cost of Goods Sold	0	640	(640)	0	(100%)	10,233	6,859	3,374	4,525	49%
Associate Relations	446	450	(4)	446	(1%)	470	548	(78)	553	(14%)
Credit Card Fees	55	35	20	85	57%	329	303	26	262	9%
Automobile Expenses	0	5	(5)	0	(100%)	43	20	23	77	115%
Local Meals & Entertainment	0	10	(10)	0	(100%)	0	40	(40)	50	(100%)
Allocated	1,587	1,587	0	2,173	0%	10,694	10,694	0	13,038	0%
<b>Total Expense Before Depreciation/Re</b>	<b>14,061</b>	<b>15,495</b>	<b>(1,434)</b>	<b>15,701</b>	<b>(9%)</b>	<b>94,043</b>	<b>88,114</b>	<b>5,928</b>	<b>82,617</b>	<b>7%</b>
Depreciation	210	210	0	210	0%	1,260	1,260	0	1,260	0%
<b>Total Expense</b>	<b>14,271</b>	<b>15,705</b>	<b>(1,434)</b>	<b>15,911</b>	<b>(9%)</b>	<b>95,303</b>	<b>89,374</b>	<b>5,928</b>	<b>83,877</b>	<b>7%</b>
<b>Changes in Unrestricted Net Assets</b>	<b>(1,405)</b>	<b>(3,052)</b>	<b>1,647</b>	<b>(2,635)</b>	<b>(54%)</b>	<b>(6,494)</b>	<b>(3,448)</b>	<b>(3,045)</b>	<b>788</b>	<b>88%</b>

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Chamber of Commerce  
For the Six Months Ending December 31, 2010

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Member Dues	7,356	10,000	(2,644)	9,026	(26%)	50,300	59,133	(8,833)	63,285	(15%)
Special Events & Functions	720	1,395	(675)	1,395	(48%)	8,904	13,790	(4,886)	13,693	(35%)
Total Revenue and Other Support	8,076	11,395	(3,319)	10,421	(29%)	59,204	72,923	(13,719)	76,978	(19%)
Expenses										
Salaries and benefits	8,405	8,937	(532)	7,923	(6%)	43,937	47,335	(3,397)	41,418	(7%)
Rent & Utilities	719	740	(21)	728	(3%)	4,458	4,478	(20)	4,417	0%
Telephone Services	86	200	(114)	212	(57%)	956	1,151	(195)	1,502	(17%)
Mail Expenses	0	80	(80)	0	(100%)	150	323	(173)	214	(54%)
Insurance & Bonding	30	34	(4)	34	(12%)	187	204	(17)	225	(8%)
Supplies	125	120	5	115	4%	586	671	(85)	836	(13%)
Equipment Supp. & Maint.	8	65	(57)	53	(88%)	286	494	(208)	348	(42%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	110	1%
Equip. Rental / Leasing	193	175	18	173	10%	1,293	1,197	96	1,217	8%
Training & Seminars	0	0	0	0	0%	169	0	169	17	0%
Membership Events/Newsletter	822	826	(4)	2,416	0%	7,759	12,781	(5,022)	10,011	(39%)
Associate Relations	274	0	274	228	0%	289	68	221	293	325%
Credit Card Fees	14	60	(46)	14	(77%)	282	304	(22)	244	(7%)
Automobile Expenses	167	120	47	197	39%	584	682	(98)	682	(14%)
Local Meals & Entertainment	6	50	(45)	0	(89%)	482	472	10	150	2%
Dues & Subscriptions	36	36	0	36	0%	72	72	0	108	0%
Allocated	1,799	1,799	0	2,231	0%	11,658	11,658	0	13,386	0%
Total Expense Before Depreciation/Re	12,684	13,242	(558)	14,360	(4%)	73,224	81,964	(8,740)	75,179	(11%)
Depreciation	105	105	0	105	0%	630	630	0	630	0%
Total Expense	12,789	13,347	(558)	14,465	(4%)	73,854	82,594	(8,740)	75,809	(11%)
Changes in Unrestricted Net Assets	(4,713)	(1,952)	(2,761)	(4,044)	141%	(14,650)	(9,671)	(4,979)	1,169	51%

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Management & Administration  
For the Six Months Ending December 31, 2010

	CURRENT MONTH			YEAR - TO - DATE				
	Actual	Budget	\$ Variance	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support								
Miscellaneous	370	0	370	4,449	4,079	370	0	9%
Interest & Investment Income	83	360	(277)	550	1,646	(1,096)	1,397	(67)%
Total Revenue and Other Support	453	360	93	4,999	5,725	(726)	1,397	(13)%
Expenses								
Salaries and benefits	24,757	24,926	(169)	117,175	117,469	(294)	189,051	0%
Rent & Utilities	2,007	2,100	(93)	12,416	12,611	(195)	12,268	(2)%
Telephone Services	129	400	(271)	1,820	2,260	(440)	3,174	(19)%
Mail Expenses	73	55	18	505	233	272	354	17%
Insurance & Bonding	94	106	(12)	584	634	(50)	702	(8)%
Supplies	58	230	(172)	664	1,149	(485)	1,400	(42)%
Equipment Sup. & Maint.	162	420	(258)	1,696	2,516	(820)	2,593	(33)%
Taxes, Licenses & Fees	0	0	0	233	233	0	1,493	0%
Equip. Rental / Leasing	116	105	11	1,115	974	141	983	14%
Training & Seminars	110	200	(90)	308	400	(92)	546	(23)%
Professional Fees Legal/Accounting	306	500	(195)	17,226	22,920	(5,695)	17,780	(25)%
Associate Relations	858	5	853	904	236	668	1,095	283%
Board Functions	1,834	700	1,134	25,541	44,467	(18,926)	1,642	(43)%
Automobile Expenses	0	100	(100)	338	495	(157)	459	(32)%
Local Meals & Entertainment	0	200	(200)	247	800	(554)	1,350	(69)%
Dues & Subscriptions	0	120	(120)	0	156	(156)	158	(100)%
Allocated	(32,915)	(32,915)	0	(200,482)	(200,482)	0	(206,466)	0%
Total Expense Before Depreciation/Re	(2,412)	(2,748)	336	(19,712)	7,071	(26,783)	28,581	(379)%
Depreciation	416	420	(4)	2,496	2,512	(16)	2,496	(1)%
Total Expense	(1,996)	(2,328)	332	(17,216)	9,583	(26,799)	31,077	(280)%
Changes in Unrestricted Net Assets	2,449	2,688	(239)	22,214	(3,858)	26,072	(29,681)	(676)%

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Infrastructure  
For the Six Months Ending December 31, 2010

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Interest & Investment Income	(242)	100	(342)	(508)	(342%)	114	533	(419)	2,071	(79%)
Placer County Funding	379,079	227,100	151,979	78,673	67%	445,465	934,400	(488,935)	392,996	(52%)
Total Revenue and Other Support	378,837	227,200	151,637	78,165	67%	445,579	934,933	(489,354)	395,068	(52%)
Expenses										
Salaries and benefits	5,828	5,884	(56)	10,618	(1%)	39,688	41,678	(1,990)	57,450	(5%)
Rent & Utilities	717	750	(33)	725	(4%)	4,441	4,511	(70)	4,400	(2%)
Telephone Services	43	150	(107)	154	(71%)	864	908	(44)	1,001	(5%)
Mail Expenses	0	5	(5)	0	(100%)	2	21	(19)	24	(92%)
Insurance & Bonding	30	35	(5)	34	(14%)	187	208	(21)	225	(10%)
Supplies	23	90	(67)	104	(74%)	266	452	(186)	530	(41%)
Equipment Sup. & Maint.	8	75	(67)	54	(89%)	186	434	(248)	452	(57%)
Taxes, Licenses & Fees	0	0	0	0	0%	74	74	0	100	1%
Equip. Rental / Leasing	87	80	7	78	8%	656	598	58	603	10%
Training & Seminars	0	0	0	0	0%	0	0	0	17	0%
Project Costs	364,704	217,617	147,087	62,918	68%	369,690	871,297	(501,607)	303,945	(58%)
Associate Relations	274	120	154	126	129%	289	198	91	191	46%
Automobile Expenses	0	55	(55)	30	(100%)	416	220	196	338	89%
Local Meals & Entertainment	18	5	(13)	0	(100%)	0	20	(20)	24	(100%)
Dues & Subscriptions	0	18	(18)	18	0%	36	36	0	54	0%
Allocated	3,135	3,135	0	3,111	0%	18,762	18,762	0	18,666	0%
Total Expense Before Depreciation/Re	374,867	228,019	146,848	77,970	64%	435,556	939,417	(503,861)	388,018	(54%)
Depreciation	105	105	0	105	0%	630	630	0	630	0%
Total Expense	374,972	228,124	146,848	78,075	64%	436,186	940,047	(503,861)	388,648	(54%)
Changes in Unrestricted Net Assets	3,865	(924)	4,789	90	(518%)	9,393	(5,114)	14,507	6,420	(284%)



February 24, 2011

To: Board of Directors (BOD)  
Fr: Chamber Manager  
Re: 57<sup>th</sup> Annual Community Awards

### **Background**

The 57<sup>th</sup> Annual Community Awards has grown every year. In the last few years that the current chamber staff have been presenting this event, we have outgrown PlumpJacks, Squaw Valley Inn and have filled the Resort at Squaw Creek Ballroom.

The 2009 awards dinner was attended by 239 community members and we presented 48 awards. This year our final count was 251 and presented 51 awards. The stormy, snowy weather was a huge challenge. We definitely had a larger than expected attendance.

### **What worked**

- \* Our outreach for nominations was so much bigger than ever before. We asked our business association partners and the Sierra Sun to help us increase participation in the nomination process. We received over 10% more that we ever had before
- \* Our Selection Committee were a wise group of people from a great cross-section of our membership: Linda Atkins (Incline Community B.A.) Michael Gelbman (Sierra Sun Publisher), Wally Auerbach (NLTRA Board member), Kay Williams ( West Shore Assoc), Sherina Krueel (TCDA), Chamber Staff. This was the broadest selection committee that current staff can remember.
- \* Our Program was expanded this year to include presenters that had won past awards. Other presenters were leaders in their particular categories.
- \* Our Timing was right on. We were done by 9:30pm. This subject was a hurdle that we had to clear. Many people were hesitant to commit because of the past years length of the program. Ron Treabess and all the presenters stayed on track and made the program really glide through the evening.
- \* Our Cost: In the recent past, this event has been budgeted to lose money. In the last 3 years, the chamber has been able to break even or slightly better without having to cut service, lower quality, or drastically increase the cost to our members.

# The North Lake Tahoe Chamber of Commerce Congratulates Winners of the 57<sup>th</sup> Annual Community Awards 2010

Special Celebration Award  
Special Community Service  
Positive Environmental Impact Award  
Arts Supporters of the Year

Non-Profits of the Year

Hospitality Award  
Large Business of the Year  
Small Business of the Year  
Distinguished Community Service  
Citizen of the Year

Squaw Valley USA  
Bev Ducey, Kristy Olk  
Sierra Watershed Educational Partnerships (SWEP)  
High Notes - North Tahoe Summerlong Music Series  
North Tahoe Business Assoc., Tahoe City Downtown  
Assoc., Tahoe City PUD, Northstar-At-Tahoe, Squaw  
Village, Neighbourhood Company, Truckee Donner  
Parks & Rec. District  
Boys & Girls Club of North Lake Tahoe, North Tahoe  
Family Resource Center, Tahoe Women's Services  
Center  
Tahoe Cross Country Ski Resort  
Hyatt Regency, Lake Tahoe  
Moonshine Ink  
Larry Sevison  
Emilio Vaca

## Outstanding Volunteer Service

<b>Deb Dudley, Alex Mourelatos</b> North Lake Tahoe Resort Assoc.	<b>Courtenay Silvergleid-Wallpe Ph.D.</b> Tahoe Women's Services
<b>Rosie Smith</b> California State Parks	<b>MaryEllen Vogt, Dick &amp; Niletta Morton</b> TOCCATA
<b>Pete Bansen, Phyllis McConn</b> Arts for the Schools	<b>Lindsay Harbison</b> Sierra State Parks Foundation
<b>Laura Helsel, Steve McQuinn</b> UC Davis Tahoe Environmental Research Center	<b>Jackie Benson-Dehaan, Nicola Kerslake</b> Squaw Valley Institute
<b>Melanie Jackson</b> Tahoe City PUD	<b>Don &amp; Jeanne Davis</b> North Lake Tahoe Historical Society
<b>Ed Miller</b> Tahoe City Downtown Association	

## Outstanding Employee Service

<b>Mitchell Penning</b> The Ritz-Carlton, Lake Tahoe	<b>Jake Lewis</b> Homewood Mountain Resort
<b>Linda Van Fossen</b> Tahoma Meadows Bed & Breakfast	<b>Jessica Swan</b> Alpine Meadow Ski Resort
<b>Bob Kellogg</b> Eagle Ridge Snowmobiles	<b>Jess Weigel</b> Tahoe City PUD
<b>Sarah Schaefer</b> North Lake Tahoe Historical Society	<b>Bill Loveland</b> Tahoe City Marina
<b>Ana Liz Servin</b> North Tahoe Family Resource Center	<b>Dave "The Wave" Pierce</b> Squaw Valley, USA Ski & Snowboard School Northstar at Tahoe
<b>Corina Botorea</b> Mourelatos Lakeshore Resort	<b>Don Yuhas, Mike Hafer, Susan Malvolta,</b> <b>Ted Theodore, Chris Hargrave</b>
<b>Joel Walker, Avelina Cruz, Chef Chad Shrewsbury</b> Resort at Squaw Creek	<b>Jeremy Jacobson</b> North Lake Tahoe Resort Assoc.
<b>Mirian Guerrero</b> Granlibakken Resort	

Placer County-Lake Tahoe Film Office Awards 2010  
Film & Media Support: Tahoe City PUD, North Tahoe PUD



19-2



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

**CHAMBER OF COMMERCE ADVISORY COMMITTEE MEETING MINUTES**

**February 16, 2011 – 9:00 am**

**Tahoe City Public Utility District**

PRELIMINARY MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Mike Gelbman, Justin Broglio, Joy Doyle, Caroline Ross, Kay Williams, Joy Doyle, Phil GilanFarr, Mike Young and Jennifer Merchant

**RESORT ASSOCIATION STAFF:** Kym Fabel Andy Chapman and Emily Sullivan

**OTHERS IN ATTENDANCE:** Pettit Gilwee, Jennifer Merchant and Maria Kiss

**1.0 CALL TO ORDER – ESTABLISH A QUORUM**

1.1 The Chamber of Commerce Advisory Committee meeting was called to order at 9:12 am by Chair Caroline Ross however a quorum was not established, due to the lack of one NLTRA Board member. The Committee established a quorum after the meeting started with the addition of Jennifer Merchant.

**2.0 PUBLIC FORUM**

2.1 No public forum at this time

**3.0 AGENDA AMENDMENTS AND APPROVAL**

3.1 Move item K (Discussion and Possible Action to Decide if Business Associations can Apply for Community Marketing Grant Funds) to next month due to Business Association representatives not present at today's meeting.

3.3 Due to the lack of a quorum the Committee made an informal motion to approve the Chamber of Commerce Advisory Committee Agenda as presented with amendment of tabling item K to the next meeting. M/S/C (Doyle/Williams).

**4.0 APPROVAL OF CHAMBER ADVISORY COMMITTEE MINUTES**

4.1 Due to the lack of a quorum the Committee made an informal motion to approve the Chamber of Commerce Advisory Committee Meeting Minutes from January 27, 2011. M/S/C (Broglio/Gelbman).

**5.0 DISCUSSION AND POSSIBLE ACTION TO ELECT A VICE-CHAIR FOR THE CHAMBER ADVISORY COMMITTEE**

5.1 Kym reported that there was discussion at last months Chamber meeting concerning the appointment of a Chamber Advisory Committee Co-Chair serving a one year term. Kym suggested nominating a Vice-Chair (that could step in when necessary) instead of a Co-



Chair. The Committee agreed and after discussion Kay Williams nominated Joy Doyle as Vice-Chair for the Chamber of Commerce Advisory Committee. Joy thanked the Committee but gracefully declined because the new GM of Northstar may replace her on the Committee. Joy Doyle then nominated Kay Williams as Vice-Chair.

- 5.2 **Due to the lack of a quorum the Committee made an informal motion to appoint Kay Williams as the Vice-Chair of the Chamber of Commerce Advisory Committee. M/S/C (Doyle/Broglio).**

6.0 **DISCUSSION AND POSSIBLE ACTION TO CHANGE QUORUM REQUIREMENTS OF THE CHAMBER ADVISORY COMMITTEE**

- 6.1 Kym suggested that the quorum requirements for the Chamber Committee change to having 1-Board Member (not 2) and 2-lay members (not 1) due to past difficulty achieving a quorum. Joy professed concerned that having only one NLTRA Board Member would not offer enough input from the Board. Phil agreed and suggested having 3-Lay members and 2-board members. After discussion the Committee agreed to change the Chamber of Commerce Advisory Committee quorum requirements to: 2-Board members and 3-Lay Members.

- 6.2 **Due to the lack of a quorum the Committee made an informal motion to change the Chamber of Commerce Advisory Committee quorum requirements from 2-Board Members and 1-Lay member to 2-Board Members 3-Lay Members. M/S/C (Broglio/Gelbman).**

- 7.0 **M/S/C (Broglio/Young) (9/0) to reapprove all previous motions with the addition of Board Member, Jennifer Merchant.**

8.0 **CHAMBER PROGRAM AND PROJECT UPDATES – KYM FABEL**

- 8.1 Kym Fabel reported that staff has been working on the 57<sup>th</sup> Annual Chamber of Commerce Awards Dinner scheduled for this evening. The Chamber hosted a very successful mixer at Granlibakken's Cedar House Pub on February 3<sup>rd</sup>. The Chamber of Commerce may take on more responsibility concerning the Tuesday Morning Breakfast club. The Annual Chamber of Commerce Member Survey was sent out via email to an estimated 1000 Chamber members with 73 people responding to the survey. The results were distributed to the Committee. Justin asked Kym if she could compile a staff summary report concerning the survey data. He noted 73% of people stated they have never attended the Expo and he wanted to know how the Chamber plans to increase Expo attendance. Kym replied that she will provide a staff report prior to the next meeting (in the meeting packet) so that it may be helpful to use in formulating the Chamber 2011/2012 goals. The Business Expo is scheduled for June 2, 2011 at the North Tahoe Event Center. This is a non-tourist Expo and a good way for local businesses to network with one another. The Chamber Ed class, Manger as a Coach is sold out. Kym reported that the ChamberEd classes have been selling out on a regular basis

**Action: Kym create a staff summary report concerning the data from the Chamber Member Survey**

9.0 **UPDATE AND DISCUSSION OF THE JOINT MEMBERSHIP CAMPAIGNS WITH THE CHAMBER OF COMMERCE AND BUSINESS ASSOCIATIONS**

- 9.1 Kym reported that last month she, Mike Young-ICBA, Kay Williams-WSA, Justin Broglio-TCDA and Cheri Sprenger-NTBA met to explore the possibility of a joint membership structure between the Business Associations and the Chamber. They came up with a Pilot Program for 2011/2012 to present to the Business Association Boards for approval:

- Renewing Members-Pay full membership to their host association, they have an opportunity to get a "referral rate" to another association (approximately 20% off full membership fee).
- New Members-New members to any association can get a "package rate" (approximately 20% off the cost for both membership fees).

Justin stated that past members have professed disappointment because they can not receive any discounts with this campaign. The benefit for the TCDA and ICBA is that membership management takes a large amount of time, and in the joint/membership plan, the Chamber would manage the memberships and pay out to the partners. If this process is put into action it will be reviewed in the future for re-evaluation. The Committee was concerned about past members not gaining any benefit from this campaign. Kay would like to research the economic impact of discounting past members for the Associations and the Chamber. Mike stated that because Incline is not in Placer County there has been concern about joining the Chamber, so they are trying to educate Incline business owners of the Chamber's benefits. The Committee discussed one benefit of the plan would be an influx of new members because the Business Associations and the Chamber will sell their own and the others memberships. Justin stated that they are working on a one sheet of talking points (Association and Chamber benefits) to use for sales purposes. Joy asked if 20% is enough of a discount to make the program successful and she asked if any goals have been set. Both Kym and Justin stated that their goal is to gain 10 new members.

- 9.2 Kay suggested having a community fair, picnic or community fundraiser to educate the community about the benefits of each organization. There was discussion if the Chamber could utilize Marketing Grant funds for a community fundraiser. Andy reminded the Committee that the Chamber does conduct or pay for any out-of-market marketing; it is done by the NLTRA. The Chamber only advertises in-market. Another meeting will be scheduled when the NTBA and the Westshore Boards approve the process. Ron stated that it's important to maintain a certain number of memberships to prevent increased membership fees. Mike Gelbman said he could assist with the creation of a one sheet to be distributed to prospective members. Kym will gather the information from the individual Business Associations and send it to Mike as soon as the process is approved.

**Action: Kym will gather the information from the Business Associations and send it to Mike as soon as the process is approved.**

## 10.0 NLTRA REPORT-ANDY CHAPMAN

- 10.1 Andy reported on the current NLTRA marketing efforts, there is a radio campaign kicking off on Monday which is a four week buy to push the rest of the winter season in the Bay Area. The summer media planning has started. Staff is looking to schedule a date for a Joint Chamber/Marketing/Lodging Committee Meeting.
- 10.2 Andy stated that the Amgen Tour of California will be here in 90 days. Last week there was the route announcement which gained Tahoe a lot of publicity. A new sponsor has signed up, Korbel Champagne, which will provide \$20,000 in cash and product for the gala event. The Sierra Nevada Media group has signed on as a media partner and they have designated \$15,000 towards local media. Tomorrow morning at 10 am there is an Amgen Event Calendar meeting at the NLTRA office and Andy welcomed the Committee members to attend. Kym asked Andy what is the role of the Chamber concerning Amgen. Andy replied that the role of the Chamber is to educate local business and the residential community. An example would be working with schools to get children outside when the racers go by and assist in getting teams into classrooms to educate local children on why exercise is important. The Chamber can also introduce important sponsors to the community. Phil suggested updating the Chamber of Commerce website with Amgen information and the route map. He also wanted to know what the plan was for educating the North Lake Tahoe community about Amgen. Andy replied that he has conducted over 50 presentations to different associations and clubs in the area. He also informed

the Committee about the Amgen Tour of Tahoe website [tahoeamgen.com](http://tahoeamgen.com) (which is updated frequently). The NLTRA is not in charge of events, the local communities are, and those events are posted on the website. Justin told the Committee that he picked up Amgen posters from the NLTRA office and has been speaking to the community informing them of the event calendar. Andy stated that they are selling sponsorships but it's been difficult due to AEG having global sponsorships and being very specific about who can use their logo. Phil asked about local lodging specials, Andy replied that "Cool Deals" will be used to post lodging specials. Justin stated that he and Kym are working together to create an educational class, *How Your Business can Benefit from the Amgen Tour*. Andy stated that there will be an Amgen presentation at the Chamber Awards Dinner this evening and asked the Committee if they know of an association or group that would like a presentation to let him know. Kym asked about selling the logo wear, Andy stated that there will be Tahoe specific logo wear and he is working on getting the product distributed. There will not be AEG specific merchandise sold, unless they decide to set up a booth and sell it.

## 11.0 TAHOE CITY DOWNTOWN ASSOCIATION

### 11.1 ROI Presentation (2009-2010)

Justin reported that the TCDA has completely revamped their website. A majority of the Chamber Marketing Grant funds went towards the new and improved site. Justin reviewed the new website and noted the addition of video links and photos. They have also added a 'renew membership' to the website so people can pay online. Eric Brant built the video player for the website and the videos can be utilized on other websites. Since the websites revamp the average time spent of the site nearly doubled and the average pages viewed per visit nearly tripled from the old site. Justin reviewed the advertising purchased through Tahoe TV. The TCDA was able to market the Concerts at Commons beach and their attendance exceeded 19,000 with the largest concert at 3,500 people. Their facebook page has also received great response. Kym asked Justin how the grant assisted him in his website revamp and marketing buys. Justin stated that he couldn't have purchased radio buys or Tahoe TV without the grant funding. The TCDA's total marketing budget is \$15,000 with \$10,000 coming from the Marketing Grant funds.

### 11.2 Presentation, Discussion and Possible Action on Grant request (2010-2011)

Justin reported that they are requesting \$10,000 in Marketing Grant funds to be used to market the TCDA by purchasing; geographic area advertising with Tahoe TV, Capital Public Radio, Tahoe Quarterly and local print and radio partnerships for \$5,000, production and printing of promotional materials such as the walking map (which is now 4-panels and has Granlibakken listed) and the creation and printing of a new restaurant guide/rack card for \$3,000 and the production and printing of signage for a new TCDA trade show booth for \$2,000.

### 11.3 **M/S/C (GilanFarr/Young) (8/0/1-Broglio) to approve the distribution of \$10,000 for the TCDA's Marketing Partner Grant for 2011.**

## 12.0 DISCUSSION ON 2011/12 CHAMBER BUSINESS PLAN

12.1 Kym presented the Chamber of Commerce Business plan to the Committee. Justin suggested Kym create a staff report summarizing the survey data and recommending changes to the business plan accordingly.

## 13.0 MEMBER UPDATES

13.1 **Kay Williams, West Shore Association**-The Westshore Association had a meeting concerning Opening Day at the Lake. The Tahoe Tree Company, Granlibakken, Uncommon Kitchen and Cycle Paths will be conducting a street fair at Tahoe Tree during the Amen Tour. It is the 100<sup>th</sup> Anniversary of Obexter's during SnowFest and they plan to have a float in the SnowFest parade.

- 13.2 **Caroline Ross**-The Earth Day Festival is scheduled for April and they are working to "Drive Heads on Beds" with SIGBA by adding programming the night prior to the event and booking the band Vinyl for entertainment during the festival. She asked the Committee if there was any possible way the Marketing Grant fund could be revisited if they increase TOT. The Neighbourhood Company is in the planning stages for summer. They are bringing a Mud Adventure race on the mountain that should bring around 5000 people on September 18<sup>th</sup>. Kym asked if she feels the Chamber should have a booth at Earth Day to represent the Chamber and the different Business Associations. The Committee agreed that it would be beneficial for everyone.
- 13.3 **Justin Broglio, TCDA**- You can register for the SnowFest Parade and Wacky Winter Bowling on TCDA's website and they are currently working on improving the Farmers Market.
- 13.4 **Mike Young, ICBA**-They are working on their website and creating 3 events for SnowFest included a Polar Plunge.
- 13.5 **Maria Kiss, NTBA**-The Kings Beach, Joe King Poker tournament is scheduled for this Sunday. They have been working on the SnowFest Parade and looking at scheduling an Amgen Meeting in March and creating a child friendly event for Amgen.

14.0 **ADJOURNMENT**

- 14.1 The meeting was adjourned at 11:03 a.m.

Submitted by,  
Emily Sullivan  
Programs Assistant



February 24, 2011

To: Board of Directors (BOD)  
Fr: Chamber Manager  
Re: February Chamber Implementation Report On Activities Pursuant to Chamber Business Plan

**Background**

Staff time and Chamber events / activities focus on and are guided by the goals and objectives of the North Lake Tahoe Chamber of Commerce Business Plan.

**February Event & Activity Highlights**

The following are highlights that occurred in February. For a more detailed report on all events and activities please refer to the Implementation Report found in your consent portion of your BOD packet.

**Business Plan Section 2.1: Promoting business and tourism, with an emphasis on promoting and supporting Chamber members:**

- \* Mixer at Granlibakken Resort
- \* Mixer at Sierra State Parks Foundation/The Store/Barifot

**Business Plan Section 2.3: Continuously work to improve the value, marketing and delivery of Chamber Member Services**

- \* Hosted the 57<sup>th</sup> Annual Community Awards Dinner
- \* Planning the Chamber Business Expo – June 2, 2011
- \* Completed the Annual Membership Survey to Chamber Members

**Business Plan Section 3.5: Develop, advocate, and take specific actions to improve the year around economic climate of the Greater North Lake Tahoe community. Economic Development, Redevelopment, Diversification & Sustainability:**

- \* Continue to administer the Tahoe Fund “Lift ticket for License” Program



## NLT Chamber Business Plan Implementation Report February 2011

Business plan Objective	Activity Description	Staff Involved	Date
1.1	<b>On-going General Chamber Staff Activities.</b>		
	<ul style="list-style-type: none"> <li>• Attended weekly Tahoe Bonanza Community Meetings</li> </ul>	Kym	February
1.2	<b>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.</b>		
	<ul style="list-style-type: none"> <li>• Provided ongoing staff support for Committee meetings</li> </ul>	Staff	February
1.3	<b>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.</b>		
	<ul style="list-style-type: none"> <li>• Maintaining membership services in Incline Village Visitors Center</li> </ul>	Kym	February
2.1	<b>Promote business and tourism, with an emphasis on promoting and supporting Chamber members.</b>		
	<ul style="list-style-type: none"> <li>• Chamber Mixer at Granlibakken Resort and Conference Center</li> </ul>	Staff	3-Feb
2.3	<b>Continuously work to improve the value, marketing and delivery of Chamber member services.</b>		
	<ul style="list-style-type: none"> <li>• Planning Community Awards Dinner</li> <li>• Planning Business Expo</li> <li>• Continued updates of the online Business Membership Directory</li> <li>• Updated Community Calendar with mixers and meetings</li> <li>• Surveyed Membership with Annual Survey</li> </ul>	Kym Kym Kym Staff Kym	February February February February February
3.2	<b>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.</b>		
	<ul style="list-style-type: none"> <li>• Breakfast Club Meeting</li> </ul>	Ron/Kym	1-Feb
3.3	<b>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.</b>		



February 24, 2011

To: Board of Directors  
Fr: Chamber Advisory Committee  
Re: Possible Action to Approve the Chamber Advisory Committee  
Recommendation of the 2010-11 Business Association Grant Request for the  
Tahoe City Downtown Association

**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 before the granting of new funds

**Chamber Advisory Committee Action**

On February 16, 2011, the Chamber Advisory Committee unanimously voted to recommend to the Board to approve the \$10,000 Grant Request for the Tahoe City Downtown Association

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

**Requested Action**

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

**Tahoe City Downtown Association**  
**Grant Request to the**  
**North Lake Tahoe Chamber of Commerce**  
**Community Marketing Program**

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**Fiscal Year 2011**

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We have prioritized our marketing plan in direct response to needs expressed by our membership and the business community, and in order to take advantage of partnering opportunities and NLTRA efforts. Your generous grant of \$10,000 would be specifically used for:

MEDIA CAMPAIGNS

GRANT FUNDS REQUESTED

**Tahoe TV Visitor Network Partnership**

**\$ 2,500**

In continuation of our partnership marketing program with Tahoe TV/Reno Tahoe Visitor Network we are renewing our existing package with a slight reduction in overall annual spending. Our 2011 package will include a 90-second video segment highlighting the Downtown Tahoe City business district for both summer and winter, focused on our Heart & Solstice Festival and Harvest Festival. We are increasing the web value of the package by focusing more of the campaign on web advertising through Tahoetopia.com. Tahoe TV continues to be a very successful media partner of the TCDA and we are excited about the new opportunities made available without dramatically increasing our budget.

**Capital Public Radio (KXJZ) Partnership**

**\$ 1,000**

For 2011 the TCDA is excited to renew our unique partnership with Capital Public Radio (KXJZ) out of Sacramento to promote our two biggest events of the year – “Heart and Solstice Festival” and “Harvest Festival.” In 2010 and 2009 this campaign generated strong feedback from local residents and visitors alike. With the “We get support from...” message TCDA can reach a highly educated, affluent and civic-minded audience of over 800,000 listeners within a 150-mile drive market. Although we have reduced the overall media buy, we are hoping to leverage trade sponsorships with CPR to maintain our presence leading up to our two main events in June and Oct.

**BONUS:** In 2010 a unique “Tahoe City Wine Walk” Coupon listing in the CPR Membership Newsletter reached over 30,000 dedicated supporters via direct mail at no cost to the TCDA. For 2011 we hope to renew this unique listing.

**Local Radio/Print Partnerships**

**\$ 1,500**

For 2010 the TCDA is excited to renew our investment with local radio station KTKE and form a new partnership with K-Tahoe (which just opened a North Shore location in Tahoe City’s Boatworks Mall). We will be continuing our commitments to local print publications such as “The Weekly”, “Moonshine Ink” and the “Sierra Sun Newspaper.” These grant funds will be split equally between radio and print throughout the year, with the bulk of radio spots occurring



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](mailto: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.

<b>Section A</b>		
Date Submitted: <b>February 9, 2011</b>		
1. Name of Applicant Organization: <b>Tahoe City Downtown Association</b>		
Mailing Address: <b>PO Box 6744</b>		
City: <b>Tahoe City</b>	State: <b>CA</b>	Zip: <b>96145</b>
Telephone: <b>(530) 583-3348</b>	Email: <a href="mailto:tcda@visisttahoecity.com">tcda@visisttahoecity.com</a>	
Website: <a href="http://www.visittahoecity.com">www.visittahoecity.com</a>		
2. Chief Executive Officer: <b>Brendan Madigan, Board of Directors - President</b>		
Telephone: <b>(530) 583-3348</b>	Email: <a href="mailto:brendan@alpenglowsports.com">brendan@alpenglowsports.com</a>	
3. Project Director: <b>Justin Broglio – Executive Director</b>		
Telephone: <b>(530) 583-3348</b>	Email: <a href="mailto:justin@visittahoecity.com">justin@visittahoecity.com</a>	
4. How long organized? <b>7 years</b>	Is organization non-profit? <b>Yes – 501 (c) 6</b>	
Purpose of organization: <b>Tahoe City Downtown Association exists to enhance and promote a vibrant and prosperous commercial and social center for the residents and visitors of Tahoe City.</b>		
Tax ID Number: <b>51-0526631</b>		
Total annual budget: <b>approx. \$145,000.00</b>		
How is project consistent with organization's mission or purpose?  <b>All of the TCDA marketing and promotions efforts are driven by our mission statement: "To enhance and promote a vibrant and prosperous commercial and social center for the residents and visitors of Tahoe City." Specific projects attached involve the delivery of the uniqueness of Tahoe City through print, video and electronic means throughout the region and Northern California and Nevada.</b>		

How is project consistent with the *North Lake Tahoe Tourism and Community Investment Plan*?

TCDA serves as an adjunct to the efforts of the NLTRA to “promote tourism and benefits businesses through efforts that enhance the economic, environmental, recreational, and cultural climate of the area.” Focusing on a specific community in the North Lake Tahoe region, the marketing and promotions efforts of TCDA support not only the local business economy but are also designed to positively impact the number of repeat visitors. The success of TCDA events, such as the Concerts at Commons Beach, (a collaborative effort with the TCPUD), Heart and Solstice Festival and Oktoberfest, are a few excellent examples of such visitor impact.

Total budget of project: **\$14,000.00** Please submit copy of complete budget

North Lake Tahoe Resort Association funds requested: **\$10,000.00**

Percentage, of total budget, requested from the NLTRA Community Marketing Program: **70%**

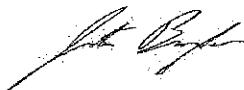
Sources of other funding to support the project budget

**Additional sources of funding include event fees, sponsorships, TCDA general funding through Placer County Redevelopment Agency.**

Description of how success of project will be measured (if applicable)

**Success of marketing efforts will be measured through television, video, radio and print campaign statistics (including unique URLs and direct contests/specials, quantity and distribution of new walking maps, attendance at special events, website and media analytics and user/visitor input.**

\$2,500	Newspaper/Magazine
\$1,500	Internet/Website
\$1,500	Radio
\$3,500	TV
\$0	Rack Cards
\$3,000	Brochures/Guides
\$0	Direct Mail
\$2,000	Other – Promotional materials, tent, signage



Signature

February 9, 2011

Justin Broglio, Executive Director  
Print Name and Title