



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS Wednesday January 9, 2013 – 8:30 am – 11 a.m. Tahoe City Public Utilities District

NLTRA Mission

“To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Board on items addressed under Public Forum.

D. REPORTS & ACTION ITEMS (2 hr. 15 min)

Board Organization (15 minutes)

3. Officer Vote – Sandy Evans Hall (5 minutes)
4. Committee Members – Sandy Evans Hall **MOTION** (5 minutes)
5. Conflict of Interest Forms Due – Sandy Evans Hall (5 minutes)

Marketing (60 minutes)

6. MTRiP Update – Andy Chapman (5 minutes)
7. SnowFest! Funding – Andy Chapman **MOTION** (15 minutes)
8. Sales Department Presentation – Jason Neary, Greg Howey, Jeremy Jacobson, Andy Chapman (30 minutes)
9. Lake Tahoe Sports Organizing Committee – Andy Chapman (10 minutes)

Transportation/Infrastructure (40 minutes)

10. Transit Summit Next Steps – Ron Treabess (5 minutes)

2013 Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Vice-Chair)
CB's Pizza & Grill

Kali Kopley
(Secretary)
Uncorked/Petra/Soupa

Alex Mourelatos
Mourelatos Lakeshore
Resort

Valli Murnane
Tahoe XCountry

Ron Parson (Chair)
Granlibakken

Bill Rock
(Treasurer)
Northstar

Eric Sather
Resort at Squaw Creek

Andy Wirth
Squaw Valley/Alpine
Meadows

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

11. Free Skier Shuttle Report – Ron Treabess (*10 minutes*)
12. Master Plan Update studies – Ron Treabess **MOTION** (*15 minutes*)
13. Approval of Funding for Homewood Bike Trail – Ron Treabess **MOTION** (*10 minutes*)

Membership (10 minutes)

14. Membership Sales Update – Deanna Frumentti (*5 minutes*)
15. Membership Activities and Events – Deanna Frumentti (*5 minutes*)

E. DIRECTORS' COMMENTS

F. CONSENT CALENDAR – MOTIONS (5 min)

All items (**in bold**) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

16. Board Meeting Minutes – December 5, 2012

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

- 17. Joint Infrastructure/Transportation Committee – December 3, 2012**
18. Marketing Committee – No meeting in December
19. Business Association and Chamber Collaborative – No meeting in December
20. Lodging Committee – No meeting in December
21. Conference Sales Directors Committee – No meeting in December
- 22. Finance Committee – December 20, 2012**
- 23. Financial Reports for November 2012**
 - 1. Financial Analysis – Project Updates**

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

- 24. Conference Sales Reports**
- 25. Infrastructure/Transportation Activity Report – December**

G. MEETING REVIEW AND STAFF DIRECTION

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2012



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Executive Committee Ballot

Chair

Phil GilanFarr

Vice Chair

Kaliope Kopley

Treasurer

Bill Rock

Secretary

Valli Murnane



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Proposed

2013 Committee Positions for Board Members

Marketing

Primary – Eric Brandt
Alternate – Valli Murnane
County – Jennifer Merchant
Phil GilanFarr

Lodging

Primary – Eric Sather
Alternate – Alex Mourelatos

Business Assn. & Chamber

Collaborative

Primary – Kali Kopley
Alternate – Eric Brandt

Finance

Primary – Bill Rock (Treasurer)
Primary2 – Ron Parson
County – Jennifer Merchant
Phil GilanFarr

Infrastructure/Transportation

Primary – Wally Auerbach
Primary – Alex Mourelatos
Primary – Jennifer Merchant
Phil GilanFarr

Master Plan Task Force

Alex Mourelatos
Phil GilanFarr
Ron Parson
Kali Kopley
Jennifer Merchant

Golf Course Oversight Board

Valli Murnane
Wally Auerbach
Ron Parson
Alternate: Phil GilanFarr

Resort Triangle Transit Vision Coalition

Phil GilanFarr
Andy Wirth
Bill Rock
Jennifer Merchant

Whistle Blower Policy

Compliance Officer

Board Secretary

Primary Role: Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meeting. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

Alternate Role: Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.



December 3, 2012

Tahoe City Golf Course Oversight Committee:

The North Lake Tahoe Chamber/CVB/Resort Association would like to appoint Phil GilanFarr as our alternate for the Tahoe City Golf Course Oversight Committee. Phil has been on the Executive Committee of our organization for the past 3 years and is in line to be the Chair in 2013. He has expertise in architecture, food and beverage, ski racing and a strong interest in rejuvenation of lake shore amenities.

His contact information is the following:

Phil GilanFarr
CB's Pizza & Grill
PO Box 374
Carnelian Bay, CA 96140
530-546-4738
Cell: 775-742-3358
phil@cbspizza.com

Regards,

Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Chamber/CVB/Resort Association



Joint Infrastructure/Transportation Committee

The following 9 NLTRA committee members received Board approval to serve two year terms, which commenced in January, 2012, and end on December 31st, 2013. The remaining members (Placer Co) have all been appointed by Placer County. Their terms will also end on December 31, 2013. As the two committees continue to meet as a joint committee, staff recommends that the committee members elect one chairperson and one vice chair for the joint committee from either the Transportation or Infrastructure Committee membership. This election will occur at the next committee meeting, January 28th, 1:30pm, at the Tahoe City Public Utility District. Wally Auerbach has graciously served as the Chair, as has Vice Chair Gary Davis, during 2012.

2012 NLTRA Board Approved Committee Members

Infrastructure Committee-12 Members, 6 appointed by NLTRA, 6 appointed by Placer Co

Wally Auerbach	NLTRA	Pat Perkins	Placer Co
Phil GilanFarr	NLTRA	Guy Perman	Placer Co
Gary Davis	NLTRA	Sue Kyler	Placer Co
Alex Mourelatos	NLTRA	John Bergmann	Placer Co
Ken Foster	NLTRA	John Pang	Placer Co
Jennifer Merchant	NLTRA	Vacant	Placer Co

Transportation Committee-No Limit to NLTRA appointees

Rob Kronkhyte	NLTRA	Will Garner	Placer Co
Jan Colyer	NLTRA		
Dave Paulson	NLTRA		



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2013 Finance Committee

BOARD MEMBER PARTICIPANTS

Bill Rock, Treasurer
Northstar California
11025 Pioneer Trail Ste. 100
Truckee, CA 96161
Ph: 562.1010
Fx: 562.2215
wrock@vailresorts.com
Ski Area

Ron Parson, Primary
Granlibakken Management
Company
PO Box 6329
Tahoe City, CA 96145
Ph: 583.4242
Fx: 583.7641
ronparson@granlibakken.com
Real Estate/Property Management

Phil GilanFarr, Vice Chair
CB's Pizza & Grill
PO Box 374
Carnelian Bay, CA 96140
Ph: 546.4738
Fx: 546.8390
Cell: 775.742.3358
phil@cbspizza.com
Restaurant

PLACER COUNTY REPRESENTATIVE

Jennifer Merchant
County Executive Office
PO Box 772
Carnelian Bay, CA 96140
Ph: 546.1952
Auburn: 889.4030
Fx: 546.1912
jmerchan@placer.ca.gov
Placer County Executive Office

COMMITTEE MEMBERS

Kimberly Frushon
Kimberly A Frushon CPA
9408 Double R Boulevard # B
Reno, NV 89521-4800
Ph: (775) 324-1787
kfrushon@tahoecpas.com

Mike Salmon
Tahoe Donner Association
11509 Northwood Blvd
Truckee, CA 96161
Ph: 587-9418
msalmon@tahoedonner.com



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January 3, 2013

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer

Re: Marketing Committee Appointments

Marketing Committee Lay Member Appointments

Below is the criteria used in the Marketing Committee appointment process.

- “Lay” members are selected based on marketing experience (highest priority), type of business affiliation, and geographic representation.
- “Lay” members are appointed at the January Board meeting with the first meeting of the committee in late January.
- Interested parties for Pool B appointment must submit a letter of interest and resume no later than December 28th, 2012.
- The NLTRA Board will review applicants and appoint the new committee members at its January meeting.

Background

The NLTRA Marketing Committee consists of three pools with three members each. Each year one of these pools is appointed for a new three year term. Members from Pool B who completed their three year term last month are Becky Moore, Les Pedersen and Deb Darby-Dudley. Staff thanks these committee members for their service on the committee.

Staff advertised the open positions through local media and chamber outreach with a deadline for interested parties on Friday, December 28th, 2012. Staff received four letters of interest from the following parties:

1. Becky Moore, Director of Sales, Squaw Valley Lodge
2. Les Pedersen, Director of Sales and Marketing, Resort at Squaw Creek
3. Brad Wilson, General Manager, Diamond Peak Ski Resort
4. Chuck Moss, Marketing & Sales Consultant, Lake Tahoe Accommodations

Attached to this staff report are the letters of interest from these applicants.

POOL B (New members appointed January 2013)

1. New Committee Member
2. New Committee Member
3. New Committee Member

POOL C (New members appointed January 2014)

4. Brett Williams, President, Agate Bay Realty
5. Heather Allison, Director of Sales and Marketing, The Ritz-Carlton Lake Tahoe
6. Kevin Hickey, Owner, Tahoe Adventure Company
7. Julie Maurer, Vice President of Sales and Marketing, Squaw Valley

POOL A (New members appointed January 2015)

8. Davy Ratchford, Marketing Director, Northstar California
9. Marguerite Sprague, Executive Director, North Lake Tahoe Historical Society
10. Open Seat (not to be filled as Pool C has one extra member)

Board Action

Staff requests the Board review the qualified applicants and appoint the three vacant seats for Pool B to serve through December 2015.

December 7, 2012

NLTRA Marketing Committee
NLTRA Board of Directors

I would like to again offer my time and volunteer to serve on the NLTRA Marketing Committee as a lay member for the 2010 term. Volunteerism and Community leadership is important part of my career and my personal life.

To recap my work history prior to three years here at Resort at Squaw Creek, I most recently lived in Whistler, BC where I was Director of Sales and Marketing of the Westin Resort & Spa. There I also served on the Board of Directors of Tourism Whistler, the resort's sales and marketing organization with an annual budget of over \$8,000,000. Prior to that I lived in Aspen/Snowmass, where he was Director of Sales and Marketing of the Silvertree Properties – a six hundred until lodging company and conference center located in Snowmass. While there I also served on the Snowmass Lodging Association in several roles, including Vice President.

I look forward to discussing this further with the Marketing Committee and the Board of Directors.

Sincerely,

Les Pedersen
Director of Sales and Marketing, Resort at Squaw Creek
Chair, Marketing Committee, NLTRA

December 18, 2012

Andy Chapman
Chief Marketing Officer
North Lake Tahoe Resort Association

Dear Andy,

Thank you for the opportunity to apply for an additional term on the North Lake Tahoe Resort Association Marketing Committee. I am very interested in re-joining the committee and feel my knowledge in marketing will be a benefit to the team effort.

Currently, I am the Director of Sales and Marketing at Squaw Valley Lodge. Prior to employment at the Lodge, I worked at Squaw Valley Ski Resort. My work in the resort and hotel hospitality sides of the business has enhanced my strengths and understanding of regional, destination and international marketing for our destination. This range of experience is used daily to generate tourism business and revenue. Previous to my time in Squaw Valley I had experience, again in marketing and sales, at Homewood, Northstar and for two years I had my own marketing, event marketing and public relations company.

I feel the base developed from years in marketing, events, sales and now the world of social media could continue to be a benefit to the efforts of Marketing Committee. My well-rounded experience can help promote the North Tahoe destination and brand.

Below is a list of my employment specifics for North Lake Tahoe. If you need greater details I am happy to provide them.

Andy, thank you for accepting my application to the North Lake Tahoe Resort Association Marketing Committee. I look forward to hearing from you.

Sincerely,



Becky Moore
beckym@gpeak.com

Employment

- **Granite Peak Management**, Squaw Valley Lodge, Director of Sales and Marketing (2004- present), Donner Lake Village, Director of Sales and Marketing (2010- present).
- **Squaw Valley Ski Corporation, Lake Tahoe California**, Director of Sales (2000-2004), Sales Manager (1999-2000).
- **Weidinger Public Relations** Public Relations Specialist (1998-1999).
- **Moore Communications**, Owner / Director (1997-1999).
- **Northstar-at-Tahoe Lake Tahoe, California**, Director of Marketing (1996-1997)
- **Ski Homewood, Lake Tahoe, California**, Director of Marketing and Sales (1991-1996), Director of Skier Services (1994-1996).

Andy Chapman

To: Wilson, Brad R.
Subject: RE: Letter

From: Wilson, Brad R. [<mailto:brw@ivgid.org>]
Sent: Thursday, January 03, 2013 2:18 PM
To: Andy Chapman
Subject: RE: Letter

Andy,

I am very interested in sitting on the marketing committee for NLTRA. As a 25 year ski area marketing and operations veteran, now General Manager of Diamond Peak Ski Resort, I believe I can bring unique insight to the committee. I have attached my resume for those that are interested in my previous positions. Thank you for this opportunity.

Take care,

Brad Wilson
General Manager
Diamond Peak Ski Resort
brw@ivgid.org
Ph 775.832.1129
Fax 775.832.1281

PROFILE: An exceptional leader with over 25 years experience as an innovator and trendsetter in the winter resort and hospitality industry. A specialist in resort transformation, have successfully orchestrated resort turn-arounds through identifying strengths, developing plans to exploit them, and assembling and motivating teams to execute.

KEY SKILLS:

Leadership	Master Planning
Team Building	Operations
Financial Responsibility	Marketing
Partnership Formation	Sales

Achievements

Produced record revenues and gross margin for Catalina Island Resort Services in first year as President and COO of SCICo subsidiary. Grew gross margin at Catalina Country Club Restaurant, Santa Catalina Island Company's most challenging venue, by over 55%.

Led turnaround of winter resort through focusing on exceptional customer service, targeted marketing programs, industry leading website, creative direct to lift ticket programs and state-of-the-art terrain parks. Result: Became market leader, increasing annual skier visits from 190,000 to nearly 600,000 within four years.

Pioneered innovative marketing programs in ski industry including web based directed-to-lift ticket programs and a customer loyalty program that attracted 65,000 members the first year, 100,000 by year two. Result: Resort increased market share by 25%.

Career History

November 2004 to present **President/COO, Catalina Island Resort Services; VP Sales/CMO, Santa Catalina Island Company** Santa Catalina Island Co. Avalon, CA

- For SCICo, responsibilities include all budgeting, positioning, strategic planning, advertising, creative, branding, sales, public relations and promotions for over 56 different lines of business on Santa Catalina Island from gas stations to hotel properties. Aggressively market SCICo travel oriented businesses including; sightseeing, hotels, meeting/wedding/special event venues, beach club, golf course, restaurants and recreational boating destination. Launched new activities including zip line, rock climbing wall, undersea tour and Hummer tour. Serve as spokesperson for the company at times of crisis.
- For CIRS, responsibilities include all aspects of CIRS operations including maintenance, food and beverage, golf course, quality control, and customer service to assure that approved business plan goals are implemented and achieved. Set policies and procedures for the organization. Venues: Casino Ballroom, Descanso Beach Club, Catalina Island Golf Course, and Catalina Country Club Restaurant.

November 2002 to November 2004 **Director of Marketing** Alpine Meadows Resort Tahoe City, CA

- Spearheaded re-branding of resort including updating demographic focus, logos and positioning of resort in the market. Develop marketing program to promote resort's aggressive pricing matrix allowing for a 30% reduction in the retail lift ticket price.

August 1997 to September 2002

Assistant General Manager

Mountain High Resort
Wrightwood, CA

- Successfully repositioned resort to appeal to more youthful market through conceptualization and implementation of marketing strategies incorporating fresh advertising campaign, targeted sponsorships/partnerships, exciting special events, flexible ticketing options, and creative service bundling. **Result: Grew skier visits from 190k to nearly 600k within consecutive, profitable five years without significant capital improvements.**
- Reorganized and managed all base area operations including Marketing, Sales, Ski and Snowboard Rentals, Retail, Ticketing, Food & Beverage, Ski/Snowboard School and Terrain Parks. Motivated over 600 seasonal employees to provide excellent guest experiences. **Result: Increased profit center yields, improved guest service while taking the leadership role in the Southern California Market.**
- Participated in the development of resort's Master Plan, working closely with the US Forest Service receiving approval for major resort development including a 40,000 sq. ft. base lodge to begin development in 2003.

August 1996 to August 1997

Marketing Manager

Sugarbush Ski Resort
Warren, VT

- Managed all aspects of sales and marketing including advertising, special events, merchandising, monitoring of guest satisfaction, and group sales and resort/lodging reservations.

July 1993 to August 1996

Vice President, Director of Marketing

Brian Head Resort
Brian Head, UT

- Corporate officer, helped develop and set company policy, budgets, and strategic direction that included successful real estate development, profitable summer operations, and establishing destination resort status. **Result: Increased overall resort revenues by 35% in three years, including a 25% increase in room nights.**
- Created resort's profitable mountain bike program that included special trail system developed in conjunction with the US Forest Service.

October 1991 to July 1993

Director of Marketing

Bear Mountain Ski Resort
Big Bear Lake, CA

- Managed all marketing functions including strategic planning, budgeting, advertising, special events, promotions and sales.
- Developed an innovative frequent user program with 65,000 members in the first year; created a highly successful ethnic marketing program; implemented a daily televised snow report.
- Skier visits increased from 175,000 to 365,000

July 1988 to October 1991

Sales Director

Bear Mountain Ski Resort
Big Bear Lake, CA

- Established group and corporate sales departments for the newly acquired resort.
- Directed managers of retail, ski repair, and rental operations. Retained fiscal responsibility and budgeting.
- Established operations and management of the newly acquired golf course.

March 1986 to July 1988

National Sales Manager

Heavenly Ski Resort
South Lake Tahoe, CA

- Responsible for sale of group and individual lift tickets and lodging to destination guests and all local ticket programs. Attended consumer, tour operator, and travel agent shows nationally.

March 1979 to March 1986

Owner

Hot Bottoms Ski and Sports
Fresno, CA

- Started ski repair shop in a warehouse and expanded to a full service ski shop with revenues exceeding \$500,000 in 1985.

Education

BA 1977, Environmental Studies
Minor Business Administration

California State University, Fresno

Professional Organizations

- Catalina Island Chamber of Commerce, Board of Directors, 2004-2011
- Catalina Island Chamber of Commerce, Chairman of the Board for 2009/2010

Andy Chapman
North Lake Tahoe Resort Assn.
PO Box 5459
Tahoe City, CA 96145

27 December 2012

Dear Andy,

I'm writing this letter to express my interest in becoming a member of the Marketing Committee of the North Lake Resort Assn. in 2013.

Some of my qualifications are as follows:

1. For nearly 17 years, I have been a marketing and sales consultant for Lake Tahoe Accommodations. LTA continues to remain as the largest Vacation Rental company at Lake Tahoe in an extremely competitive market. About 100 of the properties are located in Placer Co. and Incline Village that pay TOT.
2. I have attended many International trade shows including PowWow, ITB in Berlin, the World Travel Market in London and trade missions with the State of Calif. to Mexico City and Guadalajara and Monterey, Mexico.
3. I have attended many Mountain Travel Symposiums in the USA and Canada, many SkiTops annual meetings and many GoWest Travel Summits around the Western USA.
4. I have attended several ski shows around the States including Far West Ski Assn., Chicago Metropolitan Ski Clubs, Ft. Lauderdale, Los Angeles, San Diego and others.
5. I have organized several international and national promotions for Lake Tahoe including one in Great Britain a few years ago with the Daily Mail newspaper, the London Ski Show (Europe's largest), Crystal Holidays, United Airlines, Avis Car Rental, Ski Lake Tahoe that featured a contest that drew over 240,000 entries.
6. Recently got Lake Tahoe to replace Aspen Ski as the annual Grand prize for TransWorld Snowboard magazine.
7. Currently I have Lake Tahoe as the location for the annual Grand Prize for the Good Ski Guide magazine in Great Britain (Europe's largest ski magazine) with LTA and local partners providing up to 10 nights accommodation and activities for up to 8 persons. The contest closes Feb. 20, 2013.

Chuck Maas, Lake Tahoe Accommodations, 530 543-4135



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January 4, 2012

To: Board of Directors

From: Emily Detwiler, Visitor Information Manager

Re: Lodging Committee Appointments

- Current Lodging Committee Roster for review is attached
- Interested Party (Letter of Interest and Resume)-Attached
 - Greg Traxler, Resort Equities



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2012 Lodging Committee Roster

Resort Association Board Members

Alex Mourelatos
Mourelatos Lakeshore Resort
P.O. Box 77
Tahoe Vista, CA 96148
(530) 546-9500
alexmourelatos@msn.com

Committee Members

Bill Matte
Shooting Star Bed & Breakfast
P.O. Box 1573
Carnelian Bay, CA 96140
(530) 546-8903
tahoeshootingstar@gmail.com

Debbie Milani
Stay in Lake Tahoe
P.O. Box 5518
Tahoe City, CA 96145
(800) 655-0608
rentals@stayinlaketahoe.com

Brett Williams
Agate Bay Realty Lake Tahoe
P.O. Box 490
Carnelian Bay, CA 96140
(530) 546-4256
brett@agatebay.com

Heimo Brandstatter
Resort at Squaw Creek
P.O. Box 3333
Olympic Valley, CA 96146
(530) 581-6603
hbrandstatter@destinationhotels.com

Christy Beck
The Village at Squaw Valley
P.O. Box 2025
Olympic Valley, CA 96146
(530) 584-6227
cbeck@squaw.com

Kay Williams
West Shore Association
P.O. Box 6329
Tahoe City, CA 96145
(530) 583-4242
kaywilliams@granlibakken.com

Placer County Representative

Jennifer Merchant
County Executive Office
P.O. Box 772
Carnelian Bay, CA 96140
(530) 546-1952
jmerchantplacer.ca.gov

Emily Detwiler

From: Greg Traxler [greg@resortequities.com]
Sent: Friday, December 21, 2012 1:19 PM
To: Emily Detwiler
Subject: Lodging Committee Application
Attachments: pastedGraphic.tiff; ATT01259.htm; Resume' Trax revised 2.pdf; ATT01260.htm; GT 003.jpg; ATT01261.htm

Hi Emily;

Attached is a summary of my experience for the boards consideration.

I have been a Tahoe resident for 20+ years, having spent the majority of this time leading sales and marketing efforts for resort real estate projects both large and small. I am passionate about North Tahoe and have always remained current with events and decisions that shape our future. Prior to now, time has not permitted me to contribute beyond an occasional voice at public hearings, etc... I am an advocate for the new TRPA revisions and spoke, attended and submitted letters of support for the recent, approved Amendment 3. Having led large marketing teams in telling the story of large projects, the beauty and rare gem that is Lake Tahoe and the lifestyle which surrounds it all, I feel as though I could contribute towards all things marketing for our area.

My current company is a small business which offers luxury residences for owners / renters in and around the Northstar area. Additionally, we remain active in the area's major transactions involving the transfer of large real estate projects (recent Ritz Carlton sale, Old Greenwood transfer, etc...) as real estate consultants.

Please consider my information attached.

Thank you,

Greg Traxler, RRP
Partner - Vice President Sales & Marketing

T. Greg Traxler

PO Box 3371 • Incline Village, NV 89450 • (775 831 2775) Home • (530) 448 6825 Cell

EXPERIENCE

Resort Equities – Tahoe (2009 – Present) **Partner – Vice President Sales & Marketing**

- Project sales & marketing / consulting for developers / project re-structuring for re-launch
- Development & growth of Resort Equities Realty with over \$100M in listings
- Sales & Marketing of Resort Equities legacy properties
- Commercial brokerage & large resort community transactions via Ragatz Resort Realty
- Creation of Fractional Listing Service (FLS) platform for global interval listings

East West Partners - Tahoe (2001- 2009) **Vice President Sales and Marketing - Tahoe**

Tahoe Mountain Resorts – Old Greenwood (Truckee, California)

- Project planning and development of 600 acre upscale resort community
- Annual Whole & Fractional Sales @ \$175K to \$2.5M per with avg. 250 sales annually
- Oversight and management of 5 Managers with 25 realtors
- During tenure, responsible for over 1,200 new owners to project
- \$195 Million Gross Revenue generated & #1 Fractional Project Team ARDA for 4 years

Village North – Village Walk / Hyatt Residence Club (Village at Northstar, California)

- 34 Unit Fractional & Whole Residences @ \$175K to \$1.9M
- Pre-sales and new project launch with 77 Initial Pre-Sales
- Recruiting, hiring, training and management of 2 Managers and 15 realtors

- Village Walk Town-Homes (34 @ \$2.5M average price)
- Project planning and development. Management of sales @ \$1.1M to \$2.7M

One Village Place Private Residence Club (Village at Northstar, California)

- 21 Unit Fractional & Whole Residence Sales @ \$165K to \$2.2M
- Re-branding and re-positioning project for bulk sale
- Management & oversight of 5 realtors & 1 Manager

Marriott Vacation Club International – Lake Tahoe (June 1998 – November 2001)

Marriott Grand Residence Club / Marriott Timber Lodge

Director of Sales & Marketing

- Recruiting, hiring, training of sales & marketing teams of 85+ people
- Core marketing strategist for lead generation – 1,500 leads annually
- Annual sales of \$100M @ \$25K to \$600K per 1/51 & 1/4 interests
- Served as regional consultant to MVCI projects – Western Region / Hawaii

Waterfront Communities – Marketing – North Carolina (1998)

Sales & Marketing / Sales Trainer – 25 Realtors

- Development of initial and ongoing marketing plans for lead generation
- Project planning, marketing and sales for waterfront communities north of Charlotte, NC
- 2,000 waterfront and interior home-sites – Pre-development sales \$50M annually

Resort Funding, Inc. – Syracuse, NY (February 1996 – May 1998)

Director of New Business Development – Western US & Canada

- Acquisition – Development and Receivables Funding for interval ownership projects
- \$85M Annual Portfolio

Interval International – (1995 – 1996)
Vice President Western Region

- Membership affiliations for Interval Ownership Resorts
- 65 Resort Portfolio with \$750M Gross Annual Sales Support
- New Sales, Developer relations, training and service for Interval Resorts

Harich Tahoe Developments – Lake Tahoe (1991 – 1995)
Real Estate Sales – Sales Director – The Ridge Tahoe

- Sales of Interval Ownership Residences – Top 3 Sales Professional each year
- Sales Management and Training for 65 person sales team

EDUCATION

University of Mississippi – Double Major in Finance and Communications

University of Arkansas – Bachelor of Arts – Journalism - Advertising / Public Relations
Graduate Work – Advertising / Public Relations

ADDITIONAL

Licensed California Real Estate Agent
Registered Resort Professional (RRP)
American Resorts Development Association
Urban Land Institute
Frequent Panelist and Speaker at ARDA
Frequent Speaker at Ragatz Resort Conferences



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2013 BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

NLTRA BOARD MEMBERS

Kaliopé Kopley
Uncorked at Squaw
P.O. Box 2095
Olympic Valley, CA 96146
Ph: 530-584-6090
kali@uncorkedatsquaw.com

Eric Brandt
Tahoe TV
P.O. Box 7468
Tahoe City, CA 96145
Ph: 583-4674
Fx: 583-1410
eric@Tahoetv.com

PLACER COUNTY REPRESENTATIVE

Dave Snyder
Placer County Office of Economic
Development
175 Fulweiler Ave
Auburn, CA 95603
Ph: 530-889-4016
www.placer.ca.gov

COMMITTEE MEMBERS

Caroline Ross, Chair
Squaw Valley Business Association
PO Box 2915
Olympic Valley, CA 96146
Ph: 583-584-6267
cross@squawvnc.com

Kay Williams
West Shore Association
PO Box 72
Tahoma, CA 96142
Ph: 530-525-7721
Fx: 530-525-7215
info@tahomalodge.com

Mike Young
Incline Community Business
Association
969 Tahoe Blvd
Incline Village, NV 89451
Ph: 775-832-5860
myoung@chaseinternational.com

Joy Doyle
North Tahoe Business Association
PO Box 1023
Kings Beach, CA 96143
Ph: 530-546-9000
Fx: 530-546-7116
joy@northtahoebusiness.org

Michael Gelbman
Sierra Sun
PO BOX 138
Tahoe City, CA 96145
Ph: 530-550-2641
kevinmacmillan@sierrasun.com

Cassandra Sharpe
Events Manager
Northstar California Resort
PO Box 129
Truckee, CA 96160
Direct Line: 530.562.3568
Cell: 530.448.5046
lsharpe@vailresorts.com

Steve Hoch
Tahoe City Downtown Association
PO Box 6744
Tahoe City, CA 96145
Ph: 530-583-3348
Fx: 530-583-3098
tcda@visittahoe.com



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Nov 30, 2012

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,688 Units (MTRIP Census**)

		2012/13	2011/12	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (November) changed by (27.0%)	Occupancy (November) :	24.8%	19.5%	27.0%
North Lake Tahoe Average Daily Rate for last month (November) changed by (2.9%)	ADR (November) :	\$154	\$150	2.9%
North Lake Tahoe RevPAR for last month (November) changed by (30.6%)	RevPAR (November) :	\$38	\$29	30.6%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (December) changed by (-9.1%)	Occupancy (December)	30.7%	33.7%	-9.1%
North Lake Tahoe Average Daily Rate for next month (December) changed by (1.3%)	ADR (December) :	\$319	\$315	1.3%
North Lake Tahoe RevPAR for next month (December) changed by (-7.9%)	RevPAR (December) :	\$98	\$106	-7.9%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (1.8%)	Occupancy	47.0%	46.2%	1.8%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (2.5%)	ADR	\$197	\$192	2.5%
North Lake Tahoe RevPAR for the prior 6 months changed by (4.4%)	RevPAR	\$93	\$89	4.4%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (-12.0%)	Occupancy	17.0%	19.3%	-12.0%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (3.5%)	ADR	\$275	\$265	3.5%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (-8.9%)	RevPAR	\$47	\$51	-8.9%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Nov. 30, 2012 vs. Previous Year				
Rooms Booked during last month (November, 2012) compared to Rooms Booked during the same period last year (November, 2011) for all arrival dates has changed by (-4.8%)	Booking Pace (November)	6.1%	6.4%	-4.8%

* **MTRIP Census:** Total number of rooms reported by participating MTRIP properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

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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6-1



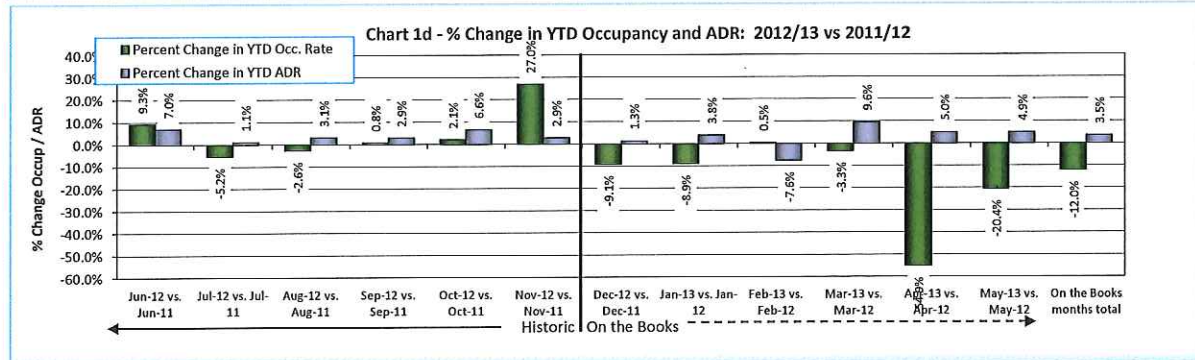
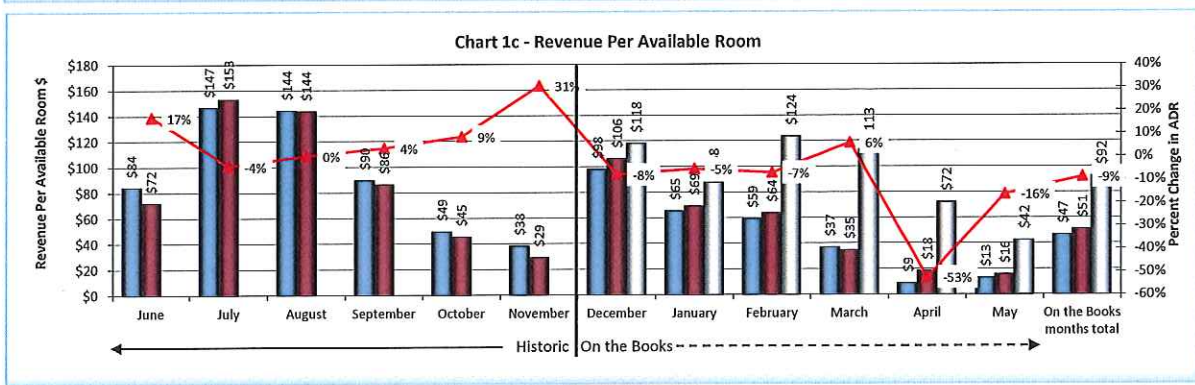
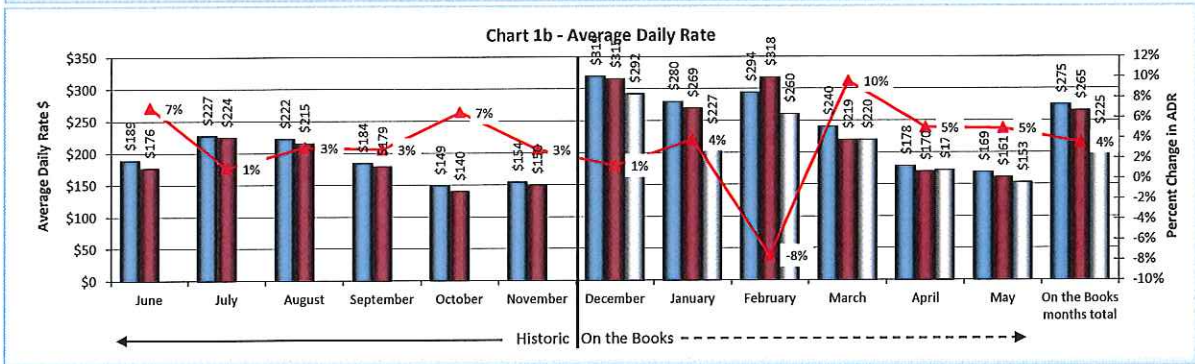
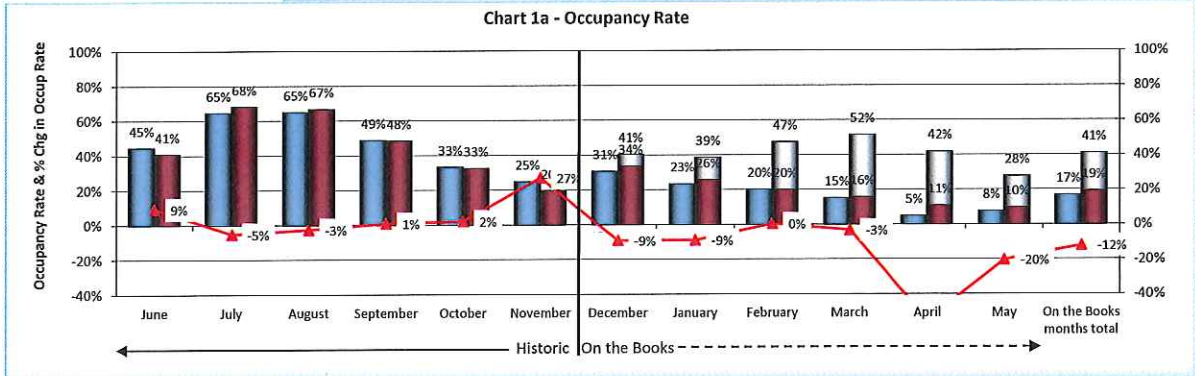
RESERVATIONS ACTIVITY REPORT

SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of Nov 30, 2012) vs. 2011/12 YTD (as of Nov 30, 2011) vs. 2011/12 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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■ Historic Actual (2011/12 season) ■ Data as of November 30, 2012 (2012/13 season)
■ Data as of November 30, 2011 (2011/12 season) ↗ Percent Change



6-2

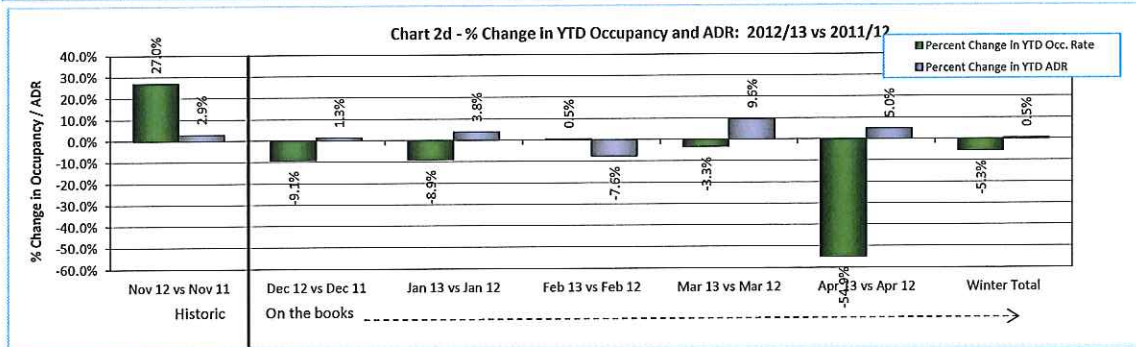
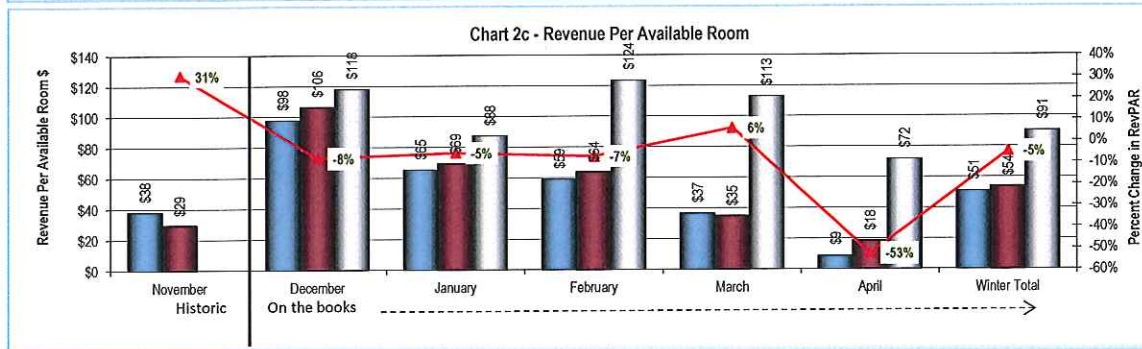
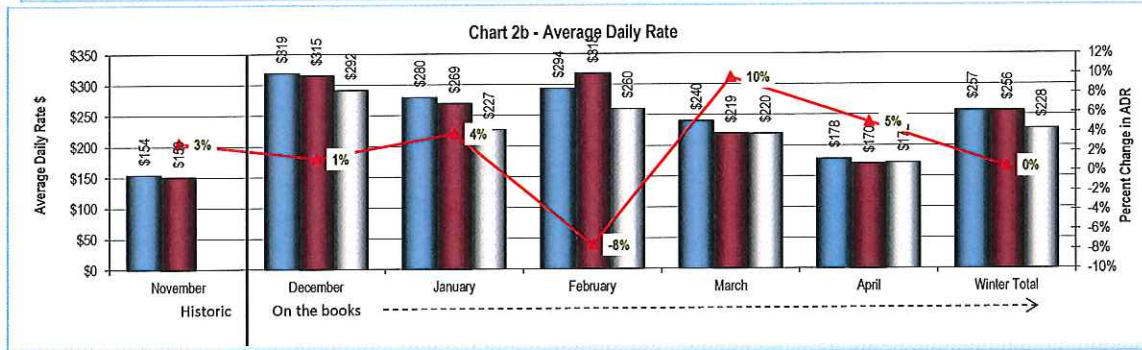
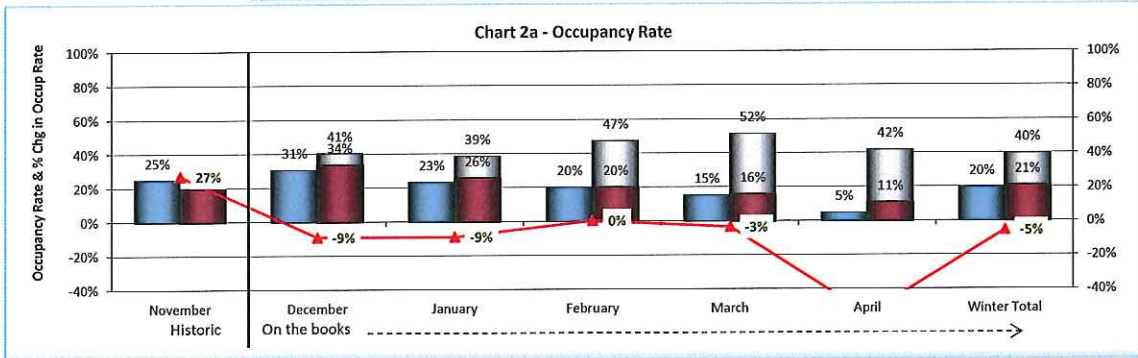


RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2012/13 YTD (as of Nov 30, 2012) vs. 2011/12 YTD (as of Nov 30, 2011) vs. 2011/12 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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■ Historic Actual (2011/12 season) ■ Data as of November 30, 2012 (2012/13 season)
■ Data as of November 30, 2011 (2011/12 season) ▲ Percent Change



6-3



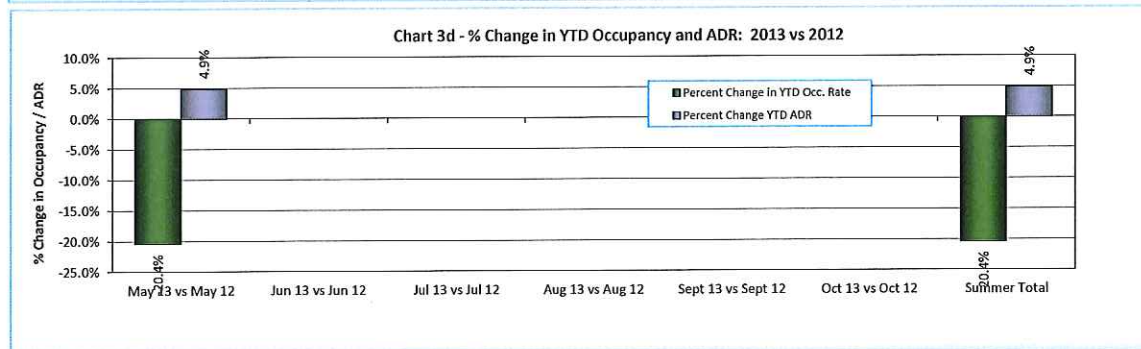
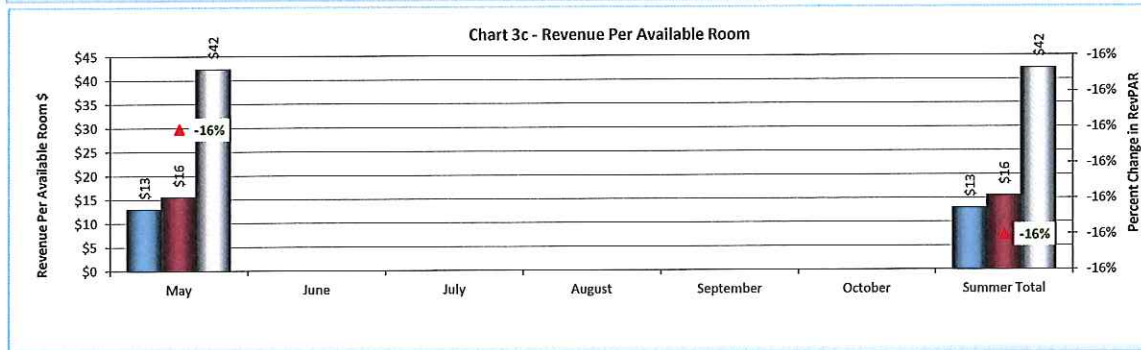
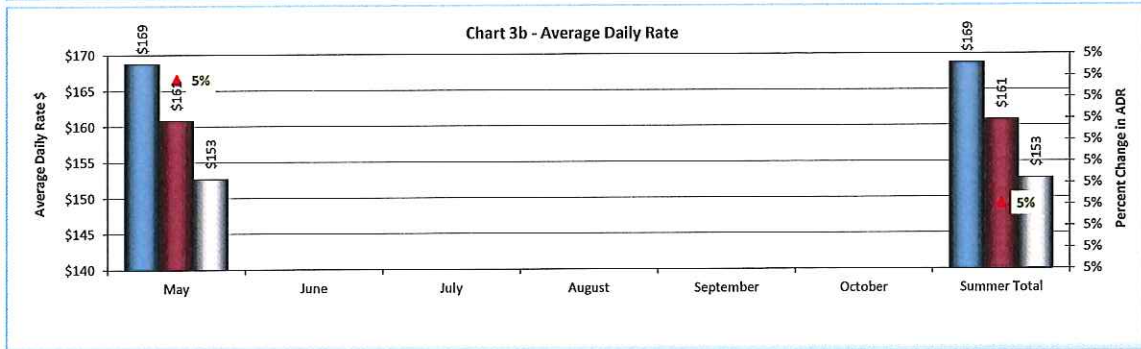
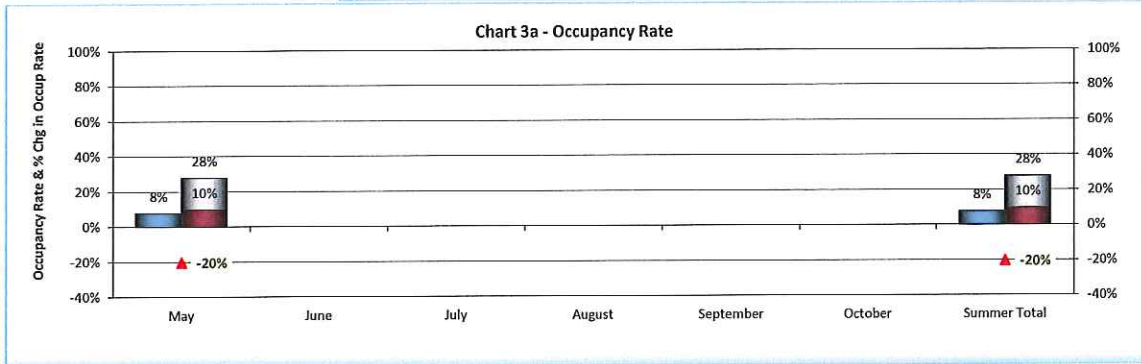
RESERVATIONS ACTIVITY REPORT
SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of Nov 30, 2012) vs. 2012 YTD (as of Nov 30, 2011) vs. 2012 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Historic Actual (2012 Season)
 Data as of November 30, 2012 (2013 Season)
 Data as of November 30, 2011 (2012 Season)
 Percent Change



64

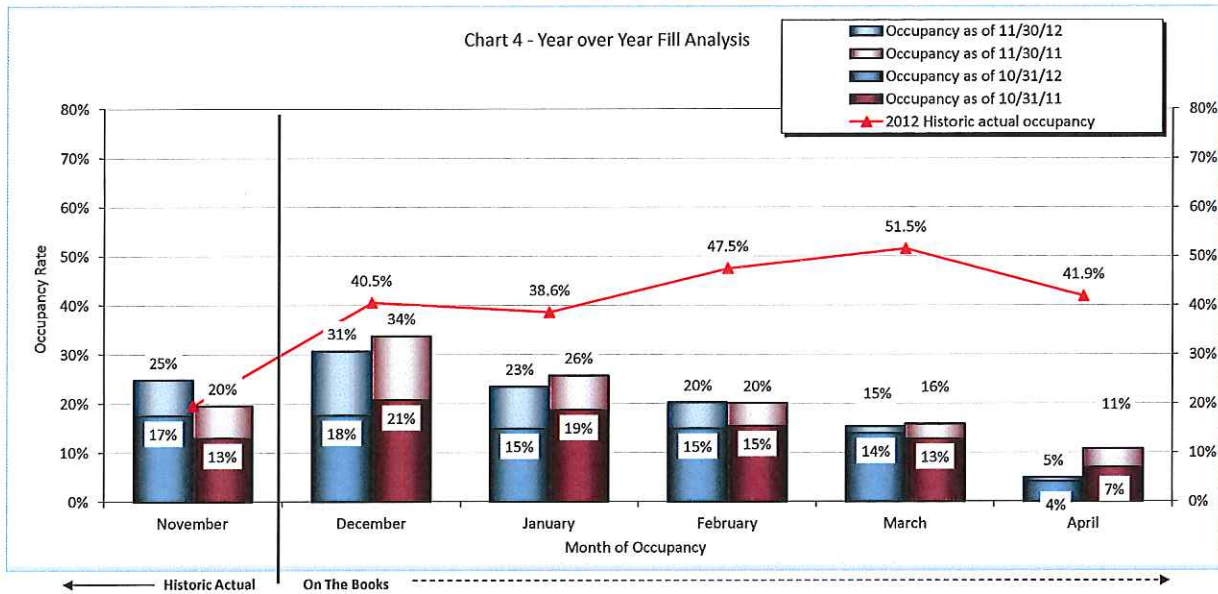


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2012 Occupancy Pace as of Nov 30, 2012 and Oct 31, 2012 versus same period 2011

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF NOV 30			OCCUPANCY AS OF OCT 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 11/30/12	Occupancy as of 11/30/11	Absolute Change	Occupancy as of 10/31/12	Occupancy as of 10/31/11	Absolute Change	Incremental occupancy booked during Nov. 2012	Incremental occupancy booked during Nov. 2011	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	November	24.8%	19.5%	5.3%	17.5%	12.9%	4.5%	7.3%	6.6%	0.7%	
December	30.7%	33.7%	-3.1%	17.6%	20.7%	-3.1%	13.1%	13.0%	0.1%	0.5%	40.5%
January	23.4%	25.7%	-2.3%	14.9%	18.7%	-3.8%	8.5%	7.0%	1.5%	21.4%	38.6%
February	20.2%	20.1%	0.1%	14.9%	15.4%	-0.5%	5.2%	4.6%	0.6%	13.5%	47.5%
March	15.3%	15.8%	-0.5%	13.9%	12.8%	1.1%	1.4%	3.0%	-1.6%	-53.4%	51.5%
April	4.9%	10.8%	-5.9%	4.1%	7.0%	-2.8%	0.7%	3.8%	-3.1%	-80.5%	41.9%
Total	19.9%	21.0%	-1.1%	13.8%	14.6%	-0.8%	6.1%	6.4%	-0.3%	-4.8%	39.7%

**Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

**Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during month just ended.

6-5



RESERVATIONS ACTIVITY REPORT
SECTION 5A - SUPPORTING DATA TABLES
 Bookings as of Nov 30, 2012

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Occup. Rate as of: (2012/13 season)	Occup. Rate as of: (2011/12 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2012/13 & 2011/12)					
June	44.6%	40.8%	9.3%		11
July	64.6%	68.2%	-5.2%		11
August	65.0%	66.7%	-2.6%		11
September	48.8%	48.4%	0.8%		11
October	33.2%	32.6%	2.1%		11
November	Historic Actual 24.8%	19.5%	27.0%		11
December	On the Books 30.7%	33.7%	-9.1%	40.5%	11
January	23.4%	25.7%	-8.9%	38.6%	11
February	20.2%	20.1%	0.5%	47.5%	11
March	15.3%	15.8%	-3.3%	51.5%	11
April	4.9%	10.8%	-54.9%	41.9%	11
May	7.7%	9.7%	-20.4%	27.7%	11
Grand total	32.0%	32.7%	-2.0%	43.6%	11
Historic months total	47.0%	46.2%	1.8%	46.2%	11
On the Books months total	17.0%	19.3%	-12.0%	41.0%	11

AVERAGE DAILY RATE	<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual ADR (2011/12 season)	# of Properties in Sample
	ADR as of: (2012/13 season)	ADR as of: (2011/12 season)	Percent Change in YTD ADR		
Month of Occupancy (2012/13 & 2011/12)					
June	\$189	\$176	7.0%		11
July	\$227	\$224	1.1%		11
August	\$222	\$215	3.1%		11
September	\$184	\$179	2.9%		11
October	\$149	\$140	6.6%		11
November	Historic Actual \$154	\$150	2.9%		11
December	On the Books \$319	\$315	1.3%	\$292	11
January	\$280	\$269	3.8%	\$227	11
February	\$294	\$318	-7.6%	\$260	11
March	\$240	\$219	9.6%	\$220	11
April	\$178	\$170	5.0%	\$172	11
May	\$169	\$161	4.9%	\$153	11
Grand total	\$217	\$214	1.8%	\$207	11
Historic months total	\$197	\$192	2.5%	\$192	11
On the Books months total	\$275	\$265	3.5%	\$225	11

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	RevPAR as of: (2012/13 season)	RevPAR as of: (2011/12 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2012/13 & 2011/12)					
June	\$84	\$72	17.0%		11
July	\$147	\$153	-4.2%		11
August	\$144	\$144	0.4%		11
September	\$90	\$86	3.7%		11
October	\$49	\$45	8.8%		11
November	Historic Actual \$38	\$29	30.6%		11
December	On the Books \$98	\$106	-7.9%	\$118	11
January	\$65	\$69	-5.4%	\$88	11
February	\$59	\$64	-7.1%	\$124	11
March	\$37	\$35	6.0%	\$113	11
April	\$9	\$18	-52.7%	\$72	11
May	\$13	\$16	-16.4%	\$42	11
Grand total	\$70	\$70	-0.3%	\$90	11
Historic months total	\$93	\$89	4.4%	\$89	11
On the Books months total	\$47	\$51	-8.9%	\$92	11



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of Nov 30, 2012

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE		<i>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</i>			Historic Actual Occup. Rate (2011/12 season)
		Occup. Rate as of: November 30, 2012 (2012/13 season)	Occup. Rate as of: November 30, 2011 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)					
November	Historic Actual	24.8%	19.5%	27.0%	
December	On the Books	30.7%	33.7%	-9.1%	40.5%
January		23.4%	25.7%	-8.9%	38.6%
February		20.2%	20.1%	0.5%	47.5%
March		15.3%	15.8%	-3.3%	51.5%
April		4.9%	10.8%	-54.9%	41.9%
Winter Total		19.9%	21.0%	-5.3%	39.7%

AVERAGE DAILY RATE		<i>ADR: YTD 2012/13 VS. YTD 2011/12</i>			Historic Actual ADR (2011/12 season)
		ADR as of: November 30, 2012 (2012/13 season)	ADR as of: November 30, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	Historic Actual	\$154	\$150	2.9%	
December	On the Books	\$319	\$315	1.3%	\$292
January		\$280	\$269	3.8%	\$227
February		\$294	\$318	-7.6%	\$260
March		\$240	\$219	9.6%	\$220
April		\$178	\$170	5.0%	\$172
Winter Total		\$257	\$256	0.5%	\$228

REVENUE PER AVAILABLE ROOM		<i>REVPAR: YTD 2012/13 VS. YTD 2011/12</i>			Historic Actual RevPAR (2011/12 season)
		RevPAR as of: November 30, 2012 (2012/13 season)	RevPAR as of: November 30, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	Historic Actual	\$38	\$29	30.6%	
December	On the Books	\$98	\$106	-7.9%	\$118
January		\$65	\$69	-5.4%	\$88
February		\$59	\$64	-7.1%	\$124
March		\$37	\$35	6.0%	\$113
April		\$9	\$18	-52.7%	\$72
Winter Total		\$51	\$54	-4.9%	\$91

6-7



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of Nov 30, 2012

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013 VS. YTD 2012			Historic Actual Occup. Rate (2012 Season)
	Occup. Rate as of: November 30, 2012 (2013 Season)	Occup. Rate as of: November 30, 2011 (2012 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	7.7%	9.7%	-20.4%	27.7%
June				
July				
August				
September				
October				
Summer Total	7.7%	9.7%	-20.4%	27.7%

AVERAGE DAILY RATE	AVERAGE DAILY RATE: YTD 2013 VS. YTD 2012			Historic Actual ADR (2012 Season)
	ADR as of: November 30, 2012 (2013 Season)	ADR as of: November 30, 2011 (2012 Season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$169	\$161	4.9%	\$153
June				
July				
August				
September				
October				
Summer Total	\$169	\$161	4.9%	\$153

REVENUE PER AVAILABLE ROOM	RevPAR: YTD 2013 VS. YTD 2012			Historic Actual RevPAR (2012 Season)
	RevPAR as of: November 30, 2012 (2013 Season)	RevPAR as of: November 30, 2011 (2012 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$13	\$16	-16.4%	\$42
June				
July				
August				
September				
October				
Summer Total	\$13	\$16	-16.4%	\$42



MULTI-DESTINATION COMPARATIVE REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of November 30, 2012

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Executive Summary

Overview Based on data from 16 reporting MTRIP Destinations (see Destination Listing at bottom of page 7)

	High	Low	Average	North Lake Tahoe
a. Last Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy				
Historic Actual Occupancy for Last Month	38.0%	3.4%	18.2%	24.8%
% Change in Historic Actual Occupancy for Last Month	43.8%	-31.7%	9.3%	27.0%

b. Last Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR				
Historic Actual Average Daily Rate for Last Month	\$181	\$84	\$139	\$154
% Change in Historic Actual Average Daily Rate for Last Month	29.9%	-15.2%	2.3%	2.9%

c. Next Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy				
Occupancy On-The-Books for Next Month	44.7%	10.3%	32.8%	30.7%
% Change in Occupancy On-The-Books for Next Month	2.1%	-31.9%	-12.4%	-9.1%

d. Next Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR				
Average Daily Rate On-The-Books for Next Month	\$578	\$124	\$385	\$319
% Change in Average Daily Rate On-The-Books for Next Month	17.7%	-7.5%	2.6%	1.3%

DESCRIPTION: The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other MTRIP reporting destinations. ; In all cases, the Base Destination is represented on the far left of the tables and the far left of the charts. The Base Destination is differentiated on charts with a Red data series bar. All other Destinations are represented with a Green data series bar.

All data is sorted in descending order from highest to lowest and left to right, with the all destination average on the far right of the tables. All destination average is differentiated on charts by a blue line data set.

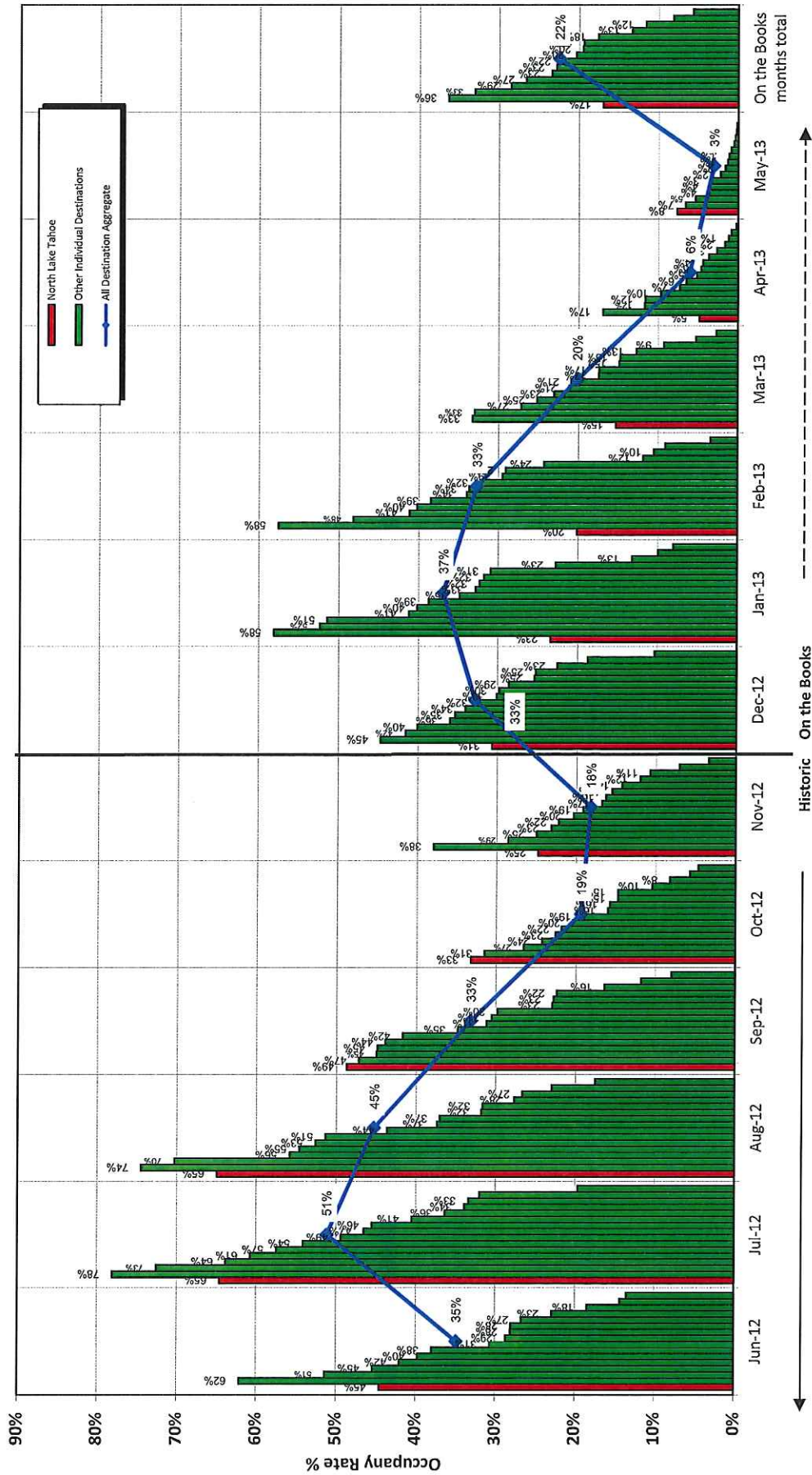
Individual destination data may be obtained through the Multi-Destination Comparative Enhanced report, available by contacting MTRIP at the address below

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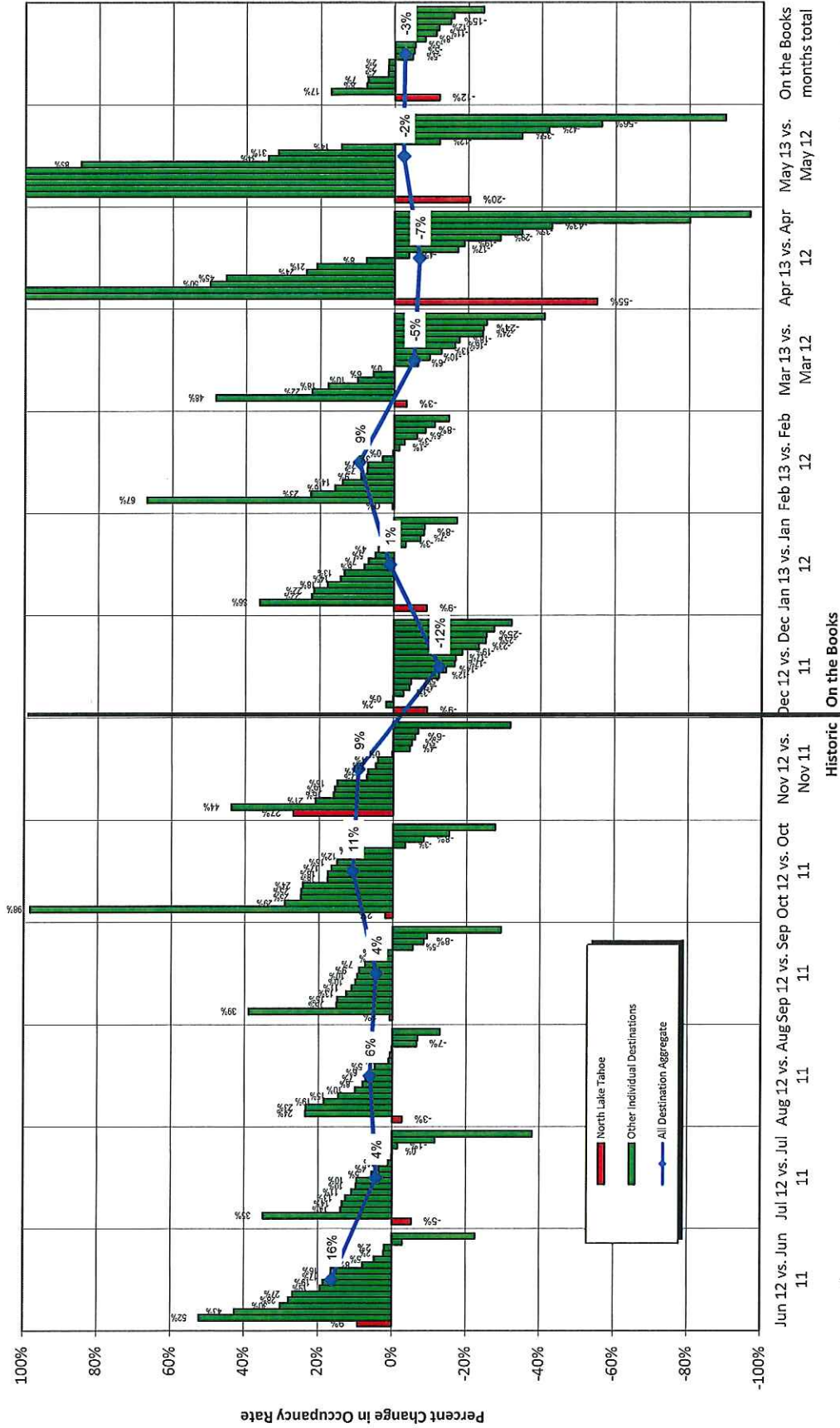
Occupancy Rate 2012/2013 Season as of Nov 30, 2012

Historic and Forecast Data

North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate



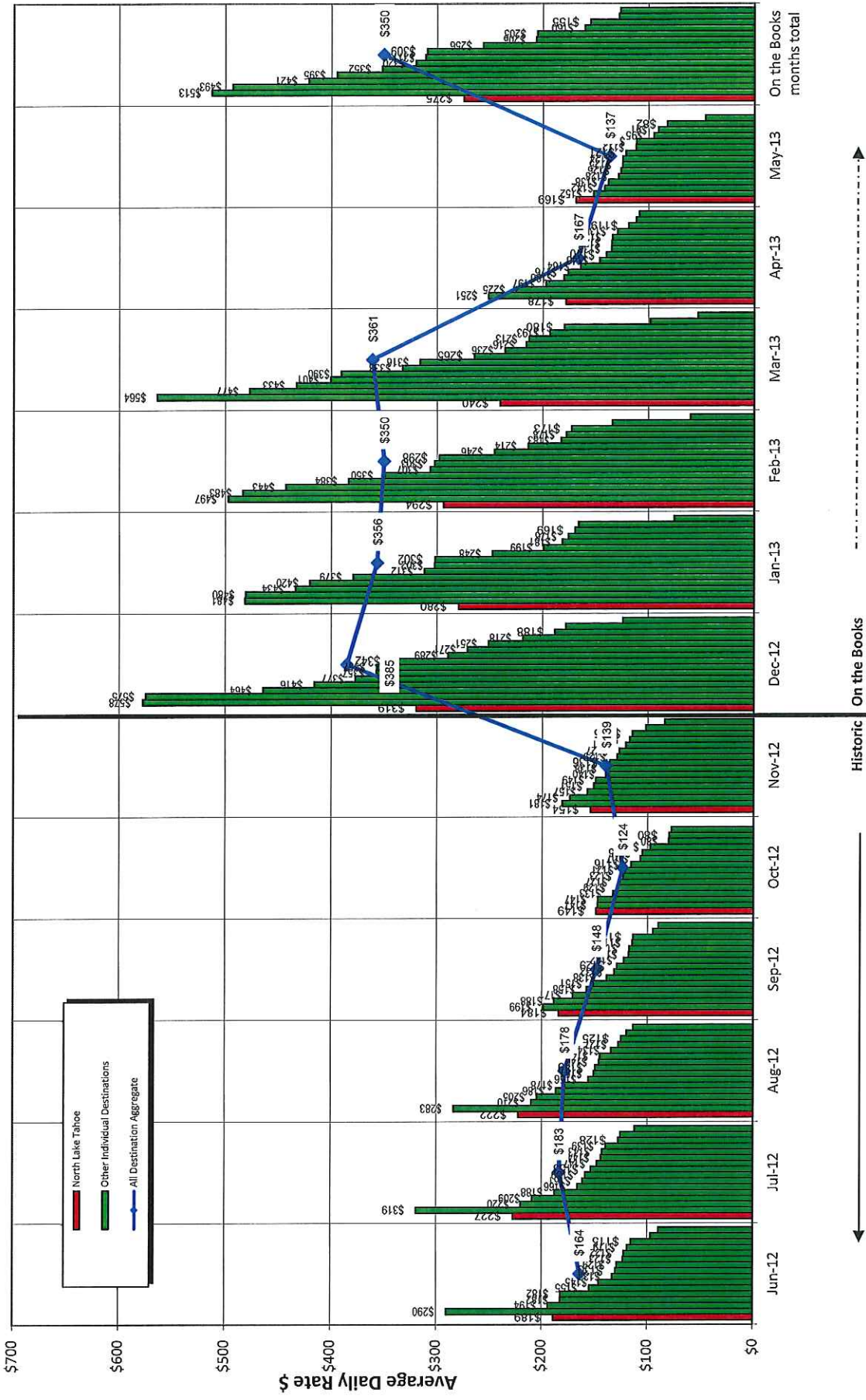
Percent Change in Occupancy Rate: 2012/2013 YTD vs 2011/2012 as of November 30, 2012
North Lake Tahoe vs All Individual Mtn Destinations & All Destination Average



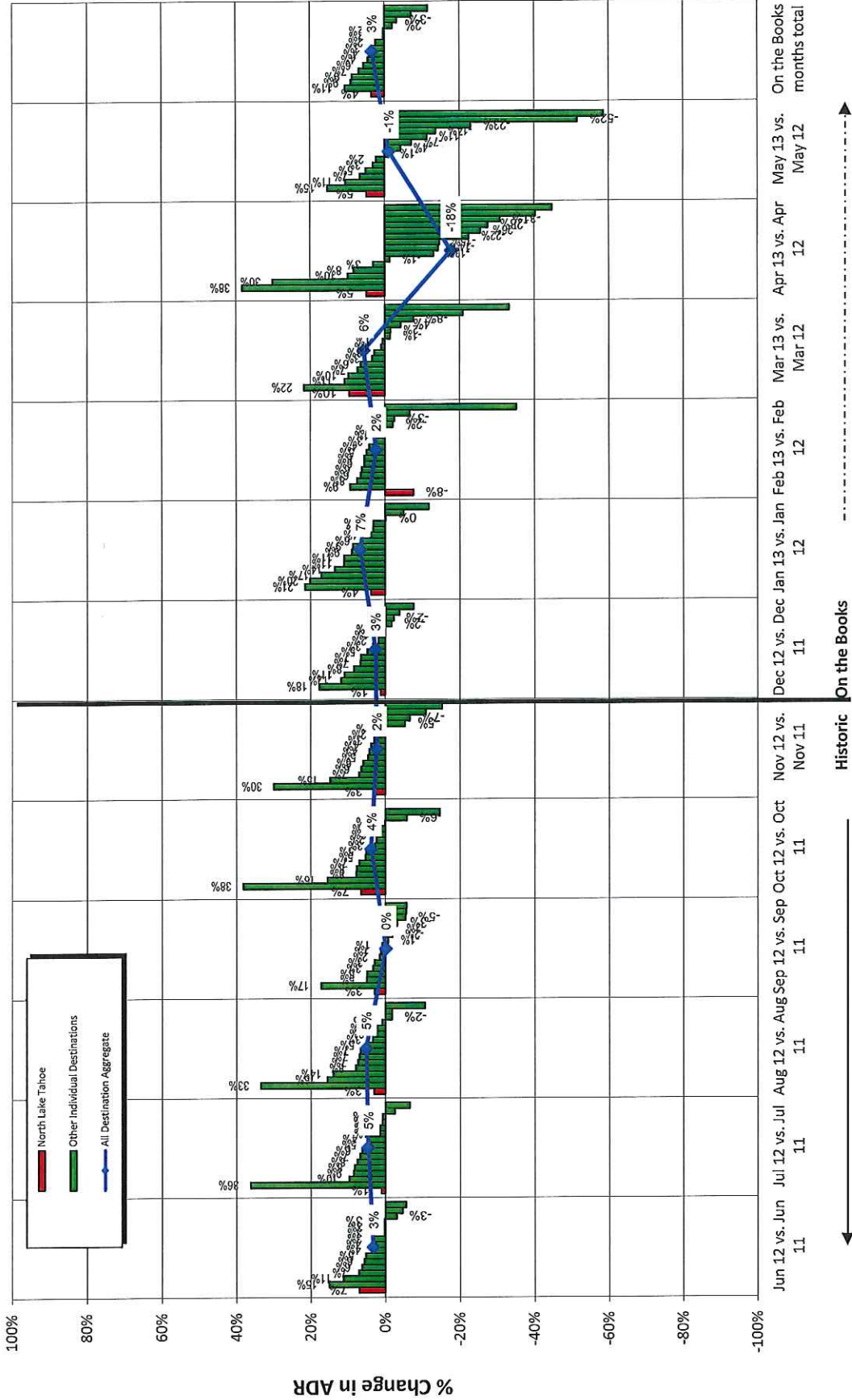
Average Daily Rate 2012/2013 Season as of Nov 30, 2012

Historic and Forecast Data

North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate



Percent Change in Average Daily Rate: 2012/2013 YTD vs 2011/2012 as of November 30, 2012
North Lake Tahoe vs all Individual Mtn Destinations & All Destination Average



Historic → On the Books ←



January 2, 2013

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer
Sandy Evans Hall, Chief Executive Officer

Re: Discussion, Input and Action on Snowfest 2013 Event Sponsorship

BACKGROUND

NLTRA has been an active supporter of the Snowfest event for many years with both cash and marketing in-kind contributions. During this time, the budget allocated to Snowfest has changed based on overall budgets, strategic board directives, available event sponsorship budgets and returned sponsorship benefits.

Earlier this year, staff met with Snowfest personnel to discuss the 2013 sponsorship package. It was discussed that overall budgets are down this year and with the direction of supporting events associated with our Human Powered Sports Initiative and the resource intense Ironman Lake Tahoe, that the cash portion of the Snowfest sponsorship would be reduced from \$10K to \$5K. The attached Snowfest Sponsorship proposal was based on that reduced budget.

Staff has been asked to prepare and present to the Board of Directors a series of financial sponsorship options for the 2013 Snowfest Event. In preparation for this report, staff has compiled a series of documents that are attached. Those documents include:

1. NLTRA Event Strategy Policy
2. Event Impact on Lodging Demand Chart
3. 2013 Snowfest Sponsorship Proposal to NLTRA
4. 2013 Snowfest Sponsorship Options Spreadsheet
5. Historical NLTRA Snowfest Funding Spreadsheet
6. NLTRA FY 2012/13 Sponsorship Event Budget Spreadsheet

STAFF RECOMMENDATION

Staff recommends that future funding allocations have the stipulation that event organizers consider a potential date change to create an event that may be more supported by the region's ski resort properties. This would allow the event to become a true motivator of visitation and the related TOT generation. Conversely, the event organizers could conclude that the event is focused on the lake shore communities and become a motivator for visitation at accommodations located along the shores of North Lake Tahoe. Either way, staff recommends that a strong correlation and reporting of event

related TOT generation and overnight visitation be included in all future funding requests.

REQUESTED BOARD ACTION

Discussion, input and action to direct staff to finalize the 2013 Snowfest Sponsorship agreement and to direct staff to execute a final agreement per the established agreed upon timeline.

Proposed Framework:

NLTRA EVENT STRATEGY FRAMEWORK

NLTRA EVENT MARKETING RESOURCES (SPECIFIC EVENT BUDGET)	Annual Planning					
	Performance Measurement	Marquee Support	Marquee BD	Sponsorship	Marketing Funds	In-Kind Services
Marquee or Premier Events	Assessment Feeds Annual Planning	Specific Budget	Committed Investment to Next AMGEN	When Exposure Beneficial	As needed to support BD	As needed to support BD
Community Fabric Events	Assessment Feeds Annual Planning	N/A	N/A	N/A	Determined by CMGP	Determined by CMGP

Possible Policy Regarding Events currently being proposed:

It will be the policy of the NLTRA to expend its marketing resources as event promoters and supporters, not producers. Marketing resources will be provided by Event Type as described below.

Event Type – Premier or Marquee Events - these are regional or basin-wide events. Those that fall into this category include - Snowfest - Autumn Food and Wine - Big Blue - Amgen –These are events that should be included in the marketing budget as either a Sponsor or receiving Marquee Support.

These events provide a significant amount of visitors stays during off peak periods and/or a 100-1 ROI or greater with regard to media coverage.

NLTRA Role - to include these events in our media plans by doing the following:

- 1- Developing advertising, marketing and PR plans and using our resources to implement these plans in coordination with organizers.
- 2- Developing room packages and promoting these packages using a coordinated marketing plan.

3- Payment of site fees or coordination of site needs and expenses related to site needs as in the case of Amgen.

4- Provide funding as a “Sponsor” in order to gain brand exposure and promote demand fulfillment.

Event Type – Community Fabric or Start up - these are events that are reviewed and funded by the Chamber Advisory committee via the Community Marketing Grant program and have the ability to grow into stand alone or self supporting events in the future.

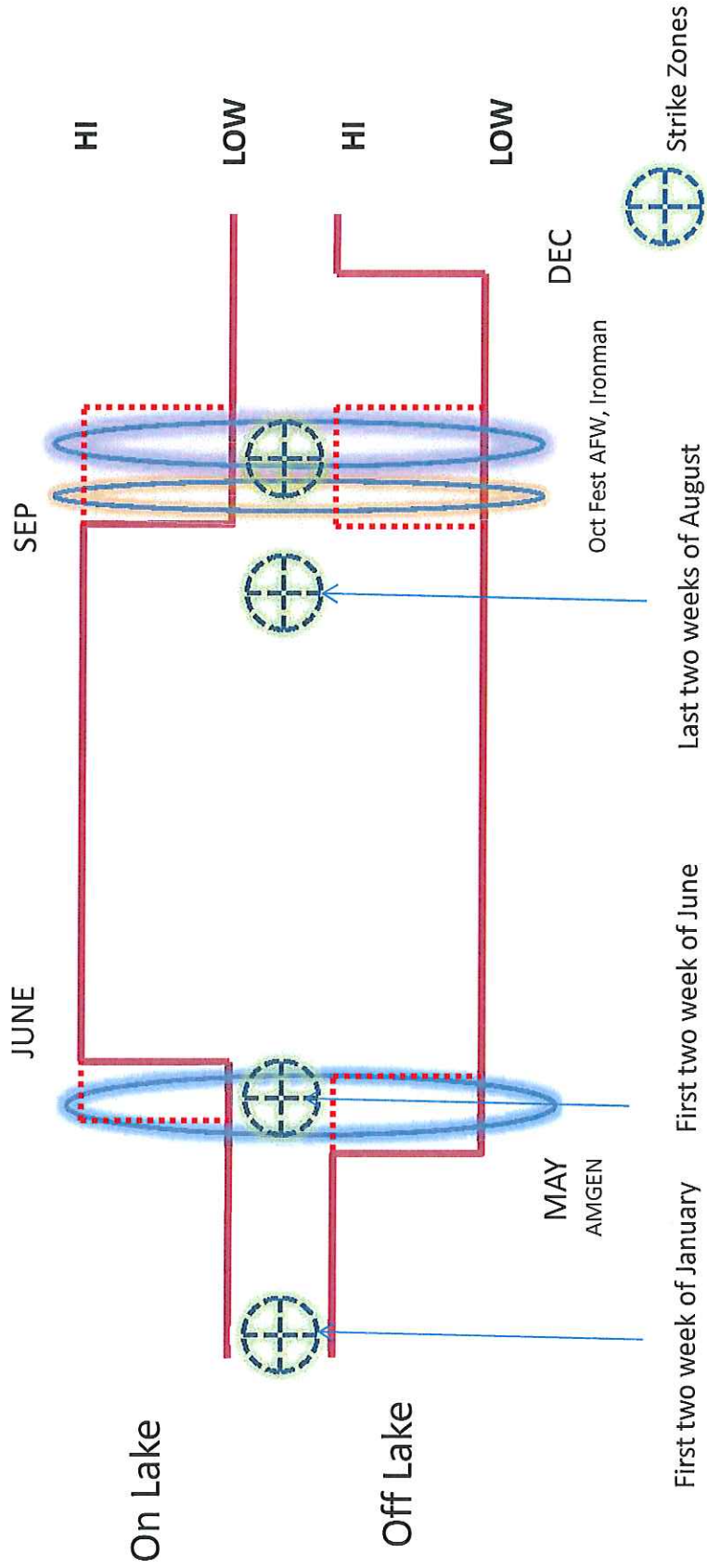
Grant Program Selection criteria are solid and should remain the same, with all events being enhanced with the assistance of our staff expertise and small grants of funds for marketing or regional promotion.

NLTRA Role – provide marketing funds and in-kind services to event organizers we believe will achieve the marketing goal of heads on beds. To receive funds or in-kind services, applicant will

- 1- Work with NLTRA Event Manager to agree on performance measures, track and assess results. NLTRA Event staff should play an active role in measurement and analysis of results.
- 2- Provide event pricing for lodging packages
- 3- Agree to NLTRA Logo placement

Funding for any particular Community Fabric event will be limited of 5 years unless an exception is agreed to by the Board of Directors.

Event Impact on Lodging Demand





SnowFest! Sponsorship Proposal for NLTRA
Dates: March 1-10, 2013

SnowFest! In Kind Support from NLTRA:

- * **Public Relations:** At the direction of the NLTRA, Gilwee Public Relations will be retained for up to a maximum of 18 hours over the course of the coming months to generate and distribute a number of press releases. These releases will be branded North Lake Tahoe and the main message will be SnowFest! with other events listed in the body copy. The call to action in the SnowFest highlight will be TahoeSnowFestival.com.
- * **GoTahoeNorth.com:** Starting in December, there will be a quick link on our homepage to the SnowFest! splash page which will link out to your website. Additionally, NLTRA staff will build your schedule of events on our master event calendar on www.GoTahoeNorth.com
- * **Social Media Campaign:** We will actively post on the Lake Tahoe North Facebook page, and incorporate a social media campaign.
- * **Cool Deals Lodging and Activity Packages:** We will generate and send out a dedicated email blast to Chamber members asking specifically for lodging, activity, dining, and shopping deals for packages to be listed on our Cool Deals page.
- * **Chamber of Commerce Communications:** Starting mid-February, we will highlight upcoming SnowFest! events on the chamber electronic newsletter to membership.
- * **VisitCalifornia.com:** We will endeavor to get CTTC to use SnowFest! as a featured winter event on their website. We will list the event on their event calendar
- * **Collateral Distribution in Visitor Centers:** SnowFest! printed materials will be distributed in the North Lake Tahoe Visitor Centers in Tahoe City, the Reno Airport, Incline Visitors Center, and the California Welcome Center in Auburn. SnowFest! will be responsible for delivering collateral to those locations.
- * **Search Engine Marketing:** SnowFest will be incorporated in Search Engine Marketing on Google, Yahoo and Bing.

SnowFest! Sponsor benefits to the NLTRA:

The NLTRA will receive all Presenting Sponsor benefits in that Sponsorship category, including the branding of logos, a call to action to www.GoTahoeNorth.com for lodging; banner ads (if appropriate) and prominent Presenting Sponsor identification in all printed and electronic collateral, mentions in press releases and media materials as detailed below.

- * **Presenting Sponsor:** Named as presenting sponsor of SnowFest 2013
- * **Parades:** Featured placement in the Tahoe City SnowFest Parade and Kings Beach Celebration Parade
- * **Opening Ceremonies:** Highlighted, as presenting sponsor, during Opening Ceremonies Laser Show with logo on the mountain and during announcements
- * **Queen Coronation:** Introduction of NLTRA dignitaries during SnowFest Queen Coronation
- * **Rack Cards:** Logo on 50,000+ rack cards/check presenters
- * **Press:** Listing, as presenting sponsor, in all SnowFest press releases
- * **Print:** Logo and listing, as presenting sponsor, in all paid print advertising
- * **Television:** Logo and announcement of presenting sponsorship on all television commercials
- * **Television:** Mention, as presenting sponsor, during all television interviews
- * **Program:** Listed, as presenting sponsor, and logo placement in SnowFest Program produced by *Tahoe World*
- * **Program:** Listed as presenting sponsor in *Official SnowFest Program* produced by *The Weekly*. Listed as presenting sponsor and logo on six ads in *The Weekly* leading up to and during SnowFest
- * **Posters:** Listed as presenting sponsor and logo on SnowFest posters (500 produced)
- * **Pocket Calendars:** Listed as presenting sponsor and logo on SnowFest Pocket Calendars (10,000+ produced)
- * **Website:** Listed a presenting sponsor and logo on SnowFest website
- * **Your Rights:** Rights to use "Presenting Sponsor of Tahoe SnowFest!@" on corporate promotional materials
- * **Web Link:** Link to sponsors website from Tahoe SnowFest! website www.tahoessnowfest.com
- * **First Right of Refusal:** First right of refusal for equal or greater sponsorship for 2014 SnowFest!

***SnowFest Rack Cards**

For SnowFest 2013, 50,000+ rack cards have been produced. The initial printing has already been partially distributed to the local restaurants (for check presenters), as well as through Certified Folder Display prior to the Thanksgiving holiday. Certified Folder Display distributes additionally to lodging properties throughout the Reno/Tahoe area, the corporate program in

the Silicon Valley (HP, Intel, Apple, etc.) and the sporting goods stores throughout Northern California.

The NLTRA logo(s) were BOTH placed onto these cards. One placed on the front of the card, the other on the back. We distribute this early to make sure that the visitors who come for the holiday mark the dates for SnowFest!, so as to make a return trip during the dates of March 1-10, 2013.

For lodging options, the www.GoTahoeNorth.com website was additionally referenced onto the front, as well as the verbiage *presented by the North Lake Tahoe Resort Association*.

***TV Commercials**

Television spots are purchased on Charter Cable in the Reno/Tahoe/Carson City/Fallon markets and on Comcast in the Bay Area from Santa Rosa to Santa Barbara including the Monterey Peninsula and East Bay. The commercials run during the months of January and February. The Comcast .30 spots direct viewers to a 2-minute Video on Demand – an infomercial about SnowFest and Tahoe. During the past three years, almost 12,000 viewers have watched the VOD for an average of 1.97 minutes. The VOD includes footage of the North Lake Tahoe area, ski areas and the beauty of Tahoe.

***SnowFest Printed Programs**

SnowFest has two “official” programs—printed by the *Tahoe World* and *The Weekly*. Both publications print the full SnowFest program.

The Weekly runs six SnowFest ½ page to full page ads running up to SnowFest on which the NLTRA logo will be included. Readership for *The Weekly* is approximately 19,000 per issue in the winter months.

Total Sponsorship Cash and In-Kind from NLTRA:	\$5,000 Cash
	\$10,000 In-Kind
	\$15,000 Total

NLTRA Representative - Date

NLT SnowFest! 2013 - Date

Snowfest 2013 Sponsorship Options
1/2/2013

2013 Current Agreement	Current Agreement + \$2500 Cash	Current Agreement + \$5000 Cash
\$5000 Cash/\$10,000 In-Kind Contribution	\$7500 Cash/Up to \$10,000 In-Kind Contribution	\$10000 Cash/\$10,000 In-Kind Contribution
Sponsorship Benefits	Additional Sponsorship Benefits	Additional Sponsorship Benefits
Presenting Sponsor	TBD	TBD
Parada Participation		
Opening Ceremonies Participation		
Queen Coronation Dignitary Introduction		
Logo on Festival Rack Cards		
Listed as Presenting Sponsor in press release		
Listed as Presenting Sponsor in TV spots		
Mention as Presenting Sponsor in TV interview		
Listed as Presenting Sponsor in Programs		
Listed as Presenting Sponsor on Posters		
Listed as Presenting Sponsor on Pocket Guide		
Listed as Presenting Sponsor on Festival Website		
Rights to use Presenting Sponsor status		
Web link to GTN from Festival website		
First Right of Refusal for 2014 Presenter Sponsor Status		

NLTRA In-Kind Contribution

- Public Relations Support of 18 contract hours
- Home page link on GTN to Snowfest splash page
- Social Media activation through contract agency
- Cool Deals Lodging Package request to properties
- Chamber of Commerce Communication
- Inclusion of event on VisitCalifornia.com website
- Collateral Distribution in Visitor Centers
- Search Engine Marketing on Google, Bing, Yahoo

NLTRA SNOWFEST FUNDING HISTORY

1995/96 to 1999/2000	2000/01 to 2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13 Tentative	TOTAL
\$54,000	\$0	\$3,500	\$7,500	\$5,000	\$10,000	\$5,000	\$8,000	\$10,000	\$10,000	\$5,000	\$118,000

NLTRA FY 2012/13 SPONSORSHIP EVENTS

Ta-Hoe Nalu	2500				2500
Adventure Sports Week				10000	10000
Ironman				50000	50000
Learn to Ski/Ride					6000
US Ski Nationals					15000
Lake Tahoe 100				10,000	10000
Snowfest					5000
Wanderlust				10000	10000
Carve			5000		5000
AFW					10000
USGA Juniors		10000			10000
HPSI New Event Deleplment					20000
					153500



January 2, 2013

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer
Jason Neary, Director of Conference Sales
Greg Howey, Sales Manager
Jeremy Jacobson, Leisure Sales Manager

Re: Sales Department Presentation

BACKGROUND

Staff will present to the NLTRA Board an overview of past, current and future plans focused on Conference and Group Sales as well as Leisure Sales. Presentation will include performance metrics and strategies to maximize sales efforts.

REQUESTED BOARD ACTION

Discussion, input and direction to staff on NLTRA Sales programs.



January 2, 2013

To: Board of Directors

From: Andy Chapman, Chief Marketing Officer

Re: Lake Tahoe Sports Organizing Committee

BACKGROUND

Staff will give the board an update on current activities surrounding the preliminary steps in the formation of the Lake Tahoe Sports Organizing Committee (LTSOC) as well as current activities relating to the possible Winter X Games bid process.

REQUESTED BOARD ACTION

Discussion, input and direction to staff on the formation of the LTSOC.



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January 9, 2013

Subject: Transit Summit Next Steps

From: Ron Treabess, Director of Community Partnerships and Planning

Transportation Summit Update:

- NLTRA Board and Board of Supervisors approved Committee funding recommendation
- Summit was held Friday, October 26, 2012. Over 60 participants in attendance.
- Most in attendance verbally committed to continuing and participating in the detailed development of the vision
- TNT/TMA and NLTRA will take the lead in moving process forward
- Met December 13th with small group of key organization representatives to discuss and layout an approach with possible schedule for this process.
- The Resort Triangle Transportation Vision Coalition (organizations that committed at the Summit) had initial meeting January 3rd and agreed to vision statement, elements essential to achieving vision, and the next steps necessary to the process. See attached Transit Vision and Tactics.

Decision Considerations (Next Steps) (See Attached):

- The Coalition appointed committees to:
 1. Develop Cost Scenarios
 2. Investigate Funding and Governing Options
 3. Create an Outreach Plan
- Determine additional future agenda topics to be covered by Coalition:
 1. Update on Placer County Transportation Planning Agency efforts
 2. Presentation on Trans Sierra coalition funding coalition concept by TTD
 3. Report on Washoe County RTC Transit Summit to be held in Feb/March
 4. Results from TTD visitor/resident transportation polling
- Once committee actions are clearly defined and analyzed, Coalition will reconvene at a second Transit Summit, during summer 2013, to review, determine support for, and strategize how to bring the transit elements of the vision to fruition.

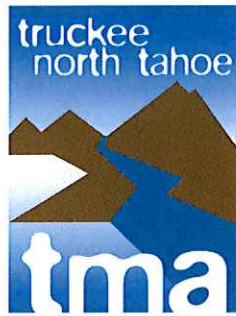
Tourism Master Plan/Strategic Goals:

By 2016, transportation systems within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service and recreational routes of 20% (3% per year).

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Staff Recommendation:

- Present findings, analysis, and recommendations to Joint Committee and Board as they are developed throughout the process



Resort Triangle Transportation Vision Coalition

Transit Vision – The North Lake Tahoe Resort Triangle*, has a comprehensive transportation system that encourages and supports an enjoyable auto-free experience.

*encompassing Washoe County/Incline Village/Crystal Bay, East Placer County, and Nevada County/Truckee

The Resort Triangle Transportation Vision Coalition (RTTVC) is a group of interested stakeholders operating under the TNT-TMA with the sole goal of exploring and executing the above Transit Vision. The RTTVC will meet monthly at 10:00 a.m. following the regular TNT-TMA meeting on the first Thursday of each month at Granlibakken.

Tactics:

Frequency

- Peak Season/Peak Hours Frequency: 15 – 20 minutes
- Winter Peak: Thanksgiving to March 31/Summer Peak: June 15-September 30
- Hours of Service during Peak Season 5 a.m. – 2 a.m. – varying with demand
- Augmented Special Event Service
- Non-Peak Season Frequency: 30 minutes
- Dial-a-Ride, on demand service for aging, disabled

Capital Improvements

- Bus Stops/Shelters/Signage in all key locations
- Transit Centers/Park & Ride Lots in Kings Beach/Truckee/Tahoe City
- Operations Center
- BRT Lights, HOV Lanes

Operations

- Fleet Expansion – in addition to existing assets
- Centralized Call Center
- Internal ridership tracking and communication technology
- Friendly and Professional Workforce – drivers, mechanics, ambassadors
- No or low fare system

Amenities

- Wi-Fi on buses
- Environmentally clean fuel systems
- Multi-lingual signage for International visitors
- Use of technology to communicate to passengers
- Easy connection to other forms of transportation – train, boat, airplane, bicycle

- Front door delivery to recreation sites

Governance and Funding

- Regional transit authority or MOU with single governance(Park City Model)
- Paid Parking as a disincentive to car, also as a means to help pay for system
- Develop short/long range plan – costs, revenues, governance, operations

Next Steps:

Develop Cost Scenarios – Ron Treabess/Gordon Shaw PLUS Carl Hasty, Will Garner, Kelly Beede (Town of Truckee), Dave Paulson, Kent Hoopengartner

- Create low-medium-high service scenarios to include some or all of the above tactics
- Develop scope of work and contract with consultant
- Identify funding partners (Truckee, TTD, TMPO, NLTRA, other?)
- Secure funding and begin work

Investigate Funding and Governance Options – Steve Teshara PLUS Carl Hasty, PCTPA, Alex Mourelatos, Alex Terrazas (Town of Truckee), Will Garner (Placer County)

- Look at Measure E and the possibility of expanding the existing district
- Investigate the Trans-Sierra MPO as a potential funding partner
- Identify potential governance scenarios to include JPA, MOUs, Transportation Authority, etc.
- Develop a Letter of Intent for participating stakeholders - Vail, Truckee, Placer, TMA, KSL, NLTRA, TTD, Washoe, TTAD, Business Associations, Nevada County, Lodging, LSC, Ski Resorts, TRPA, PCTPA
- Support California Legislation to lower the voting thresholds from 66% to 55% for transportation project taxes
- Take an inventory of all transportation assets, review cost analysis of contract vs. public

Create an Outreach Plan – committee members? Sandy Evans Hall PLUS Jan Colyer, Carl Hasty, Alex Terrazas (Town of Truckee), Pam Hobday

- Develop an outreach strategy for initial input from all stakeholders
- Signed Letters of Intent from all stakeholders
- Test with voter polling
- Develop messaging, presentation, preferred scenario
- Take to communities

Future Agenda Topics to Cover in addition to above items:

February – update on Placer County PCTPA efforts, meeting 1/28/13

March – TTD to present on Trans Sierra coalition funding concept

March/April – RTC to report on RTC Transit Summit for Washoe County to be held February or early March

April – Results from TTD polling



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January 9, 2013

Subject: Free Skier Shuttle Report

From: Ron Treabess, Director of Community Partnerships and Planning

Staff report will be presented at the Board meeting. Ridership results for the first week of operation will be included.



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January 9, 2013

Subject: Master Plan Update Studies

From: Ron Treabess, Director of Community Partnerships and Planning

Master Plan Revision Update:

- Staff reviewed draft revisions with Master Plan Task Force on December 14th.
- Staff is incorporating Task Force comments into draft revisions.
- Staff is working with consultants to determine extent of updates that are necessary to previous Master Plan Resource Studies and the costs to prepare updates.
- A report on findings will be presented at the Board meeting.

Decision Considerations:

- Define Scope of Studies and Cost Proposals for recommendation by the Joint Committee at its January 28th meeting and Board approval at the Feb. 6th meeting.

Staff Recommendation:

- This report is for information only. No Board decision is necessary at this time, unless the Board chooses to make a funding recommendation without Joint Committee review.



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January 9, 2013

Subject: Infrastructure Request for Homewood Bike Trail

From: Ron Treabess, Director of Community Partnerships and Planning

Decision Considerations:

- Tahoe City Public Utility District is requesting up to \$600,000 TOT funding as part of a total project cost of \$1,557,970 to construct a one mile section of Class 1 bike trail in the Homewood area along the West Shore. (See attached Infrastructure Funding Application)
- This Homewood section has been identified in all planning documents as the most unsafe "missing link" in the North Lake Tahoe multi-use trail system.
- TCPUD is working to secure full funding commitments by early 2013 but no expenditures will occur before 2014.
- Of the \$600,000 request, TCPUD is suggesting that \$300,000 be funded with previously approved TOT Lakeside Trail project funding and \$300,000 with new funding. This is possible as the Lakeside Trail project was efficiently completed under budget. The Integrated Work Plan has shown additional new funding projected at \$450,000, which will be reduced to \$300,000, if approved as requested. TOT funding will be available in FY 2014/15.
- The remaining necessary funding is being requested from the California Tahoe Conservancy, Placer County Park Dedication Fees, and the Environmental Enhancement and Mitigation Program.
- The actual start and completion dates of this project will be determined by the Caltrans Highway 89 relocation and drainage project schedule.
- At its December 1st meeting, the Joint Committee voted unanimously (9-0-1abstention) to recommend this request as proposed.
- TCPUD staff will attend the Board meeting to provide clarification as may be necessary.

Tourism Master Plan/Strategic Goals:

By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region resort triangle and West Shore to Incline Village.

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.

By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

Staff Recommendation:

- The NLTRA Board approve and recommend the attached TCPUD Infrastructure funding request of up to \$600,000 for approval by the Board of Supervisors as proposed. It is understood that as part of the approval, no expenditures will occur before 2014.

The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGRAM
FUNDING APPLICATION

Date: 11.26.12

PROJECT INFORMATION

1. Project/program name:
Homewood Bike Trail Project-Construction Phase
2. Brief description of project/program:
This project consists of constructing a one mile Class 1 bicycle trail between Cherry Street and Fawn Street in the Homewood area. Currently there is a missing link in the regional trail system which causes a significant safety concern. Completing this section of the trail would provide visitors and residents uninhibited access to over 20 miles of trails connecting commercial centers, public facilities and neighborhoods from Tahoma to Tahoe City and down the Truckee River corridor to Squaw Valley, and on to Truckee. The project dramatically improves public safety by providing a safe, off road alternative through the Homewood area.

FINANCIAL INFORMATION

1. Total project cost: **\$1,557,970**
2. Total TOT funds requested:
\$600,000*
***Note, TCPUD has approximately \$300,000 of approved TOT funding for the Lakeside Trail project that wasn't spent since the project came in under budget. TCPUD is requesting that this \$300,000 be put towards the Homewood Trail project as part of the requested \$600,000. TCPUD is working to secure commitments for the full funding of the construction phase of this project by early 2013 however the money would not be spent before 2014.**
3. Other funding sources:
Secured:
Placer County Park Dedication Fees: \$25,000 secured (will pursue more if it becomes available)

Potential:
California Tahoe Conservancy: funding request is being submitted for \$683,000
Environmental Enhancement and Mitigation Program: funding application is being submitted for \$350,000 (Based on the competitiveness of this grant, the maximum we anticipate being able to secure is \$250,000 from this program.)
4. Will the project require future financial funding? **No.**
5. Provide project proforma and implementation schedule.
See attached budget and implementation schedule.

6. How will project cost overruns or operating cost shortfalls be funded?
The project includes a contingency which to sufficiently handle the complexity of the project.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address:
Tahoe City Public Utility District, Box 5249, Tahoe City, CA 96145
2. Financial Capability:
For 2013, TCPUD has an \$8.2 million operating budget and manages over \$6 million in capital projects annually.
3. Experience with projects of similar nature:
TCPUD has a proven track record of building and maintaining high quality trails and parks. In the past 10 years, TCPUD has successfully constructed over \$20 million in park, trail, and river access projects.
4. Objectives of project sponsor
This project will complete the construction of the one mile "missing link" of the TCPUD's Class 1 bicycle trail network, increasing public access and enjoyment of the North Lake Tahoe area, reducing vehicle trips along the Highway 89 corridor and significantly improving public safety. This project is in alignment with NLTRA's objective of completing a Class 1 bike trail around the resort triangle. The Homewood section has been identified as the highest priority section in the resort triangle because of its current safety issues.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: 300,000 users annually
2. Time of year: June through October
Weekends: 65% Weekdays: 35%
3. Number of visitors to be attracted as a result of project/program: 201,000
% Local: 33%
% Out of area: 67% (Location of visitors includes the SF Bay Area, Sacramento, Reno, Southern California as well as destination visitors.
4. Projected expenditures by out of area attendees (per capita):

Hotel: Standard North Tahoe visitation expenditures
Restaurant: Standard North Tahoe visitation expenditures
Other: Bicycle rentals, sporting goods rentals and retail sales
5. How will the project improve or enhance service to the visitor?
Allowing visitors to experience North Lake Tahoe safely in a non-motorized manner greatly enhances their overall experience and enjoyment of Lake Tahoe.

Since this project fills the existing trail system's gap in Homewood with a safe, separated trail connection, it provides the visitor with safe, non-motorized access to commercial and recreational areas. These areas include the Tahoe City Transit Center, local, State and Federal Recreational lands

including: Commons Beach, Gatekeepers Museum, US Forest Services' 64-Acre Tract, William Kent Campground, Kilner Park, Kaspian Picnic Area, Eagle Rock and Sugar Pine Point State Park as well as shopping and dining in Tahoe City and Squaw Valley.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?
The West Shore of Lake Tahoe benefits as well as the entire region as this is one more advancement in completing a regional trail system. Visitors would be able to safely travel a large portion of North Lake Tahoe on the trails.
2. What region-wide benefits will be created?
There is a huge value to the entire North Shore for this project. Tahoe City and Squaw Valley areas benefit from this project because the construction of this trail provides a link to the West Shore Trail, the North Shore Trail (including the Tahoe City Lakeside Trail) and the Truckee River Trail which goes as far as Squaw Valley. This project reduces conflicts between pedestrians/cyclists and motor vehicles while providing encouragement and enhancement for non-motorized travel in the area. Completing this section is a critical component of the regional trail system.
3. What types of businesses will receive the greatest economic impact?
Restaurants, retail shops, lodging and resorts all benefit from having trail users access their businesses without needing parking. The primary reason people visit Lake Tahoe is for recreational experiences and this connection provides additional access. Completing this section offers a better visitor experience for anyone who comes to North Lake Tahoe.

TCPUD recently completed the Tahoe City Lakeside Trail and establishments have seen increases in their business because of the access and exposure the trail provides. Visitors will use this trail to recreate, shop and dine in North Lake Tahoe.

Are they supportive of this project?

We have strong support for the project from the North Shore community, West Shore businesses, the NLTRA and residents. NLTRA's goal is to complete a Class 1 bike trail around the resort triangle and the Homewood section is the highest priority because it is the most unsafe of the missing links.

4. Will the project require the addition of governmental service? Yes

If yes, describe: The ongoing maintenance costs will be the responsibility of the TCPUD.

How will these costs be funded? TCPUD ad valorem property taxes.

5. What is the importance of this project compared to other projects being considered within the community?
 - The TCPUD trail system, including this project, is identified as one of the most important recreation elements on the West Shore and has been cited as one of the highest priority trail projects in the Tahoe Basin. Completing this section would be another advancement in completing the whole regional trail system. This project is also identified as an important project in the TRPA Environmental Improvement Program, the TRPA Bicycle Master Plan, the Regional Transportation Plan, and the NLTRA Tourism Development Master Plan.

- **The Homewood Bike Trail Project is strongly needed in our community to complete the trail network and eliminate a significant safety concern. Currently, in this one mile stretch through Homewood, there is no off-road area for pedestrians or cyclists and the shoulders are very narrow. Completing this link in the trail system provides visitors safe mobility from Tahoma through Homewood and all the way down the West Shore of Lake Tahoe to Tahoe City and the Truckee River, as far as Squaw Valley and on to Truckee.**

6. Document the community support for the project.

We have had overwhelming support for the project from the North Shore community, West Shore businesses and residents, especially families who have concerns for their children’s safety along the projects existing location and seniors who walk for exercise and don’t want to be on the road.

TCPUD has held many public workshops on Homewood Bike Trail. It has received support from TRPA, Placer County, TTD and TNT/TMA. The trail has remained strongly supported throughout this process.

TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan

The 2004 North Lake Tahoe Tourism and Community Investment Master Plan stated a goal of environmental stewardship and building economic sustainability. It also identified that maintaining the qualities of clean water, fresh air, scenic beauty, open space, abundant plant and animal life, and opportunities for public recreation are elements that attract residents and visitors to the region. This project closes the existing gap in a multi-purpose trail system that provides public access and recreation; storm water drainage; preservation of habitat; restoration of sensitive lands; and historical/environmental interpretation. These elements address the above qualities. Additionally, the master plan states that “investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services”. The Homewood section of the TCPUD trail system improves the functionality of the trail and road network by linking separate Class 1 trail segments into one continuous system.

OTHER

List other benefits or elements that should be considered by the Resort Association in evaluating this request:

The Homewood Bike Trail Project is included and identified in TRPA’s 2010 Lake Tahoe Region Bicycle and Pedestrian Plan as a “Highest Priority” project. Completing this section of the multi-use trail system provides locals and tourists access to 20 miles of trails connecting Tahoma to Tahoe City and down the Truckee River corridor to Squaw Valley. Benefits of connecting the trail include:

- ✓ **Improving public safety by providing a separate trail that offers a safe alternative for pedestrians and cyclists traveling through the Homewood area. The project would allow families to exercise safely and travel on foot instead of in a vehicle.**
- ✓ **Allowing visitors increased access to the recreational opportunities in Lake Tahoe including state parks, beaches and trails.**

- ✓ **Providing visitors of North Lake Tahoe the ability to safely travel in a non-motorized manner, reducing the number of cars on the road which in turn reduces environmental impacts created by the vehicles.**
- ✓ **Traffic reduction in North Lake Tahoe, particularly in the high seasons of July and August, reducing overall traffic volumes in the area.**
- ✓ **Increasing the volume of bicyclists and walkers on the multi-use trail system which improves the quality of those visiting, living and recreating in the North Lake Tahoe community.**



Legend

- Existing TCPUD Multi-Use Trail
- Homewood Trail Project
- Temporary Alignment

TAHOE CITY PUBLIC UTILITY DISTRICT



P.O. BOX 5249
 TAHOE CITY, CA. 96145
 (530) 583-3796

**HOMEWOOD TRAIL PROJECT
 ALIGNMENT EXHIBIT**



Map prepared: Jan. 3, 2013



January 9, 2013

Subject: Membership Update

From: Deanna Frumentti, Membership Manager

Decisions and Considerations:

- No decision is being requested from the Board
- Staff will provide an oral status report at the meeting

For the month of December we had 7 new members:

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Lakeside Chimney Sweeps	Tahoe City	Chimney Sweeps
Tahoe Signature Properties	Kings Beach	Vacation Rentals
Timberwolf Construction	Tahoe City	Construction
League to Save Lake Tahoe	South Lake Tahoe	Non-Profit
Mountain Lake Cleaning	Incline Village	House Cleaning
Marketing Decisions Inc.	Incline Village	Timeshare Recruitment
Master Your Network	Incline Village	Coaching Company

7 write-offs

<u>Name</u>	<u>Type</u>	<u>Reason</u>
American Red Cross	Non-Profit	Non-Payment
Eppic Studios	Television	Non-Payment
Season's Tahoe	Retail	Out of Business
The Paper Trail	Secretarial	Non-Payment
Christy Hill Lakeside Bistro	Restaurant	Non-Payment
A Ceremony of Love	Clergy	Non-Payment
KidZone	Museum	Non-Payment

1 renewing members:

Hyatt Regency Lake Tahoe

December Focus

Decembers focus was on the clean up and reorganizing of all the member information in our system WebLink. Detailed evaluations of the member information were conducted and any blanks we had were filled in. New categories and affiliations were created or deleted as necessary. An information update form was included in the December and will be included in the January billing statements. This form will also be asking for each member's electronic voting consent for the next election.

Interesting Discussions

Most discussions in December revolved around ways to reach visitors in peak seasons. The interest in getting more marketing reach to visitors once they are here has sparked many conversations with existing and potential members. This has been a good opportunity to discuss memberships and Visitor Information Center sponsorship opportunities.

Business Directory

All non-members have been deactivated from the Business Directory. Only active members will show on the Business Directory online.

North Lake Tahoe Bridal Fair

The Chamber and Squaw Valley will be collaborating on a North Lake Tahoe Bridal Fair. The event will be from noon until four o'clock on Saturday, February 16, 2013. Booths are \$100 for members and free for caterers providing samples. Both Squaw and the North Lake Tahoe Chamber are adding this event to bridal websites and are partnering up with local (Tahoe, Sacramento, and Bay Area) wedding blogs, magazines, and websites for promotion of the event.



north lake tahoe

Chamber | CVB | Resort Association

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

Event and Education Schedule

January

- | | | |
|----|---|----------|
| 9 | First Friday: Sierra Avalanche Center
Visitor Information Center, Tahoe City | 5:30-7pm |
| 15 | New Member Orientation
Visitor Information Center, Tahoe City | 8-9am |
| 17 | SnowFest! Fundraiser Mixer
Hacienda Del Lago, Tahoe City | 5-7pm |
| 30 | ChamberEd Webinar: How to Make More
Money with your Membership | 12-1pm |

February

- | | | |
|----|---|-------------|
| 1 | First Friday: Romance in Tahoe
Visitor Information Center, Tahoe City | 5:30-7pm |
| 8 | ChamberEd: Legal Update for California
Business Leaders and Managers
Cedar Sport Hotel, Truckee | 9am-12 |
| 12 | Networking Event: Corks and Connections
Visitor Information Center | 5:30-6:30pm |
| 16 | Special Event: North Lake Tahoe Bridal Fair
Squaw Valley, Olympic Village Lodge | 12-4pm |



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday December 5, 2012 – 8:30 am

Tahoe City Public Utility District

Preliminary Minutes

ATTENDANCE: Ron Parson, Eric Brandt, Bill Rock, Wally Auerbach, Alex Mourelatos, Valli Murnane, Jennifer Merchant, Andy Wirth, and TRPA Representative (Kristi Boosman)

NOT PRESENT: Kali Kopley

STAFF IN ATTENDANCE: Sandy Evans Hall, Ron Treabess, Andy Chapman, Deanna Frumentti, Lisa de Roulet, Judy Laverty, and Jessica Walker

OTHERS IN ATTENDANCE: Pam Pokorny and Ruth Schnabel

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:31am by Chair Ron Parson, and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions
 - a. Sandy Evans Hall asked to add an agenda item under Transportation/Infrastructure about the coordinated skier shuttle.
2. Approval of Agenda

M/S/C (Mourelatos/Brandt) (9-0-0) to approve the agenda with items taken out of order if necessary and addition of the Coordinated Ski Shuttle item under Transportation.

C. PUBLIC FORUM

Pam Pokorny with Snowfest!, presented and gave to the Board their economic impact survey. The survey shows how much of an economic impact Snowfest! has. They would like to be added to the agenda in January to request funds/sponsorship.

D. REPORTS & ACTION ITEMS

Board Election

3. Sandy Evans Hall presented the Election Tally. Phil GilanFar will keep his seat for restaurant and Eric Sather won the seat for Large Lodging. Kali Kopley, who ran unopposed, will keep her seat for retail.
 1. There will be a orientation for Eric Sather before the next board meeting
4. Sandy then discussed Officer Nominations. The nomination form is in the packet. She asked the Board to fill out and return to her. Kali and Phil have both said that they would be willing to Chair the Board.
 1. Bill Rock said that he would take on the position of Treasurer next year.
5. Sandy next discussed Committee Affiliations with the Board. She asked them to fill out the form, in the packet, of which Committees they would like to be part of.

Legislative Platform

6. Sandy next presented the Legislative Platform for 2013 and requested that the Board approves adoption of it. A requirement in the contract with Placer County was to "create and implement an annual Board-approved legislative platform consistent with Placer County policies and approved by the County Executive Officer". County staff has approved this platform.

M/S/C (Mourelatos/Rock) (9-0-0) to approve the legislative platform for 2013

Marketing

7. Andy Chapman gave a MTRiP Update.
 1. October ended ahead of the prior year coming off a strong summer.
 2. The next month report, for November, is up 36% from the previous year.
 3. The historical report is fairly flat but that is okay as there was a record breaking quarter last summer, 2011.
 4. Next year is still looking mediocre as a result of the 'hangover effect', but it is beginning to fill in.
 5. Pacing/fill for November and December are both up.
 6. Compared to our competitors we are tracking very well.
8. Andy then gave an IRONMAN Update. Andy traveled to Tempe, AZ for the race there in November. This gave Andy the opportunity not only see an IRONMAN race in action but gain a better understanding what we can expect when IRONMAN comes to Tahoe in September of 2013. Andy mentioned what a huge footprint this race will have and also said that volunteers hold a crucial role in the success of the race.

Communication Plan

9. Sandy Evans Hall discussed the Key Partner Communication Plan for 2013 and requested Board approval.
 1. This is another piece from strategic goals last year and this year. Identified several key partners
 2. Alex thinks its great but wants to know how effective it is. Sandy said it is difficult as there are no single trusted sources of news/information.
 3. Kristi asked how we measure effectiveness. By open rates on emails.
 4. Plan some sort of a survey online every 6 months to ask if people are receiving their info.

M/S/C (Auerbach/Brandt) (9-0-0) to approve the Key Partner Communication Plan for 2013

ACTION - Give more specific details about communicating with two PUD's and also come up with a plan to measure effectiveness.

Transportation/Infrastructure

10. Sandy discussed the Tahoe City Visioning/Community Area Plan meetings from Nov 15 and Nov 28. There was a joint meeting on the 15th about the TC Visioning. The meeting on the 28th was about the area plan. All moving forward as scheduled.
11. Ron Treabess presented the Maintenance Funding Request for Transit Center Trail Snow Removal. The request is to approve \$7000 maintenance funding to plow path from the Bridgetender to the Transit center.

The Board did discuss this topic in depth and has some concerns, mainly if this is the appropriate usage for the maintenance funds and what the plan for future funding of this project is. The concern is that in future years other agencies will continue to not budget for this and it will end up being something that the NLTRA will continue to have to fund out of necessity. The board has no hesitations about the necessity of this plan

M/S/C (Auerbach/GilanFarr) (9-0-0) to approve up to \$7,000 of maintenance funding to remove snow from the trail connecting the Tahoe City Transit Center and Tahoe City.

**ACTION - Direction to staff to come up with a plan give direction on funding in the future.
Direction to staff to go over the policy in depth for the maintenance fund.**

12. Ron the discussed the Transit Summit Next Steps. Included in the packet is a summary from the Summit. There will be a meeting on the 13th from key transportation individuals to meet and come up with a general plan. In January all involved parties will meet again and really work on this plan.
13. Kristi Boosman gave the update on the TRPA Regional Plan.
 1. First off she thanked Ron Parson, Ron Treabess, Wally Auerbach and Sandy Evans hall for coming to the meeting and making a statement during the public comment. The turn out was great and with a 5-1 ratio in support of the plan.
 2. There will be a meeting on the 12th to approve the plan. Not a huge call for participation but would be great if Sandy could attend.
 3. Kristi feels great about it and it should be a great step in the right direction.
 4. There was a brief discussion about what further discussion will take place.
 5. JM told the board that Placer County will be recommending to their board to support the document as presented. There is a list of things that Placer County would still like to see TRPA accomplish.
14. Coordinated Skier Shuttle update
 1. Northstar will not be participating in the Skier Shuttle. Therefore Gordon Shaw is here to speak about the alternative plan not including Northstar.
 - i. Gordon gave an update on what the changes would be without Northstar's participation. With Northstar not being involved costs were cut by \$90,000. With 4 busses the cost is \$220,800. The revenue is equal at \$220,800.
 - ii. There is still a great program in place even without Northstar.
 - iii. Squaw Valley would like to look at increasing their funding to fill the gap.
 - iv. There was a lot of discussion about how Northstar's existing bus service could be integrated with this schedule.
 2. The Board has asked Gordon to try to create a schedule that can incorporate Northstar's existing bus schedule.
 3. The Board still recommends that this program moves forward without Northstar's participation. The most important thing will be to effectively market this program.

Membership (20 minutes)

15. Membership Sales Update – Deanna Frumentti (5 minutes)
 1. Deanna gave a membership update.
 - i. There were 3 new members, 4 write offs, and 13 renewing members.
 2. The Winter Expo was a great first attempt. About 250 attendees. Participants are excited to participate next year. Some of the feedback was that it could be later in the season and be a shorter period of time.
 3. The Board had a brief discussion about the expo and they believe that it was a good first attempt, however next year the expo needs to have a clearer purpose as a lot of people were confused about what the Expo was trying to achieve.

ACTION – Include in Sales Update why businesses have been written off.

16. BACC Report

1. Deanna discussed the shop local program. The Shop Local Program has been given an expanded reach with the collaboration of the BACC. The NTBA, TCDA, ICBA, SVBA, Village at Northstar Association, and the Chamber are uniting to encourage buying local in North Lake Tahoe for the 2012 holiday season.
2. The Chamber has created a landing page on GoTahoeNorth.com and purchased the URL ShopLocalNorthTahoe.com to direct all marketing efforts to the landing page.
3. All participants have been given cards to hand out at each retail location and each region has been assigned a different sticker for the purpose of tracking the location of purchases.

17. BACC Recommendations for Marketing Grants

1. The SVBA and NTBA both applied for marketing grants.
 - i. SVBA is requesting the grant money to edit and reprint their Squaw Valley map.
 - ii. NTBA is requesting the grand money to help with there bay-to-bay marketing.

M/S/C (Mourelatos/Murnane) (9-0-0) to approve the Community Marketing Grant Requests

18. Membership Activities and Events

1. This Friday, Christmas Tree Village Mixer
2. Jan 15, New Member orientation
3. Jan 17, SnowFest! at Hacienda del Lago

E. DIRECTORS' COMMENTS

- Kristi Boosman, TRPA, told the Board about a new project she is working on, the Lake Tahoe Outreach Collaborative. Working on a basin wide stewardship program. Working to brand the destination as geotourism/ecotourism destination. The goal is to put together a meeting of all environmental stakeholders in the community. Working to come up with a funding mechanism to support organizations.
- Eric Brandt, Tahoe TV, mentioned that with 15+ days ahead with highs in the 40s it is important that we get our crisis plan in place and we are coordinating the message coming out of Tahoe. Eric also mentioned the new cross-county center that will be opening at the Tahoe City Golf Course is great. Lastly he mentioned that he feels it is important that the Board try to find a way to fund the additional \$5000 SnowFest! is requesting.
- Jennifer Merchant acknowledged Ron Parson for his great work as Chair of the Board and thanked him for his service
- Alex Mourelatos wished the Board a Happy Holidays.
- Bill Rock thanked the Board for being understanding about Northstar not participating in the Coordinated Ski Shuttle this season. He also mentioned Northstar's new store in Tahoe City, Breeze, and to check it out.
- Valli Murnane, Tahoe Cross Country, discussed the new Tahoe City Winter Sports Park. Tahoe City Cross Country will be operating concessions and rentals. There will be cross-country skiing, snowshoeing and sledding. The park is also dog friendly. There will be a grand opening party on December 23rd. Dec. 23rd will be the grand opening party.

F. CONSENT CALENDAR – MOTIONS (5 min)

All items (**in bold**) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

1. **Board Meeting Minutes – October 3, 2012**

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. **Joint Infrastructure/Transportation Committee – October 29, 2012**
3. **Marketing Committee – October 30, 2012**
4. **Membership Advisory Committee – October 10, 2012**
5. Lodging Committee – No meeting in October
6. Conference Sales Directors Committee – No meeting in October
7. **Finance Committee – November 2, 2012 (No brief attached – will be available next month)**
8. **1st Quarter Financial Reports (July through September)**

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

9. **Conference Sales Reports**
10. **Infrastructure/Transportation Activity Report – October**

M/S/C (GilanFarr/Auerbach) (9-0-0) to approve the consent calendar as presented.

G. MEETING REVIEW AND STAFF DIRECTION

- **Validate or reconsider Snowfest! funding and add it to the January agenda.**
- **Look for additional meetings with the two PUD's per the communication plan and put out survey for feedback to key partners.**
- **Funding strategy for next year on the maintenance of the path to the Transit Center. Also define use, criteria, and policy on maintenance fund.**
- **Add reason for writing off members on membership sales report.**
- **Come up with new plan for next year's business expo.**
- **The next meeting will be Jan 9th.**

J. ADJOURNMENT

The meeting adjourned at 11:20 am.

Submitted by
Jessica Walker
Executive Assistant
NLT Chamber/CVB/Resort Association



north lake tahoe

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COMMITTEE: Joint Infrastructure/Transportation
MEETING DATE: December 3, 2012
BOARD MEMBERS PRESENT: Wally Auerbach, Phil GilanFarr

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Colyer/Kyler) (10-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for December 3rd, 2012

M/S/C (Paulson/Pang) (10-0-0) to approve the Joint Infrastructure/Transportation Committee Minutes, October 29th, 2012

M/S/C (Bergman/Pang) (10-0-0) to approve up to \$7000 of maintenance funding to keep clear the bike path between the Transit Center and the Bridgetender.

M/S/C (Perman/Pang) (9-0-1) to approve up to \$600,000 of Infrastructure funding towards the Homewood bike trail with the understanding that no expenditures will be spent until 2013

BOARD APPROVAL/DIRECTION REQUESTED:



COMMITTEE: Finance
MEETING DATE: December 20, 2012
BOARD MEMBERS PRESENT: Bill Rock, Ron Parson, and Jennifer Merchant

ACTION ITEMS TAKEN:

Determine amount of partner contribution to conference advertising through the NLT Marketing Co-op.

Add NLT Marketing Co-op Financial Statements as an agenda item for the next Finance Committee meeting.

Continue to design/adjust the Draft Dashboard.

Continue to design and produce one-sheets.

Include appropriate one-sheets in the Board packet.

MOTIONS MADE / VOTE:

M/S/C (Parson/Frushon) (4/0) to approve the agenda as presented.

M/S/C (Parson/Merchant) (4/0) to approve the Finance Committee minutes of November 28, 2012.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (Parson/Frushon) (4/0) to recommend the Board of Directors approve the November 2012 Financial Statements.

NLT Chamber/CVB/ Resort Association

Financial Statements

For the Five Months Ending November 30, 2012



December 20, 2012

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the November 2012 Financial Statements

The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Miscellaneous revenue is under budget; anticipated sales opportunities have not yet materialized.
- Salaries and Wages are up against budget as there were three pay periods in November.
- Rent, Telephone, Insurance/Bonding, Equipment Support & Maintenance, and Equipment Rental/Leasing expense are over budget in most departments due to the expansion of operations.
- Professional Fees are under budget because tax return preparation has not been billed to NLTRA yet.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Special Events, Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budget money will be spent.
- Cost of Goods Sold is over budget; this overage is offset by increased Merchandise Sales.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Meals/Meetings expense is over budget; however, this overage is offset by Travel expense being under budget.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association
BALANCE SHEET
 Nov 30, 2012 and 2011

	Assets	
	November 30, 2012	November 30, 2011
Current Assets		
Petty Cash	\$ 500	\$ 500
Cash - Operations Acct #6712	\$ 937,392	\$ 737,500
Cash - Payroll Account #7421	\$ 4,728	\$ 5,723
Marketing Cooperative Cash	\$ 98,869	\$ 153,021
Cash - FSA Account	\$ 0	\$ 268
Cash - Infrastructure #8163	\$ 55,300	\$ 21,317
UBS Cash	\$ 8,582	\$ 9,034
Operations Money Market BW	\$ 44,838	\$ 244,257
Citizens Bank CDs	\$ 0	\$ 207,510
Cash in Drawer	\$ 23	\$ 0
Accounts Receivable	\$ 78,539	\$ 51,136
A/R - Sales Estimates	\$ 883	\$ 16,394
A/R - TOT Funding	\$ 1,617,938	\$ 2,854,857
AR 2010 2011	\$ 0	\$ 11,762
Undeposited Funds	\$ 28	\$ 0
WebLink Accounts Receivable	\$ 7,800	\$ 0
Inventory Asset	\$ 19,982	\$ 4,406
AR TOT Transportation	\$ 1,146,556	\$ 394,841
AR TOT Infrastructure	\$ 5,887,284	\$ 7,545,770
Total Current Assets	\$ 9,909,244	\$ 12,258,296
Property and Equipment		
Furniture & Fixtures	\$ 64,991	\$ 64,991
Accum. Depr. - Furn & Fix	\$ (56,855)	\$ (48,518)
Computer Equipment	\$ 60,000	\$ 60,000
Accum. Depr. - Computer Equip	\$ (57,660)	\$ (55,259)
Computer Software	\$ 64,482	\$ 54,619
Accum. Amort. - Software	\$ (56,017)	\$ (54,620)
Leasehold Improvements	\$ 24,284	\$ 23,284
Accum. Amort - Leasehold Impr	\$ (23,351)	\$ (21,925)
Total Property and Equipment	\$ 19,873	\$ 22,572
Other Assets		
Prepaid Expenses	\$ 47,433	\$ 42,654
Prepaid Insurance	\$ 9,768	\$ 6,377
Total Other Assets	\$ 57,202	\$ 49,031
Total Assets	\$ 9,986,319	\$ 12,329,899

Liabilities and Net Assets

	2012	2011
Current Liabilities		
Accounts Payable	\$ 498,242	\$ 15,000
Accounts Payable 2010/11	\$ 0	\$ 61,730
Salaries / Wages Payable	\$ 55,694	\$ 49,056
Empl. Federal Tax Payable	\$ 1,496	\$ (39)
State Taxes Payable	\$ 0	\$ (100)
FUTA Taxes Payable	\$ 48	\$ 87
FSA Payable	\$ 0	\$ 90
401 (k) Plan	\$ (2,285)	\$ 48

North Lake Tahoe Resort Association

BALANCE SHEET

Nov 30, 2012 and 2011

	2012	2011
401k Profit Sharing	\$ 15,434	\$ 7,155
Estimated PTO Liability	\$ 60,883	\$ 67,410
Sales and Use Tax Payable	\$ 870	\$ 1,067
Ski Tahoe North lift tickets	\$ 2,857	\$ 1,517
Marketing Cooperative Liabili	\$ 98,869	\$ 153,021
Intra-Company Borrowings	\$ (126)	\$ (204)
AFW Suspense Account	\$ (90)	\$ 0
Marketing Co-op	\$ (4)	\$ 0
Payroll Liabilities	\$ 9,408	\$ 0
Gift Certificates Outstanding	\$ (19)	\$ 0
Unearned Revenues	\$ 50,690	\$ 54,322
Unbilled Purchases	\$ 904	\$ 0
Deferred Support	\$ 1,345,835	\$ 2,411,299
Deferred Support-Transportation	\$ 668,826	\$ 291,641
Deferred Support - Infra	\$ 5,945,549	\$ 8,020,337
Deferred Sup- Infra Maint. Res	\$ 150,000	\$ 0
Total Current Liabilities	\$ 8,903,081	\$ 11,133,438
Long-Term Liabilities		
Total Liabilities	\$ 8,903,081	\$ 11,133,438
Net Assets		
Fund Balance - General	\$ 0	\$ 4,592,495
Fund Balance Restricted	\$ 0	\$ 243,110
Temp. Restricted Net Assets 5	\$ 0	\$ (4,217,078)
Temp. Restricted Net Assets 4	\$ 0	\$ 49,415
Unrestricted Net Assets	\$ 442,264	\$ 29,477
Designated Marketing Reserve	\$ 293,110	\$ 0
Designated Infra Maint Reserve	\$ 98,544	\$ 0
Net Income	\$ 363,182	\$ 499,042
Freight and Shipping Costs	\$ (758)	\$ 0
Tahoe Vista Recreation Area	\$ (35,350)	\$ 0
Gateway Lighting	\$ (11,854)	\$ 0
Coordinated Skier Shuttle	\$ (65,900)	\$ 0
Total Net Assets	\$ 1,083,238	\$ 1,196,461
Total Liabilities and Net Assets	\$ 9,986,319	\$ 12,329,899

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 5 months ended Nov 30, 2012
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 316,202	\$ 316,202	Placer County TOT Funding	\$ 2,058,975	\$ 1,581,010	\$ 477,965	\$ 1,606,541	\$ 5,158,272	40%
9,430	10,355	Membership	47,142	51,777	(4,635)	43,314	124,265	38%
6,170	1,457	Revenues-Membership Activities	16,998	15,828	1,170	13,617	53,833	32%
165	744	Revenue-Tue AM Breakfast Club	3,825	3,720	105	3,578	8,927	43%
-	-	Special Events Autumn Food&Wine	-	-	-	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	-	297	-	-
-	-	Non-retail VIC income	400	-	400	-	-	-
(964)	1,299	Commissions	40,214	42,990	(2,776)	75,406	107,000	38%
4,855	4,000	Merchandise Sales	48,771	45,500	3,271	13,420	79,000	62%
-	2,536	Miscellaneous	75	12,680	(12,605)	(43)	35,000	0%
335,858	336,593	Total Revenue	2,216,400	1,753,505	462,895	1,835,077	5,566,297	40%
Operating Expenses								
141,441	100,497	Salaries & Wages	549,987	514,873	(35,114)	463,535	1,238,204	44%
15,291	14,841	Rent	78,414	74,204	(4,210)	50,753	178,091	44%
2,686	1,647	Telephone	16,622	11,776	(4,846)	11,014	23,309	71%
220	281	Mail - USPS	1,335	1,404	69	1,275	3,370	40%
1,128	790	Insurance/Bonding	5,365	3,952	(1,413)	3,815	9,485	57%
927	1,159	Supplies	9,183	5,797	(3,386)	6,275	13,918	66%
70	-	Visitor Communications - Other	168	-	(168)	-	-	-
1,217	1,147	Depreciation	6,013	5,735	(278)	5,847	13,762	44%
250	928	Equipment Support & Maintenance	5,714	4,642	(1,072)	7,284	11,140	51%
105	100	Taxes, Licenses & Fees	1,670	1,609	(61)	1,746	3,334	50%
-	-	Miscellaneous Expense	371	171	(200)	-	684	54%
1,185	1,403	Equipment Rental/Leasing	9,171	7,013	(2,158)	6,672	16,828	54%
-	542	Training Seminars	180	908	728	1,248	3,100	6%
-	-	Public Outreach	-	859	859	-	3,735	0%
-	3,250	Professional Fees	14,748	19,475	4,727	25,870	26,975	55%
-	-	Research & Planning Membership	3,000	3,000	-	3,000	5,000	60%
1,252	4,333	Research & Planning	39,956	29,165	(10,791)	11,852	82,000	49%
65,900	28,333	Transportation Projects	229,093	338,667	109,574	110,622	977,000	23%
25,343	-	Infrastructure Projects	505,990	-	(505,990)	23,932	1,363,831	37%
(400)	50,000	Programs	(400)	100,000	100,400	-	196,600	0%
-	-	Autumn Food & Wine	-	-	-	66,412	-	-
-	-	Special Events	22,989	28,500	5,511	23,165	190,153	12%
1,647	3,535	Membership Activities	5,924	14,383	8,459	5,917	45,580	13%
-	500	Tuesday Morning Breakfast Club	2,769	2,500	(269)	3,480	6,000	46%
-	-	Classified Ads	-	-	-	2,361	-	-
-	-	Promotions/Giveaways	500	-	(500)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	403,810	402,738	(1,072)	410,000	966,566	42%
-	-	Media/Collateral/Production	-	-	-	65,484	-	-
12,079	10,042	Miscellaneous Programs	19,238	30,208	10,970	-	88,731	22%
-	-	Conference - PUD	-	-	-	-	10,000	0%
2,882	2,000	Cost of Goods Sold	20,592	16,000	(4,592)	8,331	33,000	62%
6	215	Associate Relations	346	1,148	802	584	3,075	11%
300	417	Board Functions	1,826	2,083	257	4,251	5,000	37%
406	242	Credit Card Fees	2,382	1,333	(1,049)	1,221	3,400	70%
980	922	Automobile Expenses	3,268	4,608	1,340	3,297	11,058	30%
195	158	Meals/Meetings	1,921	817	(1,104)	1,106	2,160	89%
67	-	Dues & Subscriptions	2,989	2,937	(52)	3,808	5,172	58%
452	631	Travel	2,178	3,156	978	2,981	8,238	26%
356,391	308,461	Total Operating Expenses	1,967,345	1,638,661	(328,684)	1,337,138	5,566,499	35%
(20,533)	28,132	Operating Income (Loss)	249,055	114,844	134,211	497,939	(202)	-
Other Income								
39	183	Revenues- Interest & Investment	266	917	651	1,103	2,200	12%
(20,494)	28,315	Net Income (Loss)	249,321	115,761	133,560	499,042	1,998	-

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North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 5 months ended Nov 30, 2012
All Departments excl Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 299,699	\$ 299,699	Placer County TOT Funding	\$ 1,498,495	\$ 1,498,495	\$ -	\$ 1,352,831	\$ 3,596,401	42%
9,430	10,355	Membership	47,142	51,777	\$ (4,635)	43,314	124,265	38%
6,170	1,457	Revenues-Membership Activities	16,998	15,828	\$ 1,170	13,617	53,833	32%
165	744	Revenue-Tue AM Breakfast Club	3,825	3,720	\$ 105	3,578	8,927	43%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	297	-	-
-	-	Non-retail VIC Income	400	-	\$ 400	-	-	-
(964)	1,299	Commissions	40,214	42,990	\$ (2,776)	75,406	107,000	38%
4,855	4,000	Merchandise Sales	48,771	45,500	\$ 3,271	13,420	79,000	62%
-	2,536	Miscellaneous	75	12,680	\$ (12,605)	(43)	35,000	0%
319,355	320,090	Total Revenue	1,655,920	1,670,990	(15,070)	1,581,367	4,004,426	41%
Operating Expenses								
131,782	93,569	Salaries & Wages	513,982	480,115	(33,867)	432,077	1,154,183	45%
14,699	14,213	Rent	75,368	71,067	(4,301)	47,099	170,563	44%
2,481	1,551	Telephone	15,297	11,010	(4,287)	10,080	21,869	70%
218	280	Mail - USPS	1,327	1,398	71	1,272	3,355	40%
1,094	724	Insurance/Bonding	5,159	3,619	(1,540)	3,505	8,685	59%
877	1,034	Supplies	8,889	5,172	(3,717)	6,041	12,418	72%
70	-	Visitor Communications - Other	168	-	(168)	-	-	-
1,120	1,055	Depreciation	5,532	5,275	(257)	5,422	12,658	44%
250	868	Equipment Support & Maintenance	5,425	4,342	(1,083)	6,938	10,420	52%
105	-	Taxes, Licenses & Fees	1,612	1,109	(503)	1,075	2,234	72%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,078	1,283	Equipment Rental/Leasing	8,360	6,413	(1,947)	6,083	15,388	54%
-	500	Training Seminars	180	700	520	870	2,600	7%
-	-	Public Outreach	-	859	859	-	3,435	0%
-	3,250	Professional Fees	14,748	19,475	4,727	25,870	26,975	55%
-	-	Research & Planning Membership	3,000	3,000	-	3,000	5,000	60%
877	-	Research & Planning	10,040	7,500	(2,540)	4,678	30,000	33%
65,900	28,333	Transportation Projects	229,093	338,667	109,574	110,622	977,000	23%
(400)	50,000	Programs	(400)	100,000	100,400	-	196,600	0%
-	-	Autumn Food & Wine	-	-	-	66,412	-	-
-	-	Special Events	22,989	28,500	5,511	23,165	190,153	12%
1,554	3,535	Membership Activities	5,831	14,383	8,552	5,917	45,580	13%
-	500	Tuesday Morning Breakfast Club	2,769	2,500	(269)	3,480	6,000	46%
-	-	Classified Ads	-	-	-	2,192	-	-
-	-	Promotions/Giveaways	500	-	(500)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	403,810	402,738	(1,072)	410,000	966,566	42%
-	-	Media/Collateral/Production	-	-	-	65,484	-	-
12,079	10,042	Miscellaneous Programs	19,238	30,208	10,970	-	88,731	22%
-	-	Conference - PUD	-	-	-	-	10,000	0%
2,404	2,000	Cost of Goods Sold	19,834	16,000	(3,834)	8,331	33,000	60%
477	-	Freight and Shipping Costs	758	-	(758)	-	-	-
-	215	Associate Relations	340	1,123	783	572	2,975	11%
300	417	Board Functions	1,826	2,083	257	4,251	5,000	37%
406	242	Credit Card Fees	2,382	1,333	(1,049)	1,221	3,400	70%
880	755	Automobile Expenses	2,802	3,774	972	2,621	9,058	31%
162	158	Meals/Meetings	1,819	792	(1,027)	1,094	2,060	88%
67	-	Dues & Subscriptions	2,971	2,912	(59)	3,790	5,072	59%
452	631	Travel	2,178	3,156	978	2,981	8,238	26%
319,694	295,703	Total Operating Expenses	1,388,231	1,574,223	185,992	1,266,143	4,047,216	34%
(339)	24,387	Operating Income (Loss)	267,689	96,767	170,922	315,224	(42,790)	-
Other Income								
39	150	Revenues- Interest & Investment	266	750	(484)	763	1,800	15%
(3,508)	(3,582)	Allocated	(17,539)	(17,912)	(373)	(17,418)	(42,988)	0%
3,208	28,119	Net Income (Loss)	285,494	115,429	170,065	333,405	1,998	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 5 Months Ended Nov 30, 2012

Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 148,697	\$ 148,697	Placer County TOT Funding	\$ 743,485	\$ 743,485	\$ -	\$ 813,310	\$ 1,784,362	42%
-	-	Special Events Autumn Food&Wine	-	-	-	78,947	-	-
-	-	Commissions	-	-	-	1,795	7,000	-
148,697	148,697	Total Revenue	743,485	743,485	-	894,052	1,791,362	42%
Operating Expenses								
32,460	23,011	Salaries & Wages	124,182	117,056	(7,126)	121,487	282,026	44%
1,659	1,631	Rent	8,527	8,157	(370)	10,259	19,577	44%
695	300	Telephone	4,850	2,388	(2,462)	3,811	4,488	108%
51	85	Mail - USPS	320	425	105	634	1,020	31%
214	200	Insurance/Bonding	1,070	1,000	(70)	939	2,400	45%
168	383	Supplies	1,701	1,915	214	1,742	4,601	37%
304	286	Depreciation	1,503	1,430	(73)	1,515	3,430	44%
-	150	Equipment Support & Maintenance	1,454	750	(704)	2,325	1,800	81%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
119	167	Equipment Rental/Leasing	1,100	835	(265)	853	2,000	55%
-	-	Training Seminars	-	-	-	870	-	-
(400)	50,000	Programs	(400)	100,000	100,400	-	196,600	0%
-	-	Autumn Food & Wine	-	-	-	66,412	-	-
-	-	Special Events	22,989	28,500	5,511	23,165	190,153	12%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
69,596	69,104	Marketing Cooperative/Media	347,980	345,520	(2,460)	334,750	829,243	42%
-	-	Media/Collateral/Production	-	-	-	65,484	-	-
12,079	10,000	Miscellaneous Programs	19,238	30,000	10,762	-	87,675	22%
-	-	Associate Relations	-	50	50	36	400	0%
-	-	Credit Card Fees	-	125	125	233	500	0%
576	150	Automobile Expenses	1,160	750	(410)	811	1,800	64%
137	100	Meals/Meetings	937	500	(437)	940	1,200	78%
-	-	Dues & Subscriptions	73	750	677	1,776	1,500	5%
452	631	Travel	2,178	3,156	978	2,677	7,574	29%
118,203	156,198	Total Operating Expenses	539,390	648,540	109,150	640,923	1,656,220	33%
30,494	(7,501)	Operating Income (Loss)	204,095	94,945	109,150	253,129	135,142	151%
11,179	11,262	Allocated	55,893	56,309	416	62,730	135,142	41%
19,315	(18,763)	Net Income (Loss)	148,202	38,636	109,566	190,399	-	-

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North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 5 Months Ended Nov 30, 2012

Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 29,350	\$ 29,350	Placer County TOT Funding	\$ 146,751	\$ 146,751	\$ -	\$ 147,583	\$ 352,202	42%
676	541	Membership	3,568	2,707	861	2,233	6,497	55%
(964)	882	Commissions	40,214	40,907	(693)	73,612	95,000	42%
29,062	30,773	Total Revenue	190,533	190,365	168	223,428	453,699	42%
Operating Expenses								
24,169	16,118	Salaries & Wages	95,493	82,342	(13,151)	64,246	198,340	48%
829	835	Rent	4,328	4,173	(155)	5,228	10,014	43%
193	246	Telephone	1,380	1,683	303	1,490	3,408	40%
36	65	Mail - USPS	349	325	(24)	406	780	45%
214	100	Insurance/Bonding	964	500	(464)	471	1,200	80%
81	149	Supplies	413	743	330	680	1,782	23%
158	150	Depreciation	782	750	(32)	770	1,800	43%
-	108	Equipment Support & Maintenance	570	542	(28)	581	1,300	44%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
119	142	Equipment Rental/Leasing	951	708	(243)	701	1,700	56%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	500	-	(500)	-	-	-
11,166	11,444	Marketing Cooperative/Media	55,830	57,218	1,388	75,250	137,323	41%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	-	208	208	19	500	0%
-	80	Automobile Expenses	258	399	141	71	958	27%
-	-	Meals/Meetings	117	-	(117)	23	-	-
-	-	Dues & Subscriptions	815	840	25	815	1,500	54%
37,058	29,479	Total Operating Expenses	162,937	150,561	12,376	150,907	370,735	44%
(7,996)	1,294	Operating Income (Loss)	27,596	39,804	(12,208)	72,521	82,964	33%
6,832	6,914	Allocated	34,162	34,569	407	35,224	82,965	41%
(14,828)	(5,620)	Net Income (Loss)	(6,566)	5,235	(11,801)	37,297	(1)	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 5 Months Ended Nov 30, 2012
Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 95,546	\$ 95,546	Placer County TOT Funding	\$ 477,730	\$ 477,730	\$ -	\$ 258,000	\$ 1,146,566	42%
95,546	95,546	Total Revenue	477,730	477,730	\$ -	258,000	1,146,566	42%
Operating Expenses								
8,308	6,633	Salaries & Wages	31,105	33,167	2,062	31,451	80,239	39%
592	586	Rent	3,045	2,931	(114)	3,654	7,034	43%
205	171	Telephone	1,261	1,133	(128)	934	2,328	54%
2	-	Mail - USPS	6	-	(6)	-	-	-
34	67	Insurance/Bonding	207	333	126	314	800	26%
50	67	Supplies	257	333	76	234	800	32%
97	92	Depreciation	481	460	(21)	428	1,104	44%
-	56	Equipment Support & Maintenance	289	279	(10)	296	670	43%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
107	117	Equipment Rental/Leasing	810	583	(227)	591	1,400	58%
-	-	Public Outreach	-	443	443	-	1,773	0%
-	-	Research & Planning Members	3,000	3,000	-	3,000	5,000	60%
877	-	Research & Planning	10,040	7,500	(2,540)	4,678	30,000	33%
65,900	28,333	Transportation Projects	229,093	338,667	109,574	110,622	977,000	23%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
-	13	Associate Relations	-	63	63	12	150	0%
97	350	Automobile Expenses	463	1,750	1,287	676	4,200	11%
-	-	Meals/Meetings	13	-	(13)	12	100	13%
-	-	Dues & Subscriptions	18	72	54	18	72	25%
76,362	36,485	Total Operating Expenses	280,239	390,814	110,575	157,154	1,112,770	25%
19,184	59,061	Operating Income (Loss)	197,491	86,916	110,575	100,846	33,796	584%
2,821	2,816	Allocated	14,104	14,082	(22)	15,299	33,796	42%
16,363	56,245	Net Income (Loss)	183,387	72,834	110,553	85,547	-	-

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

for the 5 months ended Nov 30, 2012

Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 26,106	\$ 26,106	Placer County TOT Funding	\$ 130,530	\$ 130,530	-	\$ 133,938	\$ 313,271	42%
-	-	Revenues - Retail - Nontaxable	-	-	-	297	-	-
-	-	Non-retail VIC income	400	-	400	-	-	-
4,855	4,000	Merchandise Sales	48,771	45,500	3,271	13,420	79,000	62%
-	2,536	Miscellaneous	-	12,680	(12,680)	30	35,000	0%
30,961	32,642	Total Revenue	179,701	188,710	(9,009)	147,685	427,271	42%
Operating Expenses								
23,565	16,924	Salaries & Wages	96,452	90,888	(5,564)	51,853	215,026	45%
9,106	8,941	Rent	47,051	44,705	(2,346)	13,139	107,294	44%
415	155	Telephone	2,479	1,240	(1,239)	719	2,328	106%
25	15	Mail - USPS	216	75	(141)	51	180	120%
282	83	Insurance/Bonding	1,235	417	(818)	471	1,000	124%
162	83	Supplies	4,133	417	(3,716)	1,094	1,000	413%
70	-	Visitor Communications - Other	168	-	(168)	-	-	-
158	149	Depreciation	782	745	(37)	770	1,788	44%
-	150	Equipment Support & Maintenance	1,120	750	(370)	781	1,800	62%
-	-	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
356	333	Equipment Rental/Leasing	2,532	1,667	(865)	1,788	4,000	63%
-	500	Training Seminars	-	500	500	-	1,000	0%
-	250	Professional Fees	3,188	2,975	(213)	-	4,975	64%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	720	-	-
-	42	Miscellaneous Programs	-	208	208	-	500	0%
2,882	2,000	Cost of Goods Sold	20,592	16,000	(4,592)	8,331	33,000	62%
-	29	Associate Relations	75	146	71	19	350	21%
182	58	Credit Card Fees	1,426	292	(1,134)	327	700	204%
207	25	Automobile Expenses	918	125	(793)	333	300	306%
25	-	Meals/Meetings	363	-	(363)	51	60	605%
37,528	29,737	Total Operating Expenses	183,411	161,356	(22,055)	80,640	375,507	49%
(6,567)	2,905	Operating Income (Loss)	(3,710)	27,354	(31,064)	67,045	51,764	-7%
3,963	3,814	Allocated	19,813	19,068	(745)	27,270	45,764	0%
(10,530)	(909)	Net Income (Loss)	(23,523)	8,286	(31,809)	39,775	6,000	-392%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 5 Months Ended Nov 30, 2012

Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
		Revenue						
\$ 16,503	\$ 16,503	Placer County TOT Funding	\$ 560,479	\$ 82,515	\$ 477,964	\$ 253,711	\$ 1,561,871	36%
16,503	16,503	Total Revenue	560,479	82,515	477,964	253,711	1,561,871	36%
		Operating Expenses						
9,659	6,928	Salaries & Wages	36,004	34,758	(1,246)	31,458	84,021	43%
592	627	Rent	3,045	3,137	92	3,654	7,528	40%
205	96	Telephone	1,326	766	(560)	934	1,440	92%
2	1	Mail - USPS	8	6	(2)	3	15	53%
34	67	Insurance/Bonding	206	333	127	311	800	26%
50	125	Supplies	295	625	330	234	1,500	20%
97	92	Depreciation	481	460	(21)	424	1,104	44%
-	60	Equipment Support & Maintenance	289	300	11	346	720	40%
-	100	Taxes, Licenses & Fees	58	500	442	671	1,100	5%
-	-	Miscellaneous Expense	-	171	171	-	684	0%
107	120	Equipment Rental/Leasing	810	600	(210)	590	1,440	56%
-	42	Training Seminars	-	208	208	378	500	0%
-	-	Public Outreach	-	-	-	-	300	0%
375	4,333	Research & Planning	29,916	21,665	(8,251)	7,174	52,000	58%
25,343	-	Infrastructure Projects	505,990	-	(505,990)	23,932	1,363,831	37%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
6	-	Associate Relations	6	25	19	12	100	6%
100	167	Automobile Expenses	466	833	367	676	2,000	23%
33	-	Meals/Meetings	102	25	(77)	12	100	102%
-	-	Dues & Subscriptions	18	25	7	18	100	18%
36,696	12,758	Total Operating Expenses	579,113	64,437	(514,676)	70,996	1,519,283	38%
(20,193)	3,745	Operating Income (Loss)	(18,634)	18,078	(36,712)	182,715	42,588	-44%
		Other Income						
-	33	Revenues- Interest & Investment	-	167	(167)	339	400	
3,508	3,582	Allocated	17,539	17,912	373	17,418	42,988	41%
(23,701)	196	Net Income (Loss)	(36,173)	333	(36,506)	165,636	-	

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 5 Months Ended Nov 30, 2012

Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
Revenue								
\$ 8,754	\$ 9,814	Membership	\$ 43,574	\$ 49,070	\$ (5,496)	\$ 41,081	\$ 117,768	37%
6,170	1,457	Revenues-Membership Activities	16,998	15,828	1,170	13,617	53,833	32%
165	744	Revenue-Tue AM Breakfast Clu	3,825	3,720	105	3,578	8,927	43%
-	417	Commissions	-	2,083	(2,083)	-	5,000	0%
15,089	12,432	Total Revenue	64,397	70,701	(6,304)	58,276	185,528	35%
Operating Expenses								
8,323	6,342	Salaries & Wages	30,968	32,210	1,242	32,232	78,352	40%
592	589	Rent	3,045	2,945	(100)	3,667	7,068	43%
266	196	Telephone	1,733	1,266	(467)	934	2,640	66%
38	50	Mail - USPS	129	250	121	64	600	22%
102	65	Insurance/Bonding	477	327	(150)	311	785	61%
50	83	Supplies	1,148	417	(731)	414	1,000	115%
97	92	Depreciation	481	460	(21)	424	1,104	44%
-	79	Equipment Support & Maintenan	289	396	107	346	950	30%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
237	242	Equipment Rental/Leasing	1,680	1,208	(472)	1,188	2,900	58%
-	-	Training Seminars	180	200	20	-	1,000	18%
1,091	3,535	Membership Activities	5,368	14,383	9,015	5,917	45,580	12%
-	500	Tuesday Morning Breakfast Clu	2,769	2,500	(269)	3,480	6,000	46%
-	-	Classified Ads	-	-	-	169	-	-
-	-	Miscellaneous Programs	-	-	-	-	556	0%
-	31	Associate Relations	25	156	131	12	375	7%
225	183	Credit Card Fees	956	917	(39)	662	2,200	43%
-	125	Automobile Expenses	-	625	625	673	1,500	0%
-	25	Meals/Meetings	62	125	63	23	300	21%
-	-	Dues & Subscriptions	516	250	(266)	516	1,000	52%
-	-	Travel	-	-	-	-	664	0%
11,021	12,137	Total Operating Expenses	49,884	58,700	8,816	51,097	154,639	32%
4,068	295	Operating Income (Loss)	14,513	12,001	2,512	7,179	30,889	47%
2,912	2,907	Allocated	14,562	14,537	(25)	15,323	34,889	42%
1,156	(2,612)	Net Income (Loss)	(49)	(2,536)	2,487	(8,144)	(4,000)	1%

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 5 Months Ended Nov 30, 2012


Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (42%)
-	-	Revenue						
		Miscellaneous	75	-	(75)	(73)	-	
		Operating Expenses						
34,957	24,540	Salaries & Wages	135,783	124,452	(11,331)	130,808	300,200	45%
1,920	1,631	Rent	9,371	8,157	(1,214)	11,152	19,577	48%
707	482	Telephone	3,593	3,300	(293)	2,192	6,676	54%
66	65	Mail - USPS	307	323	16	118	775	40%
248	208	Insurance/Bonding	1,206	1,042	(164)	999	2,500	48%
366	270	Supplies	1,238	1,348	110	1,878	3,235	38%
304	286	Depreciation	1,503	1,430	(73)	1,515	3,432	44%
250	325	Equipment Support & Maintenance	1,704	1,625	(79)	2,609	3,900	44%
105	-	Taxes, Licenses & Fees	434	375	(59)	441	1,500	29%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
142	282	Equipment Rental/Leasing	1,286	1,412	126	962	3,388	38%
-	-	Training Seminars	-	-	-	-	600	0%
-	-	Public Outreach	-	416	416	-	1,662	0%
-	3,000	Professional Fees	11,560	16,500	4,940	25,870	22,000	53%
93	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,084	-	-
-	100	Associate Relations	240	500	260	475	1,200	20%
300	417	Board Functions	1,826	2,083	257	4,251	5,000	37%
-	25	Automobile Expenses	2	125	123	56	300	1%
-	33	Meals/Meetings	325	167	(158)	46	400	81%
67	-	Dues & Subscriptions	1,549	1,000	(549)	665	1,000	155%
-	-	Travel	-	-	-	304	-	-
39,525	31,664	Total Operating Expenses	172,369	164,255	(8,114)	185,425	377,345	46%
(39,525)	(31,664)	Operating Income (Loss)	(172,294)	(164,255)	(8,039)	(185,498)	(377,345)	46%
		Other Income						
39	150	Revenues- Interest & Investment	266	750	(484)	763	1,800	
(31,215)	(31,295)	Allocated	(156,073)	(156,477)	(404)	(173,265)	(375,545)	42%
(8,271)	(219)	Net Income (Loss)	(15,955)	(7,028)	(8,927)	(11,470)	-	-

23-13
DDB

North Lake Tahoe Resort Association
Departmental Summary
For the 5 Months Ending Nov 30, 2012

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	\$ 743,485	\$ 146,751	\$ 130,530	\$ 1,020,765	\$ 477,730	\$ -	\$ -	\$ 477,730	\$ 560,479	\$ 2,058,975
Membership	-	3,568	-	3,568	-	43,574	-	43,574	-	47,142
Revenues-Membership Activities	-	-	-	-	-	18,998	-	18,998	-	18,998
Revenue-Tue AM Breakfast Club	-	-	-	-	-	3,825	-	3,825	-	3,825
Non-retail VIC Income	-	-	400	400	-	-	-	-	-	400
Commissions	-	40,214	-	40,214	-	-	-	-	-	40,214
Merchandise Sales	-	-	48,771	48,771	-	-	-	-	-	48,771
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	743,485	190,533	179,701	1,113,718	477,730	64,397	75	642,202	560,479	2,216,400
Operating Expenses										
Salaries & Wages	124,182	95,493	96,452	316,127	31,105	30,968	135,783	197,855	36,004	549,987
Rent	8,527	4,328	47,051	69,906	3,045	3,045	9,371	15,462	3,045	78,414
Telephone	4,850	1,380	2,479	8,710	1,261	1,733	3,593	6,587	1,326	16,622
Mail - USPS	320	349	216	884	6	129	307	443	8	1,335
Insurance/Bonding	1,070	964	1,235	3,269	207	477	1,206	1,890	206	5,365
Supplies	1,701	413	4,133	6,247	257	1,148	1,238	2,642	295	9,183
Visitor Communications - Other	-	-	168	168	-	-	-	-	-	168
Depreciation	1,503	782	782	3,067	481	481	1,503	2,465	481	6,013
Equipment Support & Maintenance	1,454	570	1,120	3,143	289	289	1,704	2,282	289	5,714
Taxes, Licenses & Fees	380	94	588	1,062	58	58	434	550	58	1,670
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	1,100	951	2,532	4,584	810	1,680	1,286	3,776	810	9,171
Training Seminars	-	-	-	-	-	180	-	180	-	180
Professional Fees	-	-	3,188	3,188	-	-	11,560	11,560	-	14,748
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	10,040	-	-	10,040	29,916	39,956
Transportation Projects	-	-	-	-	229,093	-	-	229,093	-	229,093
Infrastructure Projects	-	-	-	-	-	-	-	-	505,990	505,990
Programs	(400)	-	-	(400)	-	-	-	-	-	(400)
Special Events	22,989	-	-	22,989	-	-	-	-	-	22,989
Membership Activities	93	93	93	278	93	5,368	93	5,553	93	5,924
Tuesday Morning Breakfast Club	-	-	-	-	-	2,769	-	2,769	-	2,769
Promotions/Giveaways	-	500	-	500	-	-	-	-	-	500
Market Study Reports/Research	33	-	-	33	-	-	-	-	-	33
Marketing Cooperative/Media	347,980	55,830	-	403,810	-	-	-	-	-	403,810
Miscellaneous Programs	19,238	-	-	19,238	-	-	-	-	-	19,238
Cost of Goods Sold	-	-	20,592	20,592	-	-	-	-	-	20,592
Associate Relations	-	-	75	75	-	25	240	265	6	346
Board Functions	-	-	-	-	-	-	1,826	1,826	-	1,826
Credit Card Fees	-	-	1,426	1,426	-	956	-	956	-	2,382
Automobile Expenses	1,160	258	918	2,337	463	-	2	465	466	3,268
Moals/Meetings	937	117	363	1,417	13	62	325	401	102	1,921
Dues & Subscriptions	73	815	-	888	18	516	1,549	2,083	18	2,989
Travel	2,178	-	-	2,178	-	-	-	-	-	2,178
Total Operating Expenses	539,390	162,937	183,411	885,738	280,239	49,884	172,369	502,492	579,113	1,967,345
Operating Income (Loss)	204,095	27,596	(3,710)	227,980	197,491	14,513	(172,294)	39,710	(18,634)	249,055
Revenues- Interest & Investment	-	-	-	-	-	-	266	266	-	266
Allocated	55,893	34,162	19,813	109,868	14,104	14,562	(156,073)	(127,407)	17,539	-
Net Income (Loss)	148,202	(6,566)	(23,523)	118,112	183,387	(49)	(15,955)	167,383	(36,173)	249,321

23-14




Project Update

Project: Tahoe City Visitor Information Center
Responsible Staff: Lisa de Roulet, Emily Detweiler
Project Start Date: April 2012
Alignment with Strategic Goals:

Specific recommendations from the 1995 and 2004 Master Plan include the following direction, “To address future needs, the NLTRA should explore opportunities for a larger visitor information center in Tahoe City, a year-round facility in Kings Beach and additional strategic locations such as Squaw Valley.”

Further it states, “A visitor information center is typically located at a community gateway. Attractive and free of clutter, an ideal information center is highly visible, easily accessible, serves as a welcome center, provides orientation to the area, provides information on activities and attractions in the area and offers business referrals. Visitor centers also provide a good venue for regional, interpretive and educational exhibits, information and programs.”

2012-2016 Visitor Information Strategic Goals: Assess regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.

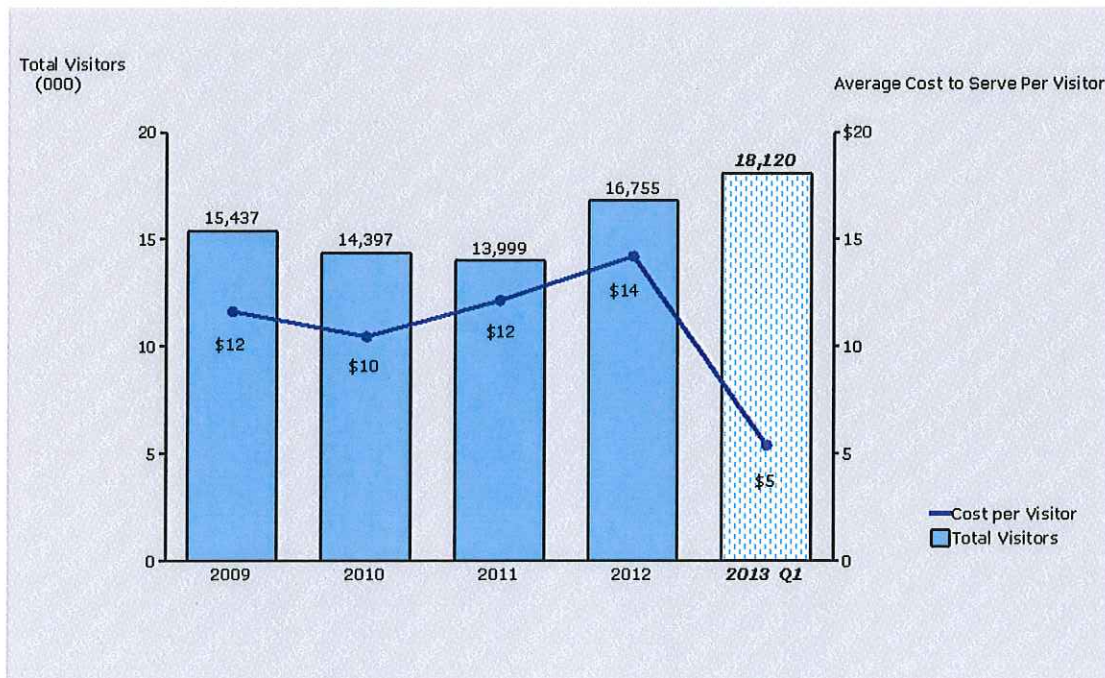
Staff was requested to determine whether the additional rent expense incurred by the visitor center relocation and expansion could be offset by increased revenue opportunities. The chart below was presented to the Board of Directors and has been updated to reflect five months of actual data plus an annualized forecast for the year.

NLTRA PROPOSED REVENUE STREAM (presented 1/12)		July - November 2012 Actuals	Annualized Forecast
Incremental Revenue Required to Cover Additional Rental Expense	\$ 44,416		
Revenue Opportunities			
Sponsorships (\$1,000/month)	\$ 12,000	\$ 400	\$ 4,300
Kiosk Lease (\$500/month)	\$ 6,000	\$ -	\$ 900
Video Participation (\$300/mo)	\$ 4,000	\$ -	
Coupon Participation (\$300/month)	\$ 4,000	\$ -	
Concierge Commissions (\$200/month)	\$ 2,400	\$ -	
Conference Space Rental (\$300/month)	\$ 3,600	\$ -	\$ 800
Gift Shop Proceeds (\$1833/month)*	\$ 21,996	\$ 28,178	\$ 46,000
TOTAL FORECASTED REVENUE WITH NEW LOCATION	\$ 53,996	\$ 28,578	\$ 52,000
Over/(Short) with current assumptions	\$ 9,580	\$ (15,838)	\$ 7,584

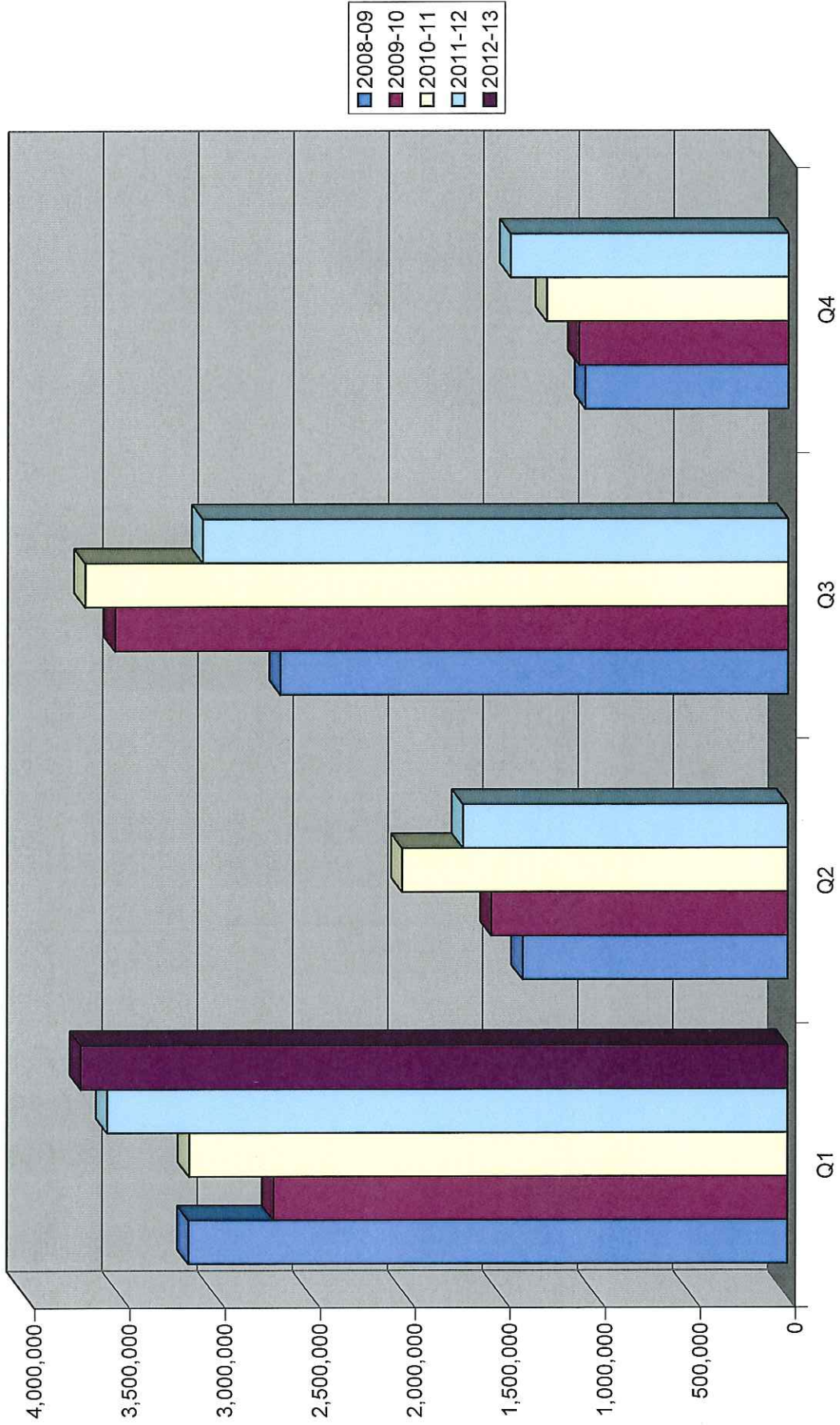
Points of Consideration:

- Breakeven analysis was predicated on only whether incremental revenue would cover incremental rent
- Non-retail revenue opportunities have been slow to materialize
- Neither the 1995 nor the 2004 Master Plan, specified success metrics beyond non-financial elements such as: located at a community gateway, highly visible, easily accessible, and attractive, provides orientation and information to the area and offers business referrals.

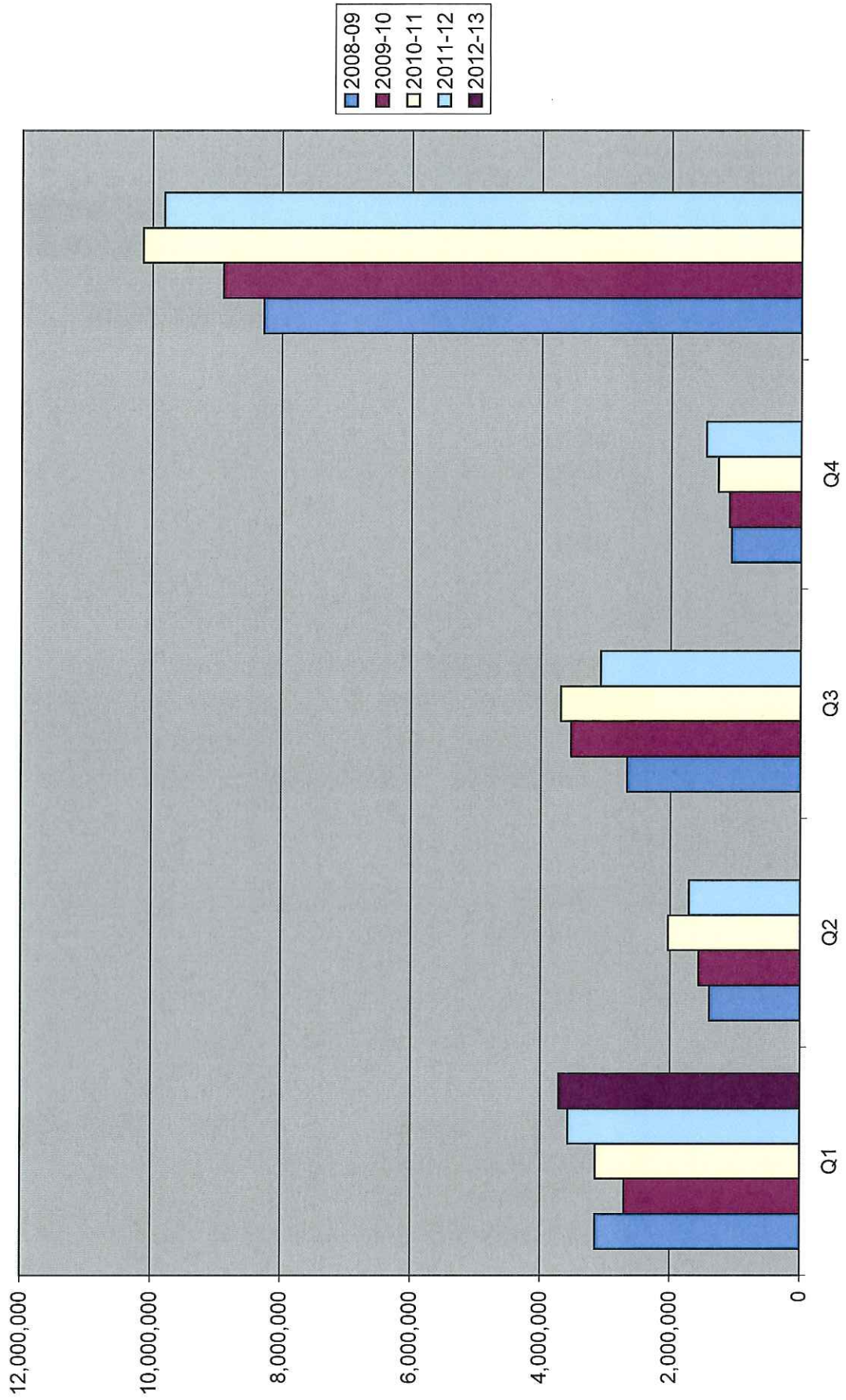
Measurement of Success:



TOT Collections by Quarter 2008-2013



5 Year TOT Collection



Monthly Report November 2012

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 12/13

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 11/31/12:	\$1,256,305	\$1,823,514	-31%
Forecasted Commission for this Revenue:	\$55,619	\$128,845	-57%
Number of Room Nights:	7392	10065	-27%
Number of Delegates:	3393	4529	-25%
Annual Revenue Goal:	\$1,750,000	\$1,700,000	
Annual Commission Goal:	\$75,000	\$125,000	
Number of Tentative Bookings:	70	36	94%

<u>Monthly Detail/Activity</u>	<u>November-12</u>	<u>November</u>	
<u>Number of Groups Booked:</u>	7	3	133%
Revenue Booked:	\$211,573	\$54,885	285%
Projected Commission:	\$9,494	\$0	
Room Nights:	1119	380	194%
Number of Delegates:	591	210	181%
Booked Group Types:	2 Govt, 1 Smf, 2 Assoc, 1 Corp 1 DMC	1 Assn., 1 Film	
Lost Business, # of Groups:	4	3	

<u>Arrived in the month</u>	<u>November-12</u>	<u>November</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$14,643	\$13,352	10%
Projected Commission:	\$732	\$0	
Room Nights:	145	105	38%
Number of Delegates:	62	60	3%
Arrived Group Types:	1 Assoc.	1 Film Crew	

<u>Monthly Detail/Activity</u>	<u>October-12</u>	<u>October-11</u>	
<u>Number of Groups Booked:</u>	2	1	100%
Revenue Booked:	\$59,386	\$7,546	687%
Projected Commission:	\$3,055	\$377	710%
Room Nights:	585	30	1850%
Number of Delegates:	225	65	246%
Booked Group Types:	1 Corp. 1 Smf	1 TA	
Lost Business, # of Groups:	2	0	

<u>Arrived in the month</u>	<u>October-12</u>	<u>October-11</u>	
Number of Groups:	6	4	
Revenue Arrived:	\$165,774	\$371,268	-55%
Projected Commission:	\$5,482	\$36,583	-85%
Room Nights:	1185	541	119%
Number of Delegates:	735	220	234%
Arrived Group Types:	2 Assoc. 2 Smerf, 2 Film	1 Corp., 1 Assoc.	

Monthly Detail/Activity	<u>September-12</u>	<u>September-11</u>	
<u>Number of Groups Booked:</u>	8	5	60%
Revenue Booked:	\$145,737	\$464,992	-69%
Projected Commission:	\$8,299	\$46,076	
Room Nights:	910	1758	-48%
Number of Delegates:	368	823	-55%
Booked Group Types:	1 Corp, 5 Assoc., 2 Film	3 Corp, 1 Smf, :	
Lost Business, # of Groups:	2	0	

<u>Arrived in the month</u>	<u>September-12</u> Est.	<u>September-11</u>	
Number of Groups:	8	4	
Revenue Arrived:	\$113,538	\$371,268	-69%
Projected Commission:	\$9,822	\$36,583	-73%
Room Nights:	746	541	38%
Number of Delegates:	357	220	62%
Arrived Group Types:	4 Corp., 2 Assoc., Smf	1 Corp., 1 Assoc.	

Monthly Detail/Activity	<u>August-12</u>	<u>August-11</u>	
<u>Number of Groups Booked:</u>	1	5	-80%
Revenue Booked:	\$2,902	\$464,992	-99%
Projected Commission:	\$0	\$46,076	
Room Nights:	25	1758	-99%
Number of Delegates:	25	823	-97%
Booked Group Types:	1 Film Crew	3 Corp, 1 Smf, :	
Lost Business, # of Groups:	3	0	

<u>Arrived in the month</u>	<u>August-12</u>	<u>August-11</u>	
Number of Groups:	6	4	
Revenue Arrived:	\$372,770	\$371,268	0%
Projected Commission:	\$23,733	\$36,583	-35%
Room Nights:	2033	541	276%
Number of Delegates:	656	220	198%
Arrived Group Types:	2 Corp, 2 Assoc., 1Smf 1 Film Crew	1 Corp., 1 Assoc.	

Monthly Detail/Activity	<u>July-12</u>	<u>July-11</u>	
<u>Number of Groups Booked:</u>	9	5	80%
Revenue Booked:	\$168,743	\$737,507	-77%
Projected Commission:	\$6,118	\$36,875	-83%
Room Nights:	953	2873	-67%
Number of Delegates:	379	890	-57%
Booked Group Types:	5 Corp, 1 Assoc. 3 Smerf	1 Corp, 4 Assoc	
Lost Business, # of Groups:	4	0	

<u>Arrived in the month</u>	<u>July-12</u>	<u>July-11</u>	
Number of Groups:	2	2	
Revenue Arrived:	\$82,912	\$61,096	36%
Projected Commission:	\$0	\$4,855	
Room Nights:	426	541	-21%
Number of Delegates:	192	220	-13%
Arrived Group Types:	1 Corp., 1 Assoc.	1 Corp., 1 Assoc.	

Future Year Bookings, booked in this fiscal year:

For 2013/14:	\$1,455,950	(Goal) \$1,200,000
For 2014/15:	\$2,798,049	\$800,000

NUMBER OF LEADS Generated as of 11/30/12: 60

Total Number of Leads Generated in Previous Years:

2011/2012: 119
2010/2011: 92
2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205

Monthly Report November 2012
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 12/13

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 11/30/12:	\$240,557	\$149,343	61%
Forecasted Commission for this Revenue:	\$14,836	\$8,254	80%
Number of Room Nights:	2437	1852	32%
Number of Delegates:	1850	1225	51%
Annual Commission Projection:	\$16,000	\$15,000	

<u>Monthly Detail/Activity</u>	<u>November-12</u>	<u>November-11</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>November-12</u>	<u>November-11</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		

<u>Monthly Detail/Activity</u>	<u>October-12</u>	<u>October-11</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$18,731	\$0
Projected Commission:	\$426	\$0
Room Nights:	167	0
Number of Delegates:	113	0
Booked Group Types:	1 Corp., 1 Tour Operator	

<u>Arrived in the month</u>	<u>October-12</u>	<u>October-11</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$8,573	\$15,354	-44%
Projected Commission:	\$0	\$767	-100%
Room Nights:	66	132	-50%
Number of Delegates:	180	90	100%
Arrived Group Types:	1 Smerf	1 Smf	

Monthly Detail/Activity	<u>September-12</u>	<u>September-11</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$21,917	\$4,455	392%
Projected Commission:	\$1,113	\$668	67%
Room Nights:	206	50	312%
Number of Delegates:	302	50	504%
Booked Group Types:	1 Assoc. and 1 Smf	1 Smf	

<u>Arrived in the month</u>	<u>September-12</u>	<u>September-11</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$10,648	\$4,459	139%
Projected Commission:	\$1,597	\$668	139%
Room Nights:	104	47	121%
Number of Delegates:	75	50	50%
Arrived Group Types:	1 Assoc. and 1 Smf.	1 Smf.	

Monthly Detail/Activity	<u>August-12</u>	<u>August-11</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:		0	

<u>Arrived in the month</u>	<u>August-12</u>	<u>August-11</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$31,325	\$33,959	
Projected Commission:	\$4,698	\$5,093	
Room Nights:	175	372	
Number of Delegates:	90	75	
Arrived Group Types:	1 Corp.	1 Govt.	

Monthly Detail/Activity	<u>July-12</u>	<u>July-11</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$5,004	\$0	
Projected Commission:	\$500	\$0	
Room Nights:	40	0	
Number of Delegates:	40	0	
Booked Group Types:	1 Assoc.	0	
Lost Business, # of Groups:	0	2	

<u>Arrived in the month</u>	<u>July-12</u>	<u>July-11</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$10,103	\$0	
Projected Commission:	\$1,515	\$0	
Room Nights:	60	0	
Number of Delegates:	40	0	
Arrived Group Types:	1 Smerf	0	

NUMBER OF LEADS Generated as of 11/30/12: 60

Total Number of Leads Generated in Previous Years:

2011/2012: 119

2010/2011: 92

2009/2010: 107

2008/2009: 151

2007/2008: 209

2006/2007: 205

NORTH SHORE 2 QUARTER - FY.2012/13						
Oct-12						
Groups Booked: 2						
Placer County:	1	Room Nights:	105	Delegates:	50	Revenue: \$20,938
Washoe County:	1	Room Nights:	480	Delegates:	175	Revenue: \$38,448
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 6						
Placer County:	4	Room Nights:	705	Delegates:	540	Revenue: \$93,057
Washoe County:	1	Room Nights:	414	Delegates:	175	Revenue: \$66,381
Nevada County:	1	Room Nights:	66	Delegates:	20	Revenue: \$6,336
Nov-12						
Groups Booked: 7						
Placer County:	7	Room Nights:	1119	Delegates:	591	Revenue: \$211,573
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	145	Delegates:	62	Revenue: \$14,643
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Dec-12						
Groups Booked: 0						
Placer County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	22	Delegates:	11	Revenue: \$3,770
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Estimated						
Quarter totals by county:						
Groups Booked: 9						
Placer County:	8	Room Nights:	1224	Delegates:	641	Revenue: \$232,511
Washoe County:	1	Room Nights:	480	Delegates:	175	Revenue: \$38,448
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
TOTAL:	9		1704	Delegates: 816		\$270,959
Groups Arrived: 4						
Placer County:	6	Room Nights:	872	Delegates:	613	Revenue: \$111,470
Washoe County:	1	Room Nights:	414	Delegates:	175	Revenue: \$66,381
Nevada County:	1	Room Nights:	66	Delegates:	20	Revenue: \$6,336
TOTAL:	8		1352	808		\$184,187



north lake tahoe

Chamber | CVB | Resort Association

DATE: January 9, 2013
TO: Board of Directors
FROM: Ron Treabess, Director of Community Partnerships and Planning
SUBJECT: Monthly Activity Report—December, 2012

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. North Lake Tahoe Transportation Summit

- NLTRA Board and Board of Supervisors approved Committee funding recommendation
- Summit was held Friday, October 26, 2012. Over 60 participants in attendance.
- Most in attendance verbally committed to continuing and participating in the detailed development of the vision
- TNT/TMA and NLTRA will take the lead in moving process forward
- Met December 13th with small group of key organization representatives to discuss and layout an approach with possible schedule for this process.
- The Resort Triangle Transportation Vision Coalition (organizations that committed at the Summit) had initial meeting January 3rd and agreed to vision statement, elements essential to achieving vision, and the next steps necessary to the process.

2. North Lake Tahoe Express

- First quarter report showed ridership is down 13% and passenger revenues are off 9% from the same period during FY 2011/12. With the addition of positive ridership and revenues for October and November, the year-to-date figures have improved to ridership down 3% and revenues now even for the same 4 month period in FY 2011/12. (See attached Monthly NLTE Report-Nov 2012)
- Necessary operator subsidy for year-to-date was \$49,696 of which Placer County share was 54% or \$27,596.

3. Regional Coordinated Skier Shuttle Program

- The TMA has received report from LSC Transportation Consultants which develops a specific plan for service, schedule, and partner costs.

- Tahoe Transportation District has contracted with Amador Transit for the 5-bus service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA will manage the service. Service will began December 24th.
- Funding for this one-year pilot program has been contributed by 9 partners including the ski areas, the Town of Truckee, the NLTRA and participating lodging outside of Placer County.
- The Placer County Board of Supervisors has approved the NLTRA recommendation for TOT funding of 20% total costs. (\$65,900)
- Reports will be provided during the season. After this season, the program will be reviewed for future continuation including the appropriate sources for funding.

4. North Lake Tahoe Water Shuttle

- The operation of the first year of this 3-year pilot water shuttle service and the water shuttle manager's monitoring program commenced service on August 3rd and concluded on September 30th.
- A season report was presented at the December 3rd Joint Committee meeting. Suggested changes for improved operation will be presented to the Joint Committee in January for recommendation to the Board in February.

5. Homewood Bike Trail

- Tahoe City Public Utility District is requesting up to \$600,000 TOT funding as part of a total project cost of \$1,557,970 to construct a one mile section of Class 1 bike trail in the Homewood area along the West Shore.
- This Homewood section has been identified in all planning documents as the most unsafe "missing link" in the North Lake Tahoe multi-use trail system.
- Of the \$600,000 request, TCPUD is suggesting that \$300,000 be funded with previously approved TOT Lakeside Trail project funding and \$300,000 with new funding. This is possible as the Lakeside Trail project was efficiently completed under budget. The Integrated Work Plan has shown additional new funding projected at \$450,000, which will be reduced to \$300,000, if approved as requested. TOT funding will be available in FY 2014/15.
- At its December 1st meeting, the Joint Committee voted unanimously to recommend this request as proposed.

6. Winter Night Rider Shuttle Service

- Winter Night Rider program began Dec 13th and is providing extended hours from 11:00 pm until 2:00 am, as was provider during summer.
- Businesses have reported increased patronage during the extended hours as a result of transit option.
- The ridership for December is attached showing the % of total ridership that occurs during the extended hours.

7. Bicycle Friendly Community Application

- Staff and LSC Transportation Consultants have reevaluated the previous application to the League of American Bicyclists to prepare and resubmit to achieve a higher designation.
- Worked with the League staff to review suggested measures that will raise our status to the higher level
- Developed a list of short term and long term action items for implementation that will help obtain the higher Bicycle Friendly Community certification
- Coordinate and complete short term action items implementation.
- Resubmit the new application before the February 2013 deadline

8. Gateway Community Lighting

- The up to \$18,000 funding request by the TCDA and NTBA to provide Holiday Lighting was recommended by the NLTRA Board at its Oct. 3rd meeting.
- The Placer County Board of Supervisors approved the request at its Oct. 23rd meeting.
- Gateway lighting installation at Squaw Valley entrance, Tahoe City wye, and Hwy 267/Hwy 28 was completed and will shine brightly through the early winter season.

9. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be Monday, **January 28, 2013**, 1:30 p.m., at TCPUD. At that meeting, the Committee will elect a Chair and Vice-Chair for 2013. All Committee member appointments are in effect through 2013.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- NTPUD Director Frank Mooney Recognition Reception
- TNT/TMA Board Meeting
- Coordinated Skier Shuttle Meeting
- Traffic Management Contract Meeting
- NTBA Annual Membership Mixer
- Transportation Visioning Committee
- NLTRA Master Plan Task Force Review
- Squaw Valley Olympic Museum Board
- Tahoe Transportation District Special Board Meeting/Ski Shuttle

NLTE Monthly Report - November 2012

Truckee - Northstar
Squaw Valley - Tahoe City - Sunnyside
Incline Village - Kings Beach - Tahoe Vista

Month	FY 2012-13				FY 2011-12				FY 2010-11				FY 2009-10				FY 2008-09				FY 2007-08				FY 2006-07					
	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	
July	\$0	\$32,220	\$43,438	\$42,006	\$63,794	\$80,595	\$38,421	\$19,765	\$64,933	0	1187	1618	1473	1682	1558	1526	2021	184	904	847	1935	184	904	847	1935	184	904	847	1935	
Aug	\$0	\$28,427	\$41,584	\$40,810	\$48,243	\$54,004	\$25,463	\$27,640	\$63,376	0	1001	1538	1350	1526	1001	1538	1350	1526	1001	1538	1350	1526	1001	1538	1350	1526	1001	1538	1350	1526
Sep	\$0	\$28,383	\$29,982	\$34,440	\$38,714	\$40,086	\$17,178	\$40,287	\$40,287	0	1009	1108	1137	1317	1108	1137	1317	1380	92	523	624	1239	92	523	624	1239	92	523	624	1239
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$29,373	\$14,415	\$19,263	\$36,103	0	884	1156	853	1591	884	1156	853	1591	69	463	575	1107	69	463	575	1107	69	463	575	1107
Nov	\$7,066	\$20,294	\$17,836	\$15,706	\$24,195	\$22,341	\$12,291	\$15,153	\$31,477	245	640	623	546	782	640	623	546	782	71	504	477	1087	71	504	477	1087	71	504	477	1087
Dec	\$43,888	\$57,943	\$66,123	\$51,200	\$77,382	\$55,852	\$0	\$0	\$51,477	1749	2446	2527	1924	2695	1749	2446	2527	1924	116	504	477	1087	116	504	477	1087	116	504	477	1087
Jan	\$47,022	\$65,700	\$50,905	\$64,889	\$70,922	\$78,603	\$0	\$0	\$70,922	1667	2695	1955	2461	2156	1667	2695	1955	2461	0	0	0	0	1667	2695	1955	2461	2156	2817	0	0
Feb	\$40,151	\$65,583	\$75,355	\$72,647	\$83,094	\$70,241	\$0	\$0	\$70,241	1537	2506	2668	2659	2766	1537	2506	2668	2659	0	0	0	0	1537	2506	2668	2659	2766	2446	0	0
Mar	\$54,375	\$59,871	\$81,088	\$75,514	\$86,608	\$93,813	\$0	\$0	\$93,813	2191	2384	2953	3059	2791	2191	2384	2953	3059	0	0	0	0	2191	2384	2953	3059	2791	3152	0	0
Apr	\$26,628	\$20,596	\$23,882	\$37,230	\$27,459	\$44,346	\$0	\$0	\$44,346	1645	755	840	1351	1037	1645	755	840	1351	0	0	0	0	1645	755	840	1351	1037	2026	0	0
May	\$16,625	\$17,175	\$18,016	\$23,158	\$17,866	\$25,852	\$0	\$0	\$25,852	1112	1064	1152	954	1403	1112	1064	1152	954	0	0	0	0	1112	1064	1152	954	1255	0	0	0
June	\$29,016	\$28,212	\$33,214	\$40,196	\$41,662	\$48,259	\$0	\$0	\$48,259	10748	17194	18783	18547	19780	10748	17194	18783	18547	0	0	0	0	10748	17194	18783	18547	22109	0	0	0
Total	\$258,211	\$451,147	\$515,159	\$523,311	\$621,198	\$653,265	\$0	\$0	\$653,265	22365,399	\$111,767	\$101,920	\$236,174	\$236,174	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Change over Previous Year to Date																														

Monthly Passengers

Month	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
July	0	1187	1618	1473	1682	2548	156
Aug	0	1001	1538	1350	1526	2021	184
Sep	0	1009	1108	1137	1317	1380	92
Oct	0	884	1156	853	1591	970	69
Nov	245	640	623	546	782	721	116
Dec	1749	2446	2527	1924	2695	1967	0
Jan	1667	2695	1955	2461	2156	2817	0
Feb	1537	2506	2668	2659	2766	2446	0
Mar	2191	2384	2953	3059	2791	3152	0
Apr	1645	755	840	1351	1037	2026	0
May	1112	1064	1152	954	1403	1255	0
June	10748	17194	18783	18547	19780	22109	0
Total	10748	17194	18783	18547	19780	22109	3618
YTD							\$0

Current Year Expenditures

Bank Fees	\$6,384
IT/Website/Res Program	\$400
TMA Administration:	\$18,806
Marketing:	\$236,174
Operations	\$273,515
Total	\$525,085

July 2012-June 2013

Budget Funding Target & Actual

NLTRA	\$90,000
IVCB-CVB	\$25,000
Blitmr/Hyatt	\$4,100
Trk Airport	\$3,500
Cedar House	\$1,000
Farebox	\$598,000
Total	\$828,000

30%

Monthly Runs 2012/2013

Month	Nevada	Placer	Washoe	Split County	Total Monthly Runs
July	47	327	136	88	598
August	42	288	144	113	587
September	26	224	145	51	446
October	30	192	173	33	428
November	30	170	158	26	384
December					0
January					0
February					0
March					0
April					0
May					0
June					0
Total Runs	175	1201	756	311	2443
Runs Per County	7.16%	49.16%	30.95%	12.73%	100%

Operations Per County July - November

Nevada = 10.34%
Placer = 55.53%
Washoe = 34.13%

Change over Previous Year to Date

2006-07	\$0
2007-08	\$2,790
2008-09	\$1,294
2009-10	\$3,946
2010-11	\$12,315
2011-12	\$24,984
2012-13	\$18,738
Total	\$55,374
YTD	\$0



Night Rider Ridership Productivity -- 12/13/12 through 12/30/12

	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	
SV - Hyatt	7:00 PM	382	8:00 PM	247	9:00 PM	435	10:00 PM	301	11:00 PM	294	12:00 AM	209	1:00 AM	170	-	-	
Hyatt - SV	7:00 PM	270	8:00 PM	331	9:00 PM	300	10:00 PM	236	11:00 PM	248	12:00 AM	187	1:00 AM	174	-	-	
TC - Tahoma	6:30 PM	38	7:30 PM	87	8:30 PM	90	9:30 PM	74	10:30 PM	83	11:30 PM	69	12:30 AM	53	1:30 AM	61	
Tahoma - TC	7:00 PM	28	8:00 PM	92	9:00 PM	118	10:00 PM	87	11:00 PM	160	12:00 AM	52	1:00 AM	61	-	-	
NSTR - Crystal Bay	6:30 PM	205	7:30 PM	244	8:30 PM	229	9:30 PM	187	10:30 PM	130	11:30 PM	54	12:30 AM	22	-	-	
Crystal Bay - NSTR	7:00 PM	45	8:00 PM	26	9:00 PM	17	10:00 PM	37	11:00 PM	46	12:00 AM	37	1:00 AM	43	-	-	
Days of Service - 12/13 to 12/30						18											
Ridership per day																	
SV - Hyatt	7:00 PM	21	8:00 PM	14	9:00 PM	24	10:00 PM	17	11:00 PM	17	12:00 AM	11	1:00 AM	9	-	-	
Hyatt - SV	7:00 PM	15	8:00 PM	18	9:00 PM	17	10:00 PM	13	11:00 PM	16	12:00 AM	10	1:00 AM	10	-	-	
TC - Tahoma	6:30 PM	2	7:30 PM	5	8:30 PM	5	9:30 PM	4	10:30 PM	3	11:30 PM	3	12:30 AM	3	1:30 AM	3	
Tahoma - TC	7:00 PM	2	8:00 PM	5	9:00 PM	7	10:00 PM	4	11:00 PM	5	12:00 AM	3	1:00 AM	3	-	-	
NSTR - Crystal Bay	6:30 PM	11	7:30 PM	14	8:30 PM	13	9:30 PM	10	10:30 PM	4	11:30 PM	2	12:30 AM	1	-	-	
Crystal Bay - NSTR	7:00 PM	3	8:00 PM	1	9:00 PM	1	10:00 PM	2	11:00 PM	4	12:00 AM	3	1:00 AM	2	-	-	
Ridership per Vehicle-Hour of Service																	
SV - Hyatt	7:00 PM	21	8:00 PM	14	9:00 PM	24	10:00 PM	17	11:00 PM	17	12:00 AM	11	1:00 AM	9	-	-	
Hyatt - SV	7:00 PM	15	8:00 PM	18	9:00 PM	17	10:00 PM	13	11:00 PM	16	12:00 AM	10	1:00 AM	10	-	-	
TC - Tahoma	6:30 PM	4	7:30 PM	10	8:30 PM	10	9:30 PM	8	10:30 PM	6	11:30 PM	6	12:30 AM	6	1:30 AM	7	
Tahoma - TC	7:00 PM	3	8:00 PM	10	9:00 PM	13	10:00 PM	7	11:00 PM	9	12:00 AM	6	1:00 AM	7	-	-	
NSTR - Crystal Bay	6:30 PM	23	7:30 PM	27	8:30 PM	25	9:30 PM	21	10:30 PM	8	11:30 PM	9	12:30 AM	1	-	-	
Crystal Bay - NSTR	7:00 PM	5	8:00 PM	3	9:00 PM	2	10:00 PM	4	11:00 PM	9	12:00 AM	7	1:00 AM	4	-	-	
Overall	Psgrs/Day	207	Psgrs/VSH	14.8	Added Service Productivity - Extended Hours (Buses 1-4)												
SV - Hyatt/Hyatt-SV		207		14.8	33% of total pax SV - Hyatt			21% of total pax Hyatt - SV									
Nstr-Crystal Bay/CB-NSTR		63		12.6	7% of total pax Nstr - CB			32% of total pax CB - Nstr									
TC - Tahoma/Tahoma-TC		57		7.1	33% of total pax TC - Tahoma			24% of total pax Tahoma - TC									