



# north lake tahoe

Chamber | CVB | Resort Association

## Agenda and Meeting Notice

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

**Wednesday October 2, 2013 – 8:30 – 11 a.m.**

**Tahoe City Public Utility District Board Room**

#### 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 (1 hour 50 minutes)**

##### **Marketing (50 minutes)**

3. Destimetrics Report – Andy Chapman (10 minutes)
4. Ironman Report – Andy Chapman (15 minutes)
5. Visitor Center Report – Emily Detwiler (10 minutes)
6. Snowfest! Strategy for Future Funding – **MOTION** Judy Laverty (15 minutes)

##### **Infrastructure/Transportation (5 minutes)**

7. Transit Vision Update – Sandy Evans Hall (5 minutes)
8. Squaw Valley Winter Trail Snow Removal funding request – Ron Treabess **MOTION** (10 minutes)
9. Community Gateway Lighting funding request – Ron Treabess **MOTION** (10 minutes)

#### **2013**

#### **Board Members**

**Wally Auerbach**  
*Auerbach Engineering*

**Eric Brandt**  
*Tahoe TV*

**Phil GilanFarr**  
**(Chair)**  
*CB's Pizza & Grill*

**Kali Kopley (Vice-Chair)**  
*Uncorked/Petra/Soupa*

**Brendan Madigan**  
*Alpenglow Sports*

**Alex Mourelatos**  
*Mourelatos Lakeshore Resort*

**Valli Murnane**  
**(Secretary)**  
*Tahoe XCountry*

**Ron Parson**  
**(Immediate Past Chair)**  
*Granlibakken*

**Bill Rock**  
**(Treasurer)**  
*Northstar*

**Joseph Mattioli**  
*The Ritz-Carlton*

**Jennifer Merchant**  
*Placer County*

**Kristi Boosman**  
*TRPA*  
*(Ex-officio)*

**Organization (25 minutes)**

- 10. Fund Balance Proposal – Sandy Evans Hall (20 minutes)
- 11. Election Committee Formation – Sandy Evans Hall (5 minutes)

**Membership (10 minutes)**

- 12. Membership Manager Replacement Report – Sandy Evans Hall (5 minutes)
- 13. Membership Luncheon – October 11, 2013 North Tahoe Event Center (5 minutes)

**Special Presentation (20 minutes)**

- 14. Redevelopment Agency Succession Update – Ron McIntyre (20 minutes)

**E. DIRECTORS' COMMENTS (5 minutes)**

**F. CONSENT CALENDAR – MOTIONS (5 minutes)**

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.

**15. Board Meeting Minutes –September 4, September 23, 2013**

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

- 16. Joint Infrastructure/Transportation Committee – September 23, 2013**
- 17. Marketing Committee – September 24, 2013**
- 18. Business Association and Chamber Collaborative – September 11, 2013**
- 19. Lodging Committee – September 5, 2013**
- 20. Conference Sales Directors Committee – No Meeting in September
- 21. Finance Committee – September 26, 2013**
- 22. Executive Committee Report – September 24, 2013**
- 23. Financial Reports August**

**1. Dashboard and project reports**

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 – August**

**G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)**

**H. CLOSED SESSION (If necessary)**

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed, , 2013*



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe



Destination: North Lake Tahoe

Period: Bookings as of August 31, 2013

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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 1,737 Units (\*DestiMetrics Census\*)

		2013/14	2012/13	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (August) changed by (1.2%)	Occupancy (August) :	65.8%	65.0%	1.2%
North Lake Tahoe Average Daily Rate for last month (August) changed by (9.2%)	ADR (August) :	\$243	\$222	9.2%
North Lake Tahoe RevPAR for last month (August) changed by (10.6%)	RevPAR (August) :	\$159	\$144	10.6%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (September) changed by (21.4%)	Occupancy (September)	48.9%	40.3%	21.4%
North Lake Tahoe Average Daily Rate for next month (September) changed by (16.0%)	ADR (September) :	\$208	\$179	16.0%
North Lake Tahoe RevPAR for next month (September) changed by (40.9%)	RevPAR (September) :	\$102	\$72	40.9%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (-1.4%)	Occupancy	48.6%	49.3%	-1.4%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (8.2%)	ADR	\$221	\$204	8.2%
North Lake Tahoe RevPAR for the prior 6 months changed by (6.6%)	RevPAR	\$107	\$101	6.6%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (27.2%)	Occupancy	19.1%	15.0%	27.2%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (19.7%)	ADR	\$234	\$196	19.7%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (52.2%)	RevPAR	\$45	\$29	52.2%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Aug. 31, 2013 vs. Previous Year</b>				
Rooms Booked during last month (August, 2013) compared to Rooms Booked during the same period last year (August, 2012) for all arrival dates has changed by (-12.4%)	Booking Pace (August)	5.2%	5.9%	-12.4%

\* **DestiMetrics Census:** Total number of rooms reported by participating DestiMetrics 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 DestiMetrics's other participants.

As is the case in all DestiMetrics 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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# RESERVATIONS ACTIVITY REPORT

## SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of August 31, 2013) vs. 2012/13 YTD (as of August 31, 2012) vs. 2012/13 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 (2012/13 season)
  Data as of August 31, 2013 (2013/14 season)
  Data as of August 31, 2012 (2012/13 season)
  Percent Change

Chart 1a - Occupancy Rate

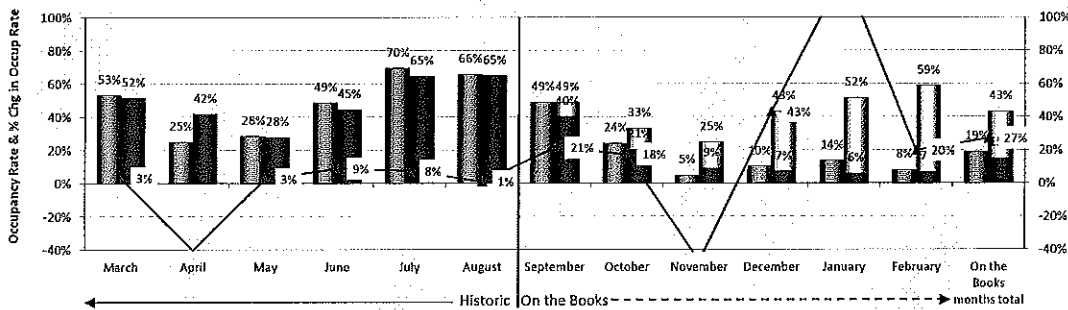


Chart 1b - Average Daily Rate

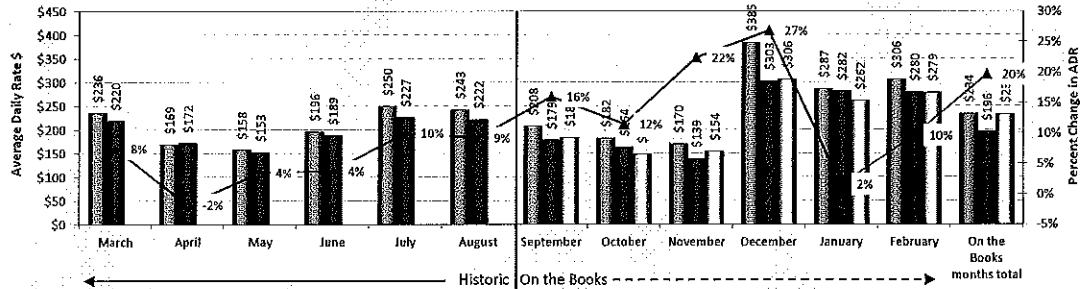


Chart 1c - Revenue Per Available Room

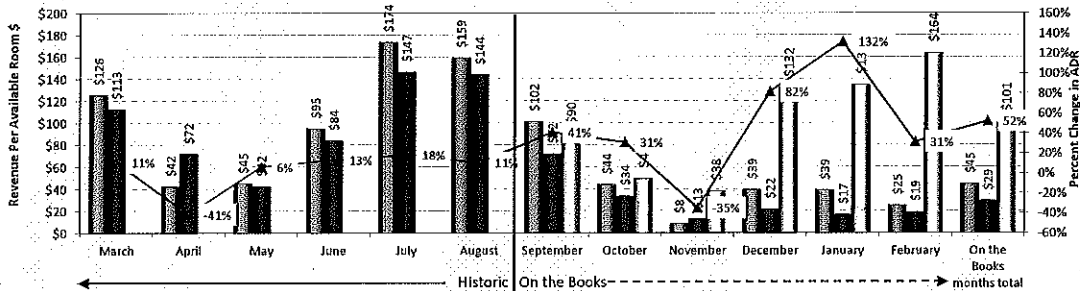
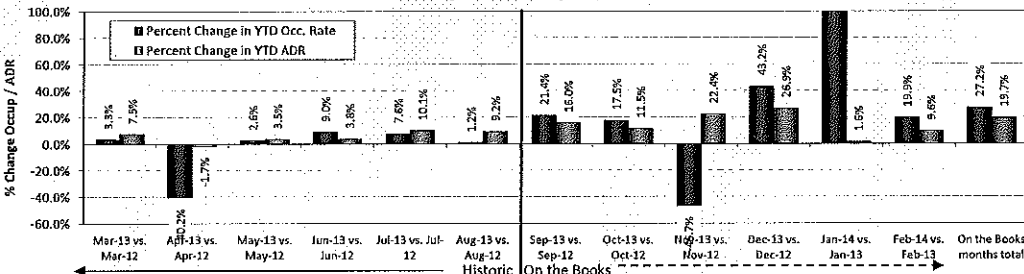


Chart 1d - % Change in YTD Occupancy and ADR: 2013/14 vs 2012/13



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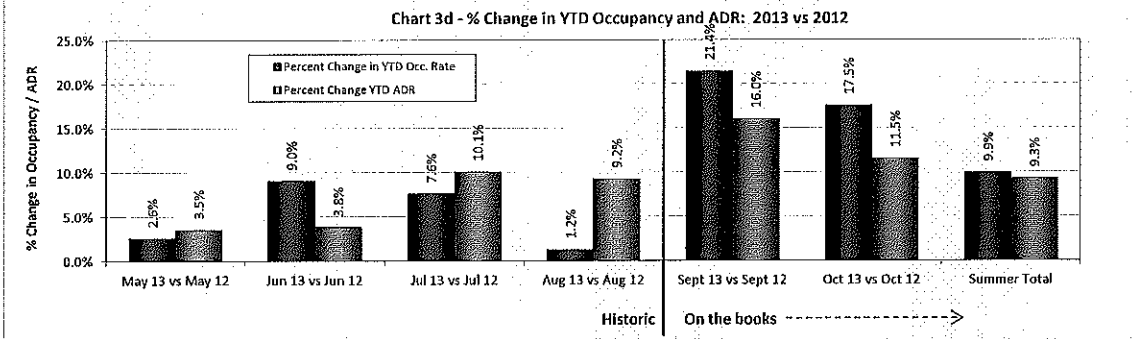
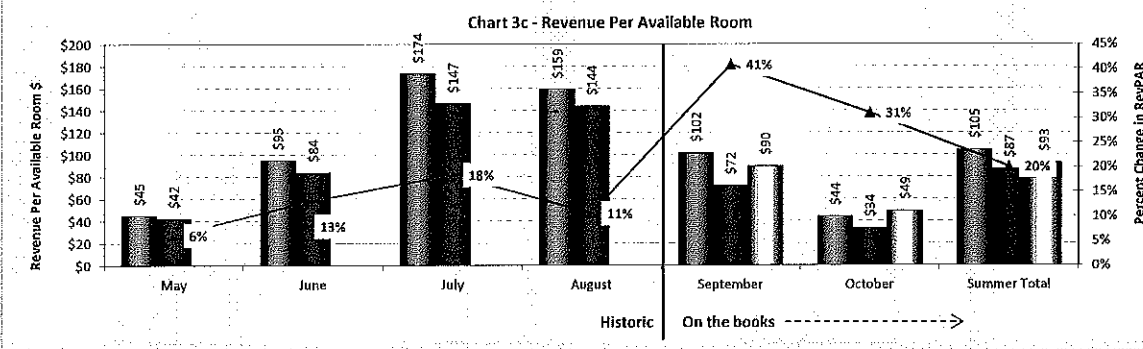
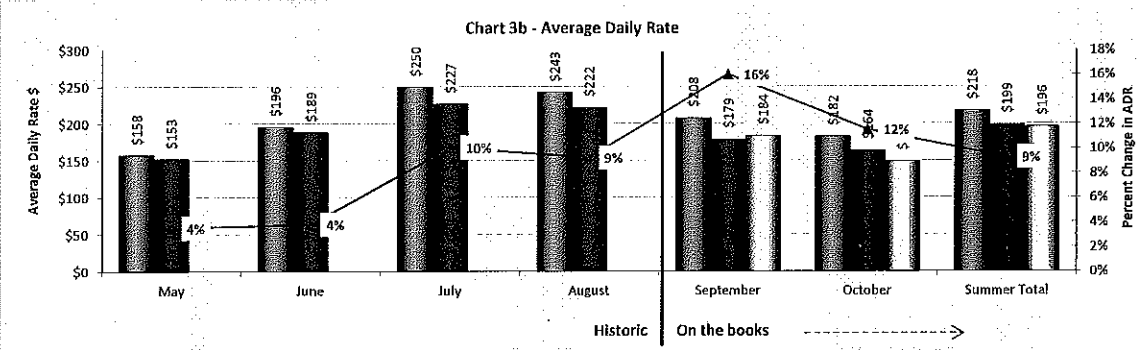
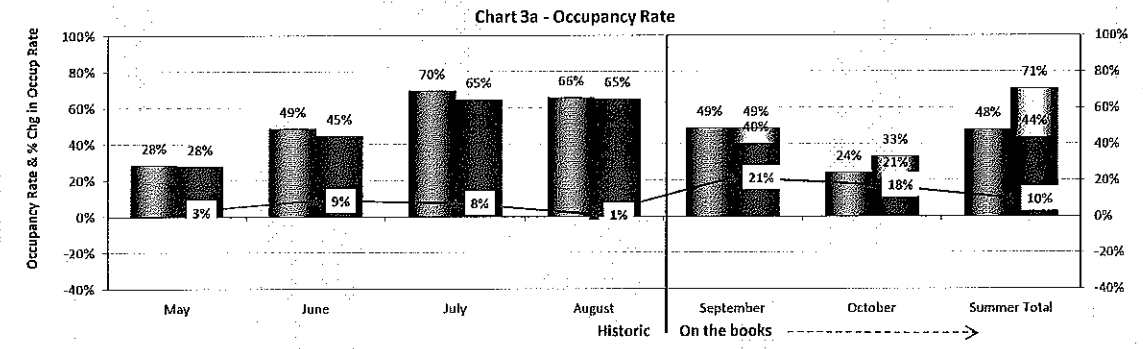
## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2013 YTD (as of August 31, 2013) vs. 2012 YTD (as of August 31, 2012) vs. 2012 Historical

NOTE: This is not a forecast of bookings. Data represents transactions on the books as of the date noted above  
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Historic Actual (2012 season)    
  Data as of August 31, 2013 (2013 season)

Data as of August 31, 2012 (2012 season)    
  Percent Change

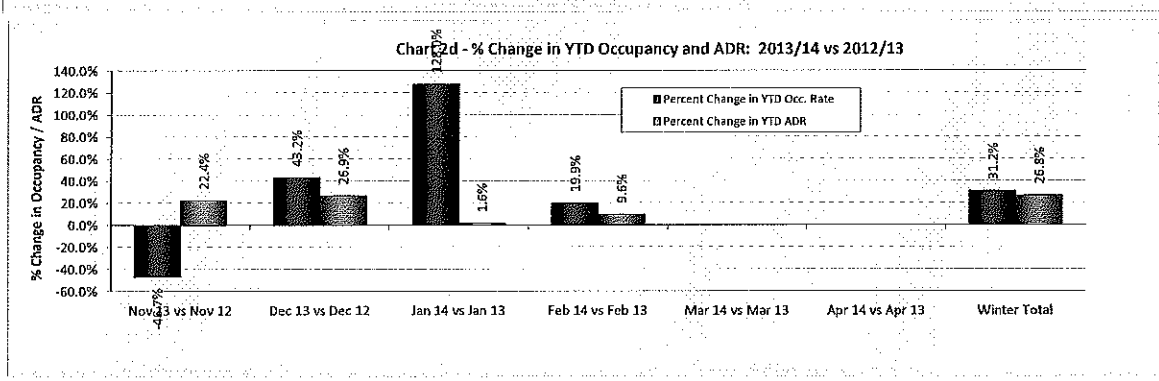
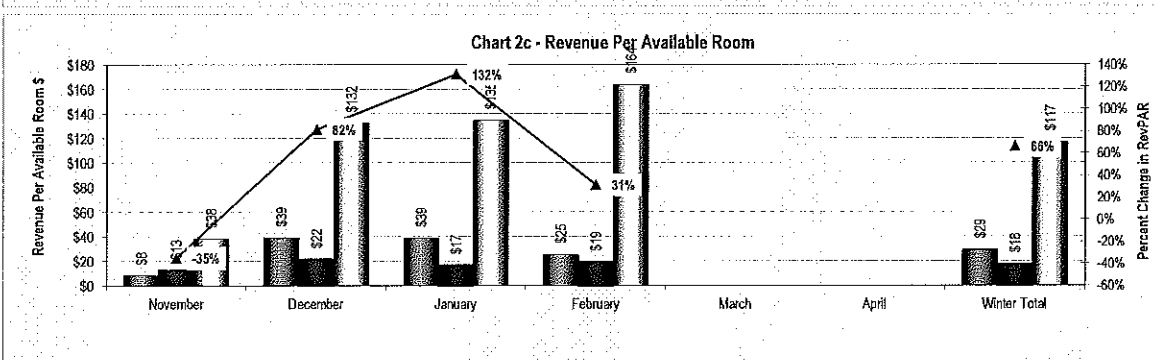
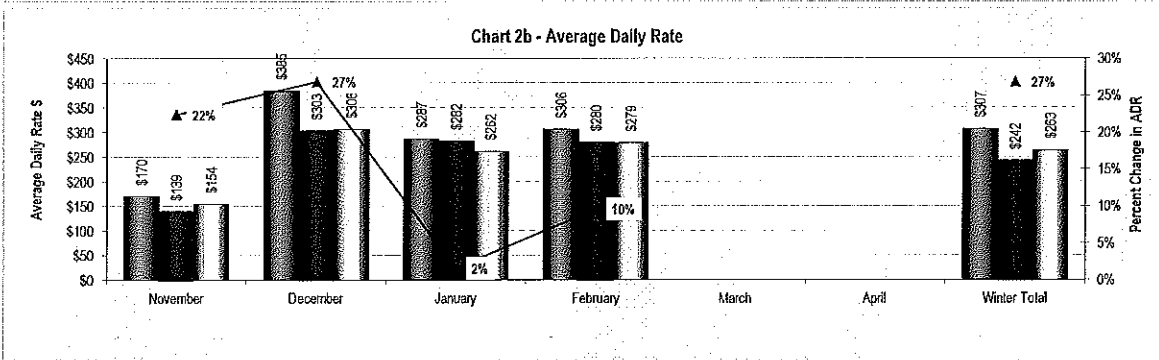
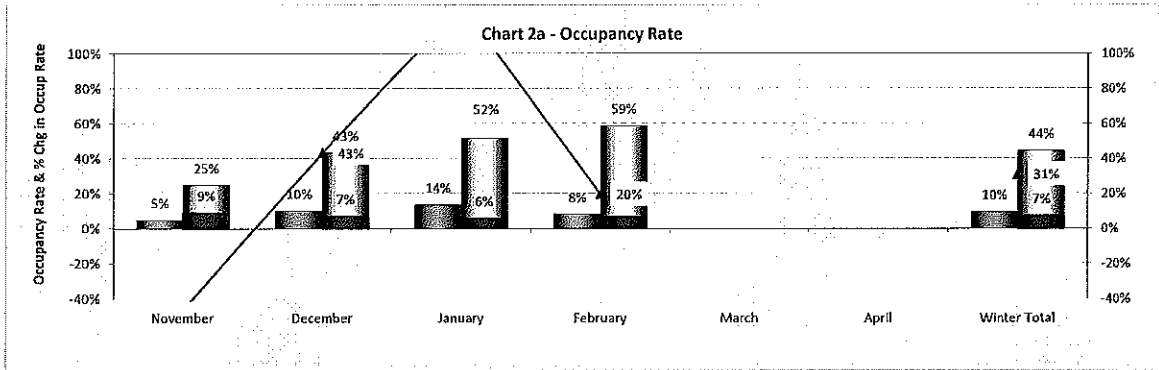




**RESERVATIONS ACTIVITY REPORT**  
**SECTION 3 - WINTER SEASON SUMMARY GRAPHS**

2013/14 YTD (as of August 31, 2013) vs. 2012/13 YTD (as of August 31, 2012) vs. 2012/13 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 (2012/13 season)    
 Data as of August 31, 2013 (2013/14 season)  
 Data as of August 31, 2012 (2012/13 season)    
 Percent Change





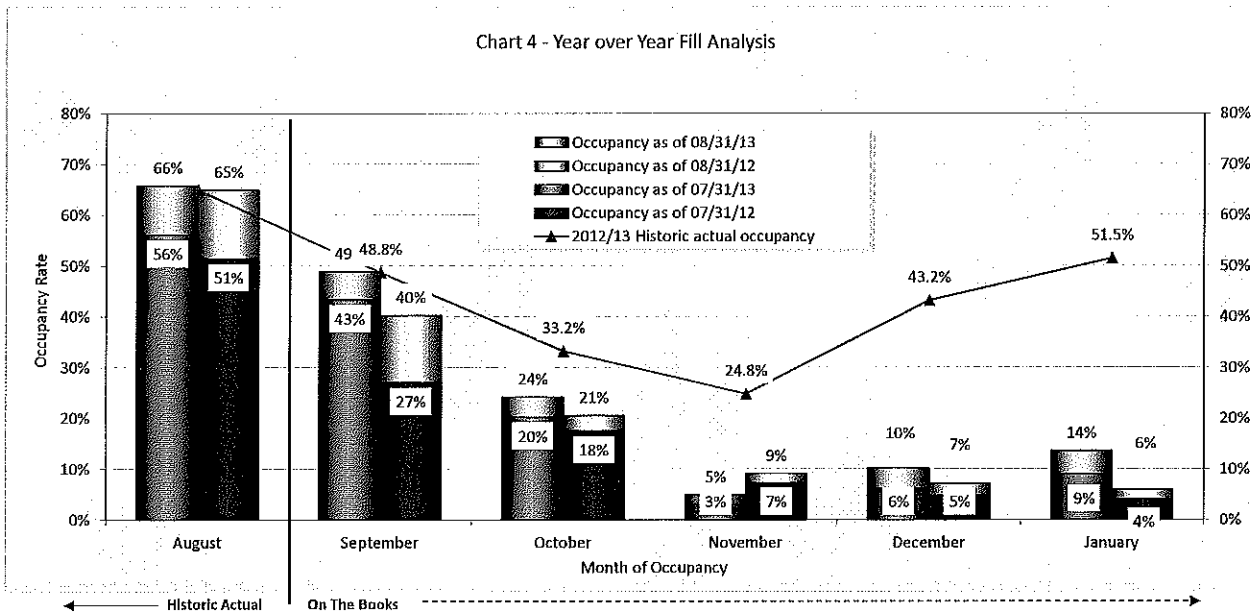
**RESERVATIONS ACTIVITY REPORT  
SECTION 4 - FILL ANALYSIS**

**2013/14 Occupancy Pace (as of August 31, 2013) vs. 2012/13 Pace (as of August 31, 2012) vs. same period 2012/13**

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

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Chart 4 - Year over Year Fill Analysis



Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF AUG 31			OCCUPANCY AS OF JUL 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012/13 Historic actual occupancy
	Occupancy as of 08/31/13	Occupancy as of 08/31/12	Absolute Change	Occupancy as of 07/31/13	Occupancy as of 07/31/12	Absolute Change	Incremental occupancy booked during Aug. 2013	Incremental occupancy booked during Aug. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	August	65.8%	65.0%	0.8%	56.1%	51.4%	4.7%	9.6%	13.5%	-3.9%	
September	48.9%	40.3%	8.6%	43.3%	27.1%	16.2%	5.6%	13.2%	-7.6%	-57.8%	48.8%
October	24.2%	20.6%	3.6%	20.2%	17.5%	2.7%	4.0%	3.1%	0.9%	29.8%	33.2%
November	4.9%	9.1%	-4.3%	3.0%	7.2%	-4.2%	1.9%	1.9%	0.0%	-1.2%	24.8%
December	10.2%	7.2%	3.1%	6.2%	4.8%	1.5%	4.0%	2.4%	1.6%	67.7%	43.2%
January	13.6%	6.0%	7.6%	9.0%	4.1%	4.9%	4.6%	1.9%	2.7%	142.8%	51.5%
<b>Total</b>	<b>29.7%</b>	<b>24.5%</b>	<b>5.1%</b>	<b>24.5%</b>	<b>18.6%</b>	<b>5.9%</b>	<b>5.2%</b>	<b>5.9%</b>	<b>-0.7%</b>	<b>-12.4%</b>	<b>44.6%</b>

\*\*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 the month just ended.

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of August 31, 2013

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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample	
		Occup. Rate as of: August 31, 2013 (2013/14 season)	Occup. Rate as of: August 31, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate			
Month of Occupancy (2013/14 & 2012/13)							
March	↑ Historic Actual	53.2%	51.5%	3.3%		11	
April		25.0%	41.9%	-40.2%		11	
May		28.5%	27.7%	2.6%		11	
June		48.6%	44.6%	9.0%		11	
July		69.5%	64.6%	7.6%		11	
August		65.8%	65.0%	1.2%		11	
September		↓ On the Books	48.9%	40.3%	21.4%	48.8%	11
October			24.2%	20.6%	17.5%	33.2%	11
November	4.9%		9.1%	-46.7%	24.8%	11	
December	10.2%		7.2%	43.2%	43.2%	11	
January	13.6%		6.0%	128.0%	51.5%	11	
February	8.2%		6.9%	19.9%	58.8%	11	
Grand total	35.1%		31.9%	9.9%	46.3%	11	
Historic months total	48.6%		49.3%	-1.4%	49.3%	11	
On the Books months total	19.1%	15.0%	27.2%	43.2%	11		

AVERAGE DAILY RATE		ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)	# of Properties in Sample	
		ADR as of: August 31, 2013 (2013/14 season)	ADR as of: August 31, 2012 (2012/13 season)	Percent Change in YTD ADR			
Month of Occupancy (2013/14 & 2012/13)							
March	↑ Historic Actual	\$236	\$220	7.5%		11	
April		\$169	\$172	-1.7%		11	
May		\$158	\$153	3.5%		11	
June		\$196	\$189	3.8%		11	
July		\$250	\$227	10.1%		11	
August		\$243	\$222	9.2%		11	
September		↓ On the Books	\$208	\$179	16.0%	\$184	11
October			\$182	\$164	11.5%	\$149	11
November	\$170		\$139	22.4%	\$154	11	
December	\$385		\$303	26.9%	\$306	11	
January	\$287		\$282	1.6%	\$262	11	
February	\$306		\$280	9.6%	\$279	11	
Grand total	\$224		\$202	10.9%	\$218	11	
Historic months total	\$221		\$204	8.2%	\$204	11	
On the Books months total	\$234	\$196	19.7%	\$233	11		

REVENUE PER AVAILABLE ROOM		RevPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)	# of Properties in Sample	
		RevPAR as of: August 31, 2013 (2013/14 season)	RevPAR as of: August 31, 2012 (2012/13 season)	Percent Change in YTD RevPAR			
Month of Occupancy (2013/14 & 2012/13)							
March	↑ Historic Actual	\$126	\$113	11.1%		11	
April		\$42	\$72	-41.3%		11	
May		\$45	\$42	6.2%		11	
June		\$95	\$84	13.2%		11	
July		\$174	\$147	18.4%		11	
August		\$159	\$144	10.6%		11	
September		↓ On the Books	\$102	\$72	40.9%	\$90	11
October			\$44	\$34	31.1%	\$49	11
November	\$8		\$13	-34.8%	\$38	11	
December	\$39		\$22	81.7%	\$132	11	
January	\$39		\$17	131.5%	\$135	11	
February	\$25		\$19	31.4%	\$164	11	
Grand total	\$79		\$65	21.9%	\$101	11	
Historic months total	\$107		\$101	6.6%	\$101	11	
On the Books months total	\$45	\$29	52.2%	\$101	11		

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**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of August 31, 2013**

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 2013 VS. YTD 2012</u>			Historic Actual Occup. Rate (2012 season)
	Occup. Rate as of: August 31, 2013 (2013 season)	Occup. Rate as of: August 31, 2012 (2012 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	28.5%	27.7%	2.6%	
June	48.6%	44.6%	9.0%	
July	69.5%	64.6%	7.6%	
August	<b>Historic Actual</b> 65.8%	65.0%	1.2%	
September	<b>On the Books</b> 48.9%	40.3%	21.4%	48.8%
October	24.2%	20.6%	17.5%	33.2%
Summer Total	48.0%	43.7%	9.9%	70.6%

AVERAGE DAILY RATE	<u>ADR: YTD 2013 VS. YTD 2012</u>			Historic Actual ADR (2012 season)
	ADR as of: August 31, 2013 (2013 season)	ADR as of: August 31, 2012 (2012 season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$158	\$153	3.5%	
June	\$196	\$189	3.8%	
July	\$250	\$227	10.1%	
August	<b>Historic Actual</b> \$243	\$222	9.2%	
September	<b>On the Books</b> \$208	\$179	16.0%	\$184
October	\$182	\$164	11.5%	\$149
Summer Total	\$218	\$199	9.3%	\$196

REVENUE PER AVAILABLE ROOM	<u>RevPAR: YTD 2013 VS. YTD 2012</u>			Historic Actual RevPAR (2012 season)
	RevPAR as of: August 31, 2013 (2013 season)	RevPAR as of: August 31, 2012 (2012 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$45	\$42	6.2%	
June	\$95	\$84	13.2%	
July	\$174	\$147	18.4%	
August	<b>Historic Actual</b> \$159	\$144	10.6%	
September	<b>On the Books</b> \$102	\$72	40.9%	\$90
October	\$44	\$34	31.1%	\$49
Summer Total	\$105	\$87	20.1%	\$93



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of August 31, 2013**

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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: August 31, 2013 (2013/14 season)	Occup. Rate as of: August 31, 2012 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	4.9%	9.1%	-46.7%	24.8%
December	10.2%	7.2%	43.2%	43.2%
January	13.6%	6.0%	128.0%	51.5%
February	8.2%	6.9%	19.9%	58.8%
March				
April				
Winter Total	9.5%	7.3%	31.2%	44.4%

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
	ADR as of: August 31, 2013 (2013/14 season)	ADR as of: August 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$170	\$139	22.4%	\$154
December	\$385	\$303	26.9%	\$306
January	\$287	\$282	1.6%	\$262
February	\$306	\$280	9.6%	\$279
March				
April				
Winter Total	\$307	\$242	26.8%	\$263

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: August 31, 2013 (2013/14 season)	RevPAR as of: August 31, 2012 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$8	\$13	-34.8%	\$38
December	\$39	\$22	81.7%	\$132
January	\$39	\$17	131.5%	\$135
February	\$25	\$19	31.4%	\$164
March				
April				
Winter Total	\$29	\$18	66.4%	\$117



# north lake tahoe

Chamber | CVB | Resort Association

September 17, 2013

**To: Board of Directors**

**From:** Emily Detwiler, Director of Visitor Services

**Re:** Visitor Count-All Visitor Centers FY 2012-2013

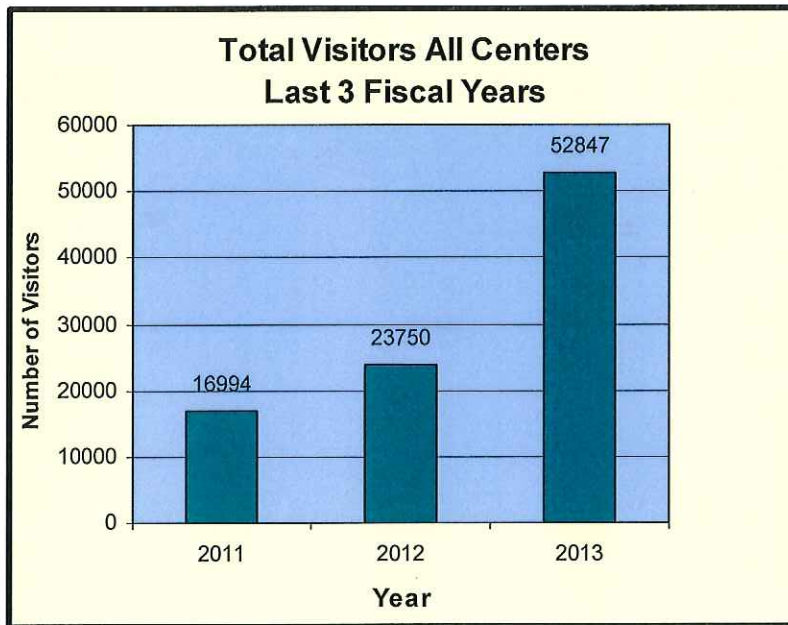
General North Lake Tahoe

There are roughly 3,100,000 Visitor Days per year and a little over 1 million Visitor Trips made to North Lake Tahoe.

## Visitor Center Counts

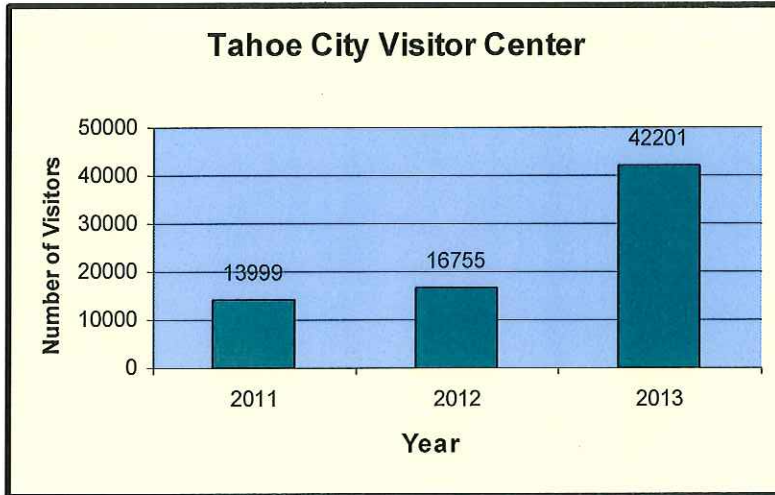
### Total Visits all Visitor Centers

The combined total visitation to all of the visitor centers has increased by 123% over last year.



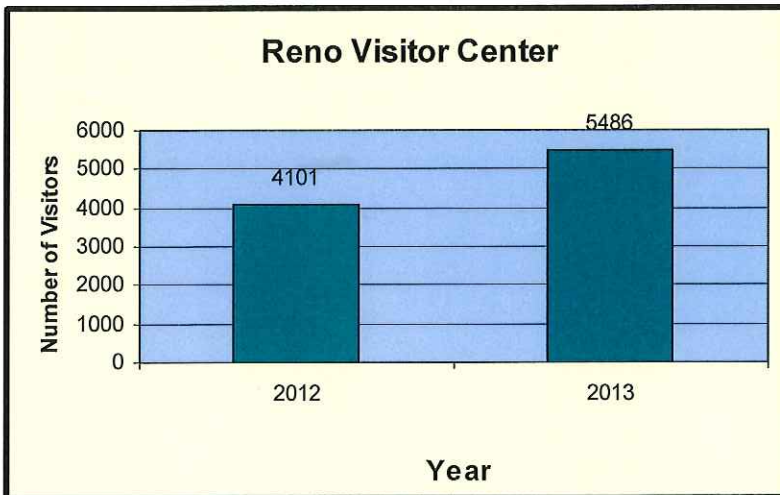
## Tahoe City

The Tahoe City Visitor Center has been hugely successful with our visitors, the community and we have been able to recommend thousands of business referrals to our guests. The Tahoe City Visitor Center traffic has increased by 152% over last year.



## Reno

Staff has continued to train North Lake Tahoe Express Staff concerning Visitor Information and stocks the brochure rack as needed. Visitor Guides are being distributed to NLTE passengers and walk-in traffic. Reno visitor traffic has increased by 34% over last year.

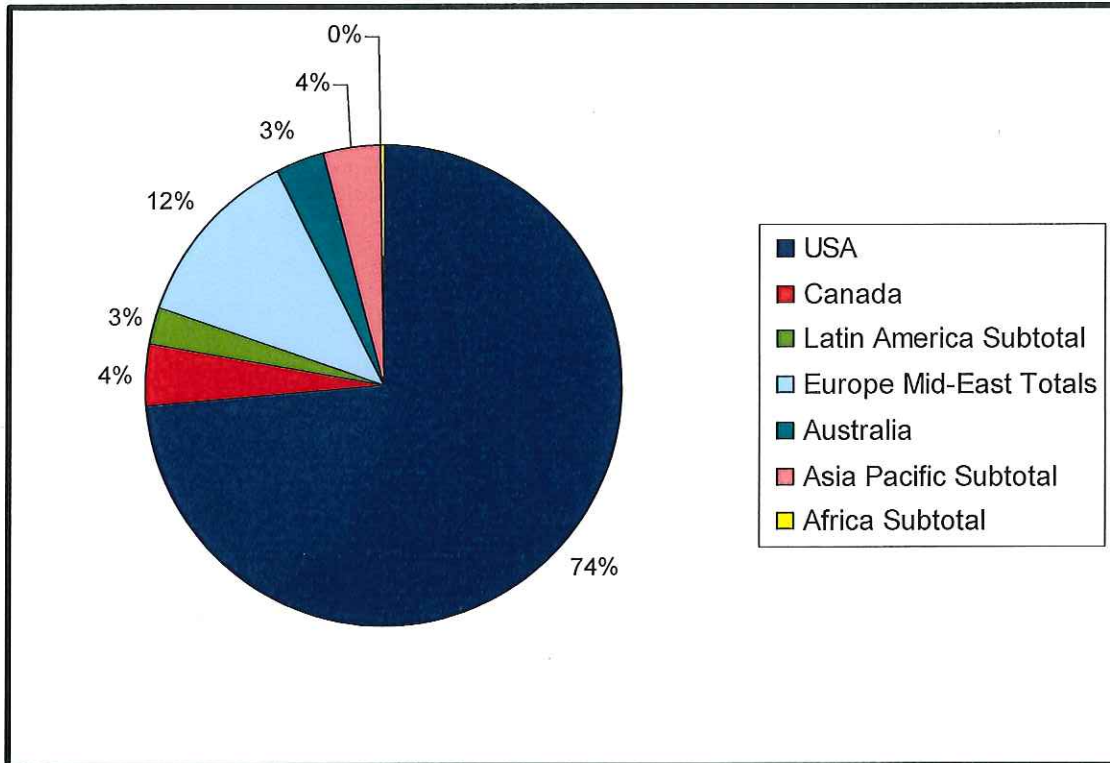


**Kings Beach (summer only)**

Opened on June 24<sup>th</sup> and will close in late September (weather permitting). The new location at the Kings Beach State Recreation Area (moved from the North Tahoe Beach) has improved our visitation by 78% over last year.



## Tahoe City Visitor Center Guest Book Data



### Comments

- Very Friendly and Welcoming
- Inspiring - thank you!
- Kind, knowledgeable and Helpful Staff - thank you!
- cool stuff/great atmosphere
- good people & beauty all around
- excellent advice
- Kym made our trip and we'll be back
- Bravo & Merci Linda pour le francais
- Great to be back
- such wonderful memories
- Thanks for being here
- Best center we've seen
- Maravilloso!
- Thanks for your hospitality



### NLTRA REVISIONS AS OF September 17, 2013

## STAFF REPORT ON FUTURE FUNDING DISCUSSIONS FOR SNOWFEST

### **BACKGROUND:**

At the direction of the NLTRA Board of Directors, staff facilitated a number of meetings between SnowFest and NLTRA staff, and a joint meeting with the ski resorts. Ski resorts that participated in the discussion included Homewood Mountain Resort, Sugar Bowl, Squaw Valley, Tahoe Cross Country and Granlibakken.

### **Discussions included:**

- Tourism Drivers
- Event Strengths
- Event Weaknesses
- Future Opportunities with Resort Partners
- NLTRA Recommended Changes
- Future Role of the NLTRA

### **EVENT/RESORT PARTNERSHIP CHALLENGES AND POSSIBLE SOLUTIONS**

SnowFest! staff has begun developing partnerships with the ski resorts to develop mid-week resort branded on mountain events, a "Ski for SnowFest" day similar to Ski for the Schools, with a portion of the proceeds going back to SnowFest, as well as co-operative marketing opportunities with the individual resorts. The Ski Resorts are very receptive to this opportunity, and have already started the development of partnering on an individual Resort basis.



With the current date of SnowFest occurring in high season, the resorts have responded by noting the Gold Pass competes against their local lift ticket and pass deals and most resort lodging properties are sold out during SnowFest weekend dates.

It was suggested (by the NLTRA staff) beginning in 2015, SnowFest move the dates to the post holiday period after New Years when the ski areas have capacity. After discussions with community partners, the SF! Board has recommended that the dates remain at the traditional time period that brands SF!, North Lake Tahoe, as a "Hallmark Event".

The resorts are open to discussion on how to help SnowFest! cross promote, publicize, and help strengthen the event.

**SUGGESTED FUTURE SNOWFEST EVENT STRATEGIES:**

- Individual ski resort branded events, one day mid-week, to be incorporated into the SnowFest schedule of events.
- Focus on keystone events such as the Sled Dog Races, Arctic Paddle, Opening Ceremonies, The Great Ski Race (Delete), Banzai Races, Olympic Heritage Week, Fireworks over the Lake, and the Polar Bear Swim.
- Enhanced promotion at lakeside properties and activities during Weekend time periods.
- Utilize Ski Areas, and their cross promotional efforts of supporting SF! For example: Fundraising, events, discounts, as we have previously discussed for 2014.

The general consensus is these types of events should garner significant regional and national press and creates a "must-see" event.





**north lake tahoe**  
Chamber | CVB | Resort Association

**The goals of SnowFest 2014 are to:**

- Enhance all Placer County tax revenues.
- Provide accurate, tracked room nights generated by SnowFest! Tracking and contacting each lodging property post event is the responsibility of SnowFest!
- Receive In-Kind support from the North Lake Tahoe Resort Association as part of their sponsorship. This In-Kind support will be in addition to what is normally received through the Resort Associations Membership.
- Boost participation and support from the local ski resorts
- Continue to increase media presence in major publications, TV networks, and on the web
- Acquire preferred hotel partners. Tracking Codes to be provided by the NLTRA. All tracking follow up to be the responsibility of SnowFest!
- Negotiate commissionable room rates from contracted properties.
- Develop Cool Deals with lodging partners with a tracking code to accurately track room nights. NLTRA will assist in setting up Cool Deals and work with properties on codes.
- Contract a full time staff, as well as interns.
- Utilize the NLTRA Chamber email database blasts for recruiting volunteers for SnowFest!

**NLTRA RECOMMENDED CHANGES TO SNOWFEST**

The NLTRA recognizes SnowFest is a viable event, which has a positive impact on restaurant and retail sales in its current format. Staff is of the opinion that the event is a good “community fabric” event, attracting a large number of locals, and visitors who are already in the area as the event is held in the high season.

**NLTRA staff emphasized the importance of developing a tourism and TOT driver with the focus on events staged mid-week at the ski areas and on the lakeshore on weekends. SnowFest is encouraged**



to develop strong programs that fit the brand, initiate the development of lodging packages at the lake, and create significant events which draw major media coverage.

#### **\*\*FINANCIAL ROLE OF THE NLTRA TO SNOWFEST**

The NLTRA board and staff have emphasized the need for SnowFest to develop a plan that allows them to stand on their own financially in the future. The NLTRA has funded SnowFest on a continuous basis since 1992 with the exception of the fiscal years when no special event funding was available.

Up to and including the 2015 event, cash funding may continue for a specific to be agreed upon time period if SnowFest demonstrates additional, measurable room nights targeted to the ski resorts on week days and lakefront lodging on weekends driven specifically by the event.

#### **NLTRA IN-KIND SUPPORT**

- Beginning in 2013 for the 2014 event, NLTRA staff will also help initiate the creation of lodging packages with the resort and lakefront properties and establish an occupancy baseline from prior years to measure additional tracked impact of the event on occupancy. NLTRA staff will also work with properties to establish Cool Deals with tracking codes.
- Staff will oversee the promotion of SnowFest on GoTahoeNorth.com, and through NLTRA channels including: Public relations, social media, GoTahoeNorth.com featured events tab and master calendar of events. Additionally the NLTRA will create a SnowFest landing page on GoTahoeNorth.com with a direct link to SnowFest.
- NLTRA staff will share with SnowFest staff any possible corporate sponsors which fit the SnowFest brand.
- NLTRA will conduct a 5 year weather study for the month of January to determine history of snowfall and temperatures, which the NLTRA submitted to SnowFest in August.



## north lake tahoe

Chamber | CVB | Resort Association

October 2, 2013

**Subject:** Squaw Valley Winter Pedestrian Trail Snow Removal Funding Request  
**From:** Ron Treabess, Director of Community Partnerships and Planning

### Staff Recommendation:

- The NLTRA Board approves the Squaw Valley Public Service District's request for up to \$70,000 TOT funding from Infrastructure maintenance account to partially support the proposed \$91,195 Squaw Valley Winter Trail Snow Removal Project for 2013/14.

### Background:

- A two-year pilot program for winter snow removal along the existing Squaw Valley bike trail was concluded at the end of last ski season.
- The Squaw Valley Public Service District (SVPSD) provided leadership with Placer County Facilities, Squaw Valley Business Association, and the Squaw Valley Homeowners Association. (funding application and support letters attached)
- The benefits proved to be major safety improvement for visitors and residents otherwise having to walk on Squaw Valley Road; a unique amenity of outdoor recreation to attract additional overnight visitors wanting a winter mountain experience without partaking in snow-based sports; and access to commercial businesses from various lodgings without a guest having to drive or catch a shuttle.
- It was agreed that any continuance of this program after the two-year pilot would require some level of other funding from those realizing the benefits of the program.

### Decision Considerations:

- To recommend up to \$70,000 TOT Infrastructure Funding for Squaw Valley Winter Trail Snow Removal Program. This is the same amount as funded each of the last two years.
- \$22,000 from last year's funding was returned to undesignated Infrastructure funding account
- Funding request submitted by SVPSD, which will contract for and manage the program on behalf of other Squaw Valley entities
- Matching funds in the amount of \$21,000 will be provided for this one-season program
- The program will be to clear the same length of trail and services as provided last season
- If the trail length to be cleared is increased, it will be done with other funds than those indicated above
- Evaluation of the potential benefits of winter maintenance on selective trails in Squaw and North Lake Tahoe will continue using the same criteria
- It is understood that future funding requests must have greater funding matches from those realizing the benefits of the program

- The Capital Investment/Transportation Committee recommended the approval of the up to \$70,000 request suggesting that the funds come from the Infrastructure maintenance reserve account, which requires Placer CEO agreement
- The request is consistent with the funding capabilities of the 2013/14 Infrastructure project maintenance account

**Tourism Master Plan/Strategic Goals:**

- The project supports the mission statement as stated in the *North Lake Tahoe Tourism and Community Investment Master Plan* by promoting tourism and benefiting businesses through enhancement of the economic and recreational climate. SVPSPD further explains the support of the Master Plan goals in the Application.
- 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, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.
- By 2016, occupancy during identified strike zones will be 20% greater than 2011 (4% per year) and annual occupancy for all lodging will be increased by 10% over 2011 (2% per year).
- By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13.

**INFRASTRUCTURE COMMITTEE**  
**REQUEST FOR TOT CAPITAL INVESTMENT INFRASTRUCTURE FUNDING**

**DEFINITION**

"A capital investment infrastructure project is defined as a physical improvement that will directly enhance the visitor experience and the tourism economy in North Lake Tahoe. Infrastructure projects may also include programs that will stimulate the community rehabilitation, as well as those providing maintenance and operational needs of tourist-serving infrastructure projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals. Funding requests for projects other than those specifically identified in the Master Plans, must achieve the objectives of the Plans and the Strategic Goals. It is our purpose to enhance and not compete with, or replace, private enterprises."

**APPLICATION CRITERIA**

- Project is consistent with the goals of the North Lake Tahoe Resort Association Master Plans. ([www.nltra.org/documents](http://www.nltra.org/documents))
- Project is consistent with the NLTRA 5-year Strategic Goals ([www.nltra.org/documents](http://www.nltra.org/documents))
- Projects must strengthen overall tourism economy.
- Projects that will stimulate weekday and shoulder-season business.
- Increase in overnight stays in North Lake Tahoe
- Demonstrated need for infrastructure program or project.
- Enhanced visitor experience and economic value for North Lake Tahoe.
- Support for overall of tourism core function areas of North Lake Tahoe-downhill skiing, boating, culinary arts, music, hiking, biking, non-motorized water sports, and Nordic skiing
- Integration of capital investment projects, programs, events, and marketing
- Level and availability of funding from other sources.
- Clear description of how public funds will be used and enough data provided for measurable results and benefits.
- Sound financial plan and managerial and fiscal competence.
- Quantifiable goals and objectives.
- Support of funding requirements for future maintenance or ongoing operating expenses.
- Measurable economic return on investment.
- Project should reflect a balance of funding throughout the North Lake community.
- Importance of this project compared to other projects that are being considered.
- Feasibility under current regulations
- Project does not directly compete with, or replace private enterprises



## north lake tahoe

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

#### PROJECT INFORMATION

1. Project/program name: Squaw Valley Bike Path Snow Removal and Trail Maintenance Project.
2. Brief description of project/program: This program delivers snow removal services for the bike trail adjacent to Squaw Valley Road between Squaw Loop Rd. and Squaw Creek Rd. (see map) for the 2013-2014 winter season. It is an extension of the successful two-year pilot program funded in part by the Resort Association and Placer County during the 2011-12 and 2012-13 winters. The work also proposes trail improvements, an extension of the program to add another 1.0 mile of trail, and wintertime maintenance services.

The trail improvements proposed are the construction of three (3) paved pedestrian access points, installation of signs, procurement and installation of trash receptacles and dog waste bag dispensers. Maintenance services include sanding for traction control, sweeping, trash pick-up, and repair of the trail & fence as needed. The District is also proposing to expand the program to include the trail on Squaw Creek Road to connect the Resort at Squaw Creek (0.5 mi.) as well as including the trail section to connect Squaw Valley Park (0.5 mi.). This extension is contingent on adequate funding.

The benefits to visitors and community include improved pedestrian safety along Squaw Valley Road, especially on busy days when Squaw Valley Resort controls traffic for visitor ingress and egress using 3-lanes. There is an unquantifiable benefit in providing an additional, alternative, non-snow recreational opportunity, as well as an overall health wellness benefit, to tourists and the resort-triangle community.

Keeping the trail clear in the winter brings commercial benefit to businesses in the Village. The project is expected to attract additional overnight visitors and additional day-business to the Resort at Squaw Creek and the Village at Squaw because it's an amenity unique to Squaw Valley; particularly by providing an outdoor-recreation opportunity for visitors who don't participate in snow-based recreation, such as skiing and boarding. This project provides an unmatched option for guests who travel with their family or other group with outdoor recreation interests diverse than those they're with.

#### FINANCIAL INFORMATION

1. Total project cost: Not to exceed \$91,195
2. Total TOT funds requested: Not to exceed \$70,000

3. Other funding sources: The Squaw Valley Business Association is contributing \$21,000 to this year's project. The District is also seeking additional funding and / or operational support from other beneficiaries of the program including Squaw Valley Property Owners Association, Resort at Squaw Creek, and Squaw Valley Resort.
4. Will the project require future financial funding? Yes, in 2014  
What is the source of the future financial support? Similar to the current funding structure.  
Will this include maintenance needs? No
5. Provide project pro-forma and implementation schedule:

Pro-Forma:

### Squaw Valley Bike Trail Snow Removal Program Cost Estimate – 2013-2014 Winter

	Unit	Quantity	Unit Price	Total
Snow Removal Contract (1.3 mi)	year	1	\$ 50,000	\$ 50,000
Snow Removal Contract (0.5 mi - Park)	year	0	\$ 20,000	\$ -
Snow Removal Contract (0.5 mi - RSC)	year	0	\$ 20,000	\$ -
Snow Pole Installation and Removal	year	1	\$ 4,000	\$ 4,000
Trail / Fence Repair	year	1	\$ 2,500	\$ 2,500
Administration	year	1	\$ 12,000	\$ 12,000
Legal review	LS	0	\$ 2,100	\$ -
Dog-poop pick-up bag dispensers	ea	0	\$ 750	\$ -
Bear-proof garbage containers	ea	0	\$ 1,800	\$ -
Signage	ea	3	\$ 200	\$ 600
Pave Access Points	ea	3	\$ 3,400	\$ 10,200
Seal and Stripe Trail	ea	0	\$ 11,500	\$ -
Seal and Stripe Trail (Park Extension)	ea	0	\$ 4,500	\$ -
Seal and Stripe Trail (RSC Extension)	ea	0	\$ 4,500	\$ -
			<b>Sub-Total</b>	<b>\$ 79,300</b>
Contingency/ Snow Hauling (15%)	LS	1	\$ 11,895	\$ 11,895
			<b>Annual Total</b>	<b>\$ 91,195</b>

**Snow Removal Contract may include:**

Snow Removal for approximately 2.33 miles  
Snow Pole Installation  
Dog poop clean-up  
Litter pick-up  
Slip hazards  
Sand application for traction  
Sweeping  
Emergency trail repair  
Season-end trail repair and sweeping  
Insurance  
Bonding  
Prevailing Wage

**Administration includes:**

Contract administration  
Grant administration  
Permit application & compliance  
Project management  
Telephone, service requests

Implementation Schedule: The schedule to implement the project will be a function of the approval of this grant application, execution of the grant contract, issuance of an encroachment permit from Placer County and award of a service contract to perform the work. The District expects to perform these services for the 2013-14 winter.

6. How will project cost overruns or operating cost shortfalls be funded? The project's estimate of cost includes a 15% contingency and unlike a construction contract, this service contract can be terminated if there is a funding shortfall.

**QUALIFICATIONS OF PROJECT SPONSOR**

1. Name/address: Squaw Valley Public Service District, P.O. Box 2026, Olympic Valley, CA 96146-2026.
2. Financial Capability: Squaw Valley PSD has a \$5.2 million Operating Budget and manages approximately \$1.24 million in capital projects annually. However, the District does not have any of its own funds available for this project.
3. Experience with projects of similar nature: District staff clears snow from all of its facilities (public parking lots, fire station, well sites, pump houses, and community dumpster site) with multiple pieces of heavy equipment to allow for daily operations at each site. The District has extensive experience with the bidding, award, administration, and close-out of public works contracts.
4. Objectives of project sponsor: Provide a safe winter pedestrian walkway that serves visitor and local populations and increases tourism in Olympic Valley by providing an additional and truly alternative recreational opportunity; improve the safety of pedestrians on Squaw Valley Road; provide an overall health wellness opportunity to out-of-town and local visitors as well as residents; fulfill its own Mission Statement and be responsive to its constituents.



## ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: During the six-month period of the annual project, we anticipate the trail to serve approximately 25,000 users.
2. Time of year: November 1 through May 1.  
Weekends: 63%  
Weekdays: 37%
3. Number of visitors to be attracted as a result of project/program: 100,000  
% Local: 33%  
% Out of area: 67%. Visitors' origins are typical of guests visiting the greater North Lake Tahoe / Truckee region
4. Projected expenditures by out of area attendees (per capita):  
Hotel: Standard North Tahoe visitor expenditures.  
Restaurant: Standard North Tahoe visitor expenditures.  
Other: Standard North Tahoe visitor expenditures.
5. How will the project improve or enhance service to the visitor? Provide a recreational alternative to skiing and other snow sports. The trail attracts visitors to the valley to use the only plowed, walkable area that doesn't come with the fear and risk of being hit by a car driving on icy roads. Improve pedestrian safety along Squaw Valley Road, especially on busy days when traffic is controlled with 3-lanes. Reduce traffic. Provide a link between the Resort at Squaw Creek and the Village at Squaw.

## COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? Olympic Valley.
2. What region-wide tourism benefits will be created? This project further diversifies opportunities available to visitors for outdoor recreation during the winter months, when sunny days are common. The project improves the walkability within Olympic Valley and reduces vehicular traffic, giving non-skiers/riders opportunity to explore the valley outside of the Village and Resort and without getting in a car. In consideration of negative publicity associated with pedestrian/vehicle accidents, improved pedestrian safety and reducing accidents benefits the North Lake Tahoe tourism market. Furthermore, this project undeniably highlights the importance of the area's bike/pedestrian trail network and leverages its capital investments. Its success suggests the program's financial and operational experience be projected to existing trails on the west and north shores of Lake Tahoe for an evaluation of feasibility.
3. Will local resources be used to create, design, and construct this project? Yes. Squaw Valley PSD will bid, award and administer the contract, which is expected to be awarded to a local snow removal contractor.
4. What types of businesses will receive the greatest economic impact? Restaurants, retail shops, ski resorts, and lodging facilities all benefit from having non-skiers/riders stay in the Valley and by

the trail attracting additional patrons. The improved walkability attracts additional overnight guests due to the increased diversity in outdoor recreational opportunities it creates. The primary reason people visit Squaw Valley and the North Lake Tahoe/Truckee area is for the multitude and diversity of recreational experiences.

Are they supportive of this project? Yes, the Resort at Squaw Creek, Squaw Valley Business Association, PlumpJack, Olympic Village Inn, Squaw Valley Lodge, Red Wolf Lodge, Squaw Valley Property Owners Association and Squaw Valley Resort express considerable support for the project. All contribute financially to the program.

5. Will the project require the addition of governmental service? No; the project requires the Squaw Valley PSD, a Special District and a governmental entity, to provide contract administration and project management activities in the recreation. However, no additional staffing or significant capital is necessary to deliver the project as the work is performed by a third-party contractor.

If yes, describe:

How will these costs be funded? Grant funding, if approved.

6. Document the community support for the project: The Squaw Valley Municipal Advisory Council (MAC), Placer County, Squaw Valley Ski Holdings, Resort at Squaw Creek, Squaw Valley Business Association, PlumpJack, Olympic Village Inn, Squaw Valley Lodge, Red Wolf Lodge, and the Squaw Valley Property Owner's Association all support the project. Results from an informal survey performed by members of the Squaw Valley Property Owner's Association are available upon request.

## **NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN**

1. Describe how the project meets the goals of the Tourism Master Plan and criteria of this application: The *2004 North Lake Tahoe's Tourism and Community Investment Master Plan* reiterates the mission statement of the NLTRA: "a nonprofit corporation that promotes tourism and benefits businesses through efforts that enhance the economic, environmental, recreational and cultural climate of the area." This project promotes tourism and benefits businesses through enhancement of the economic and recreational climate. In addition, the Master Plan states, as one of its goals, that "investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services". This project will clearly improve and reinvent the functionality of one of its existing amenities (e.g., the mixed-use trail) by extending the period of its beneficial use.

## **OTHER**

1. List other benefits or elements that should be considered by the Resort Association in evaluating this request: This project is exceptional for several reasons. First, it leverages existing capital improvements (e.g., bike trail) by providing beneficial use during the winter months; a period when the improvements would otherwise go unused. Second, it allows visitors the opportunity to be outside if/when they do not have the opportunity or the time to gather, put-on, buy, or rent ski/snowboard equipment, and go skiing/riding. Third, the project significantly improves pedestrian safety. Fourth, the project will continue to benefit local businesses by increasing pedestrian traffic and making shopping and dining more accessible.

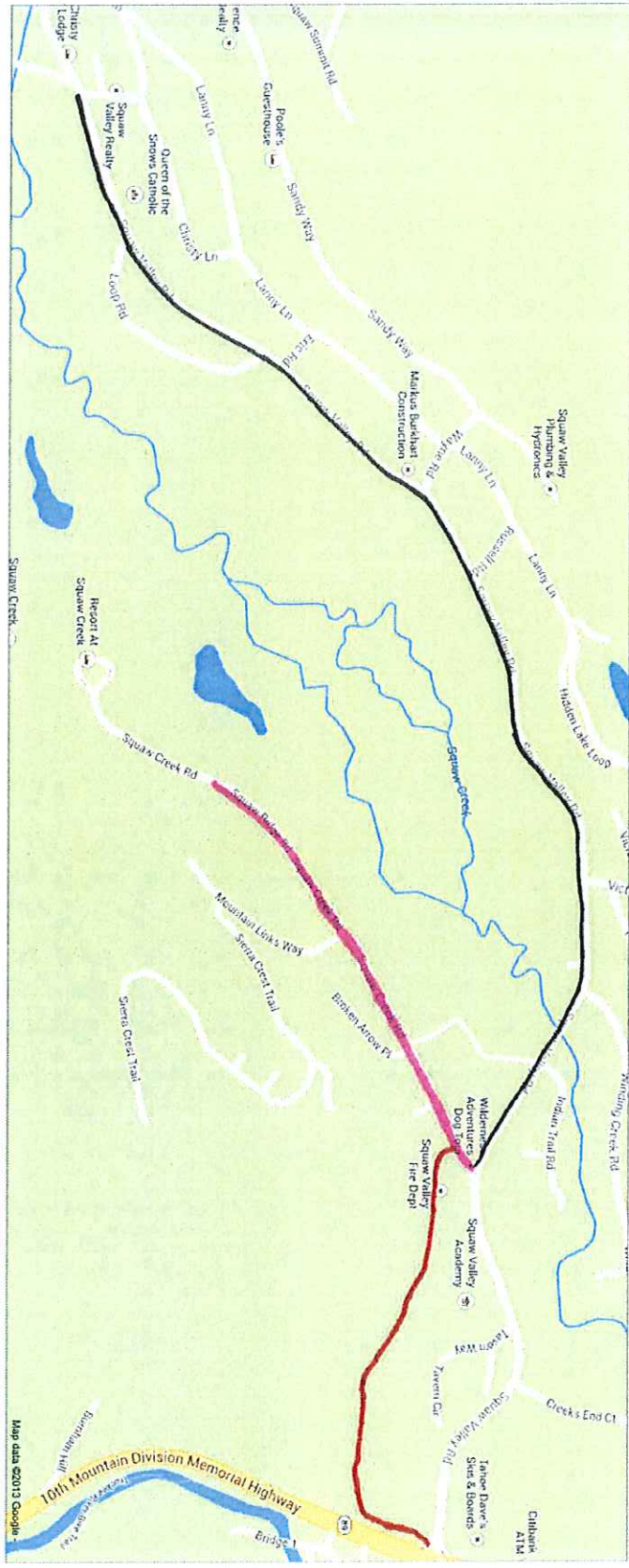
The NLTRA Board should consider the extensive use of the Martis Dam Road during the winter. This is one of the only safe pedestrian areas within the North Lake Tahoe resort-triangle that provides a plowed surface, free of motorized traffic, for walking, jogging, baby-walking, and dog-walking. The District experiences a similar use pattern here, which benefits visitors and local

residents alike. There are practically no options for off-snow outdoor recreation in Tahoe and Truckee, while the weather on a day-to-day basis is generally favorable to being outside.

In effort to leverage investment in the project and the experience of delivering it, the District provides reporting of the program's success and resolution of the operational challenges surrounding snow removal from bike trails adjacent to roadways to the Resort Association.

The project is consistent with several of the NLTRA's Strategic Goals 2011-2016 including:

- Develop across . . . core function areas in . . . biking
- Infrastructure/Transportation – Develop Infrastructure and Transportation projects that will lead to a higher quality experience.
- Complete trail system linking . . . areas within the North Lake Tahoe region resort triangle . . . to include bike path system including paved multi recreation trails, bike lanes.
- Provide Infrastructure capital for bike trail support.
- Implement action plans designed to stimulate overnight visitation and related Transient Occupancy Tax collections.
- Community Relations – build trust, confidence and leadership with key partners - be a recognized voice of community in all core function areas



\* VILLAGE

- Squaw Valley Road (1.3 mi)
- Resort at Squaw Creek Extension (0.5 mi)
- Squaw Valley Park Extension (0.5 mi)



September 17, 2013

Dear NLTRA,

I'm writing on behalf of the PlumpJack Squaw Valley Inn and the bike path snow removal program you have supported over the past couple of years. Thank you, as winter time access to the bike path has proven a great value and experience for both our guests and residents of Olympic Valley.

Your continued support would be much appreciated. Thank you for the consideration and I look forward to another successful winter and community partnership here in the Valley.

Should you have any questions, please don't hesitate to call or email.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Lamb".

Stephen Lamb  
General Manager  
PlumpJack Squaw Valley Inn  
(530) 448 3206  
slamb@plumpjack.com

# **SQUAW VALLEY FIRE DEPARTMENT**

Post Office Box 2522 · Olympic Valley, California 96146-2522

Phone: 530/583-6111 · Fax: 530/583-0624

[www.svpsd.org](http://www.svpsd.org) · [fire@svpsd.org](mailto:fire@svpsd.org)

Peter A. Bansen – Fire Chief

September 17, 2013

North Lake Tahoe Resort Association  
Placer County Board of Supervisors

Greetings:

I'd like to address the effect of snow removal on the multi-use trail in Squaw Valley as it pertains to public safety. I believe that the snow removal regimen on the trail for the past two years – in addition to having significant recreational value – has provided a tangible public safety benefit by providing a safe separation between pedestrians and roadway traffic in Squaw Valley.

Prior to the implementation of the snow removal program, we saw walkers, recreational runners and bicyclists (although in much smaller numbers than currently use the trail) on the shoulders of Squaw Valley Road. There are a number of people who walk to work from their homes in Squaw Valley in addition to those using the road for exercise and enjoyment. The limited width of the road and the vertical snow banks made this a dangerous proposition – in fact in the *first hour of the first day* that the ski resort used a 'three lane' traffic management system, a pedestrian was struck and injured by a car. With the advent of the snow removal program, pedestrians, runners and bicyclists are separated from vehicular traffic for the majority of the length of the road and that has created a safer situation for everyone.

I am strongly supportive of the snow removal program because of the many benefits it provides and would request that you consider the continued funding for it as a high priority among the many requests that you receive.

Thank you,



Peter A. Bansen, Chief  
Squaw Valley Fire Department



# SQUAW VALLEY USA

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September 17, 2013

Mr. Mike Geary, P.E.  
Squaw Valley Public Service District  
PO Box 2026  
Olympic Valley, CA 96146-2026

**RE: Bike Trail Snow Removal**

Dear Mike:

The Squaw Valley Public Service District's conduct of snow removal on the Squaw Valley bike path during the past two seasons, supported by financial contributions from the Squaw Valley Business Association, has produced great benefit for Squaw Valley residents and visitors.

We have received numerous compliments from guests regarding availability of the path for use during winter. Removing the snow in order to provide pedestrian access enhances the appeal of Squaw Valley. Moreover, the availability of the path during winter keeps pedestrians off Squaw Valley Road, improving safety.

Please continue this important work. We understand that the SV Business Association is prepared to double its contribution for the service during 2013-2014, to \$21,000. Squaw Valley will continue supporting the program financially and otherwise.

Sincerely,

Mike Livak, Executive Vice President

Squaw Valley USA, P.O. Box 2007, Olympic Valley, California 96146  
530.583.6985 | Fax 530.581.7106 | [www.squaw.com](http://www.squaw.com)



## Mike Geary

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**From:** Mark Zimmerman <mark@olympicvillageinn.com>  
**Sent:** Tuesday, September 17, 2013 1:33 PM  
**To:** Mike Geary  
**Subject:** Bike Trail Snow Removal in Squaw Valley

Dear Mike:

Please pass on this e-mail to the NLTRA regarding snow removal on the bike trail in Squaw Valley.

Olympic Village Inn is extremely supportive of continuing the program. We have over 3,200 homeowners and sold the original inventory between 1982 and 1992. Adding 20 to 30 years on to our owners lives has changed their recreational activities.

I see many of our winter owners not skiing anymore but walking has become very important to them. This assists them in staying active while staying at OVI and it is done in a safe manner. In the USA Today Tuesday Sept 17 edition, going on a walk was rated as the boomers top physical activity during a week.

Sincerely

Mark Zimmerman  
Olympic Village Inn  
Resort Manager  
530-581-6000





June 6, 2013

Dear North Lake Tahoe Resort Association,

Thank you for your support in funding the winter snow removal on the Squaw Valley Multi-Use Trail for the past two winters. Visitors and residents alike have appreciated and benefited from this project.

The Squaw Valley Municipal Advisory Council encourages the North Lake Tahoe Resort Association to continue to support the winter snow removal with TOT funds. In the 2004 North Lake Tahoe Tourism and Community Investment Master Plan, the NLTRA recognized the importance of "year-round bike-trail maintenance." The benefits for the Squaw Valley trail include increased recreation, safety and ease of traveling in the Valley without a vehicle, and positive environmental impacts on the North Lake Tahoe Region due to less vehicle usage.

The snow removal on the trail helps improve the visitor experience at North Lake Tahoe and the quality of life for residents - an important goal of the NLTRA. The Squaw Valley Municipal Advisory Council strongly supports the continued use of TOT funds for this project.

Sincerely,

A handwritten signature in blue ink that reads "Lindsay S Romack".

Lindsay Romack, Chair  
Squaw Valley Municipal Advisory Council



## Squaw Valley Property Owners Association

POST OFFICE BOX 2003 • OLYMPIC VALLEY, CALIFORNIA 96146 • INFO@SQUAWVALLEYPOA.ORG

September 17, 2013

To: North Lake Tahoe Resort Association

For the last two years, the bike path has not only been heavily used in the summer, but with the snow removal, well used in the winter. In 2011 the Squaw Valley Property Owners members were surveyed about plowing the bike path. Of the approximately 90 surveys returned, the response was over whelming in support of the plowing. As many wrote, the situation of pedestrians having to walk in the street during the winter was unsafe. For example, students from the local Squaw Valley school had to walk in the street, sometimes in the dark, to return to their school. Responses not only commented on the safety issue, but also the enhanced enjoyment of being able to walk along the meadow in the winter which was not possible without plowing the bike path.

Treas Manning, a SVPOA Board member, did a summer survey of individuals walking on the bike path. From 35 responses, she found the majority of those on the bike path, were not locals but visitors enjoying the view of the meadow and mountain. One can surmise that also in the winter, many of those using the path for walking are visitors. I personally have asked those on the bike path in the winter where they are from and my informal survey found many were visitors not just locals. Every day in the winter, when the snow was on the ground, one always saw the bike path being well used by walkers, runners, and individuals pushing strollers.

To contemplate that this winter activity, especially for those visitors who do not ski or snowboard, may have to cease because of lack of a plowed pathway makes no sense. If we want Squaw Valley to be truly a first-class tourist destination we must offer a place to walk and enjoy the mountains. Every major ski area in the United States and in Europe provides visitors a plowed walking path.

Thus the SVPOA Board and I strongly urge the NLTRA to use TOT funding for five years to continue plowing the bike path in the winter. In addition we recommend that the plowing be expanded to connect SV Park and the Resort at Squaw Creek. In our opinion, it will be sad indeed to discontinue an activity that has been so successful in providing a means in winter for individuals to be outdoors enjoying our beautiful valley and mountain.

*Sally Brew*  
Sally Brew, President, Squaw Valley Property Owners Association



October 2, 2013

**Subject:** Gateway Community Holiday Lighting Funding Request

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Staff Recommendation:**

- The NLTRA Board approve and recommend to the Placer County Board of Supervisors the North Lake Tahoe Business Associations' request for up to \$8,000 TOT Infrastructure Funding toward the \$10,600 2013/14 Gateway Community Holiday Lighting Project. This recommendation is with the stipulation that no future TOT funding is guaranteed, and that if additional TOT is requested, a comprehensive, long-term lighting plan be developed by the Associations such request is considered.

**Background:**

- The Business Associations completed a successful Phase 1 Holiday Lighting Pilot Project during winter of 2012/13.
- The final report of that pilot stated the need to do an additional year of lighting on a broader basis which would help determine a comprehensive long-term lighting plan.

**Capital Investment/Transportation Committee Recommendation:**

- After lengthy discussion as to the incompleteness of the application, the Committee did pass a motion to recommend the original application of up to \$20,000 to the four Business Associations for Gateway Holiday Lighting with stipulations.
- The stipulations were 1) that each association would contribute at least 25% to the project, and 2) that the application would more clearly describe the actual work to be provided with the TOT funding.
- Both of these stipulations have now been addressed in the revised application

**Decision Considerations:**

- Funding request submitted by Tahoe City Downtown Association (administrative lead applicant), and Squaw Valley Business Association. (funding application attached)
- Northstar California, and North Tahoe Business Association were included in the original application, but have since withdrawn stating other priorities preclude their participation this year.
- To recommend up to \$8,000 TOT Infrastructure Funding for North Tahoe Gateway Community Holiday Lighting Project for the two participating Business Associations.
- Each of the Associations will contribute an additional \$1,300 to the project
- A description of the lighting to be completed is included in the application. It includes removal and replacement of existing, non-functional lighting and expansion of lighting into additional trees.

- Gateway holiday lighting to be professional designed and installed by one of three vendors who have submitted proposals to do this project. All proposals are within the requested funding
- This project will function as a complete project if additional phases do not occur
- Funding of the project does not guarantee or obligate future TOT funding but is mentioned as possible future financial support along with other funding sources
- A comprehensive, long-term lighting plan will be developed before any additional TOT request will be considered
- Pending approval of funding, the selected vendor will complete installation by Thanksgiving, 2013, and will keep the lighting functioning throughout the 13/14 ski season
- Steve Hoch, Executive Director, TCDA will be present to answer any Board questions

**Tourism Master Plan/Strategic Goals:**

**By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.**

- **Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake**

**By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.**

**By 2016, occupancy during identified strike zones will be 20% greater than 2011 (4% per year) and annual occupancy for all lodging will be increased by 10% over 2011 (2% per year).**

The North Lake Tahoe Resort Association  
INFRASTRUCTURE PROJECT/PROGRAM  
FUNDING APPLICATION – v.6

DATE: September 26, 2013 (v3.5)

PROJECT INFORMATION

1. Project/program name:

**North Tahoe's Gateway Community Lighting Project, 2013 – 2014 Holiday Season**

2. Brief description of project/program:

**The Tahoe City Downtown Association (TCDA) and the Squaw Valley Business Association (SVBA) are partnering to create a more vibrant and welcoming experience for visitors when they arrive in North Lake Tahoe. This is a community lighting project and the intent is to give visitors a sense of arrival into North Tahoe, draw them into the town / village centers and create magical memories. This proposal is for the 2013 – 2014 extended holiday season.**

**(Note: TCDA will act as lead participant for administrative purposes.)**

**(Additional installation details at the end of this application.)**

**Intent is to develop a more comprehensive, long-term light plan for Tahoe's N. Shore. However due to the complexities across diverse association needs, analyzing contractor bids and other funding parameters, we are submitting this infrastructure funding request at this time to keep this program moving forward.**

FINANCIAL INFORMATION

1. Total project cost: **2013 – 2014 season is estimated to cost \$10,600. We propose that \$2600 of this funding comes from the business associations and their membership.**
2. Total TOT funds requested: **Up to \$8,000 for 2013 – 2014 (late November – March/April) Season (to be matched by \$2600 from the business associations and respective communities).**
3. Other funding sources:  
**Plan is to pursue participatory lighting investments through member businesses and/or business associations.**
4. Will the project require future financial funding?  
**Yes. Current plan is to manage lighting proposals and funding annually. A comprehensive long-term plan will be developed prior to future funding requests.**

What is the source of the future financial support?

**Combination of private and public (NLTRA / TOT) funding with specific levels and phases still being determined.**

5. Provide project proforma and implementation schedule.

**Pro-Forma:**

- Tahoe City ~\$5,300 (\$1,300 from TCDA and/or membership)
  - Squaw Valley ~\$5,300 (\$1,300 from SVBA and/or membership)
- ~\$10,600

**This will be scaled to include remaining removal of old product, installation, maintenance through the season and removal in the spring.**

**We have received bids from three vendors which need to be further analyzed and negotiated before final vendor selection is made. All bids appear to be within the requested funding.**

**Pro-Forma Schedule:**

- Removal and installation by Thanksgiving, 2013
- Maintenance through March (or April), 2014
- Removal, Spring, 2014

6. How will project cost overruns or operating cost shortfalls be funded?

**Vendor contract will be set as “not to exceed” to minimize probability of overrun.**

**QUALIFICATIONS OF PROJECT SPONSOR**

1. Name/address:

**Tahoe City Downtown Association  
PO Box 6744  
Tahoe City, CA 96145**

**Squaw Valley Business Association  
PO Box 2915  
Olympic Valley, CA 96146**

**(Note: TCDA will act as lead participant.)**

2. Financial Capability:

**Tahoe City Downtown Association**

**TCDA was founded in 2004, implementing a “Main Street” approach as a 501 (c) 6 with an annual budget of >\$170,000. TCDA manages over 30 events annually, as well as numerous additional community initiatives. TCDA is financially sound, managing finances to ensure positive cash flow on an annual basis.**

**Squaw Valley Business Association (SVBA):**

**The Squaw Valley Business Association currently maintains an annual operating budget of \$21,000. The funding is made up solely by contributions from its Charter Members to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd and normal business expenses to operate a nonprofit corporation. In addition to this funding, Members contribute individual funds towards enhanced operations that will benefit visitors and our community as well as to promote and host numerous events throughout the year.**

3. Experience with projects of similar nature

**Each of the business associations has experience with managing lighting projects.**

4. Objectives of project sponsor:  
**The objectives of the business associations for this project is to enhance the visitor experience and increase visitation and increase revenue for all local businesses including lodging facilities, restaurants and retail shops.**

#### **ECONOMIC IMPACT OF PROJECT**

1. Estimated number of users: **At this time of year, thousands of visitors**
2. Time of year: **Late November 2013 to early April 2014**  
**Weekends: visitation is much higher on the weekends vs. midweek.**
3. Number of visitors to be attracted as a result of project/program  
**% Local: 30-35%**  
**% Out of area: 65-70%**  
**(Visitors are coming from day visitors, regional visitors (Sacramento, and the Bay Area) and destination visitors.**
4. Projected expenditures by out of area attendees (per capita):  
**Visitors will stay longer and increase the amount of their average daily expenditures and shown in the Economic Significance of Travel to the North Lake Tahoe Area reports**
5. How will the project improve or enhance service to the visitor?  
**This project will enhance the visitors experience in North Lake Tahoe and give them a positive and lasting first impression. This lighting project "lights up" our town and village, welcoming visitors and drawing them into the downtown and village areas to shop and dine and stay.**

#### **COMMUNITY IMPACT**

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?  
**Squaw and Tahoe City**
2. What region-wide benefits will be created?  
**This project will create a strong sense of arrival in North Tahoe. It will welcome the visitor and it creates a consistent look and feel for areas creating community vibrancy.**  
**The benefit of the project is that by decorating the two North Tahoe gateways with beautiful lighting, it will make the entrance to North Tahoe vibrant and appealing. Professional lighting will make the entrance to our region special for visitors and families and benefit local businesses,**
3. What types of businesses will receive the greatest economic impact?  
**All local businesses will benefit from making the gateways more appealing. This includes restaurants, shops, resorts and lodging properties.**  
**Are they supportive of this project?**  
**Yes, the local businesses are in support of this project.**
4. Will the project require the addition of governmental service?  
**No. ("Wye" installation may require cooperation from Caltrans.)**

5. What is the importance of this project compared to other projects being considered within the Community?

**It's important to demonstrate a vibrant and lively image for N. Tahoe.. Comparative tourist venues invest in holiday and other lighting to improve their visual appeal and in order to stay competitive, our community should invest annually in holiday lighting.**

6. Document the community support for the project

**The business community is very much in support of this project since it is an enhancement for people who are here and it gives North Tahoe a more fun and festive atmosphere which encourages visitors to want to spend time in the towns and spend money.**

#### **NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN**

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

- **The project enhances the visitor experience and quality of life for residents by adding to the character and feel of the towns; a goal identified in the 2004 Tourism Master Plan. Enhancing the visitor experience =longer stays and repeat visitation which ultimately increases TOT revenue.**
- **The project supports tourism by transforming the gateways and adding appeal for the visitor.**
- **The project helps North Tahoe remain very competitive in the marketplace as other destination resorts have projects like this that add to their appeal.**

#### **OTHER**

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

**This project supports some of the goals outlined in the NLTRA's Strategic Goals 2013-2014: 2012/13 Action plan. This supports the following goals of the NLTRA:**

- **By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals. (Specifically supports the action item: Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake.**
- **By 2016, TOT collections will have increased by 15% over 2010/11 adjusted for inflation.**
- **By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.**

#### **INSTALLATION DETAIL**

- **Tahoe City**  
Replace existing non-working lights in approximately 26 Aspen trees along Hwy. 28 on the Commons Beach side of the street west of Watson Cabin and at the Wye. Install new lights in approximately 12 additional Aspen trees in the same area in the same manner as in the existing lighted trees. Use incandescent mini lights similar to existing lights. All power cords and timers needed to complete the installation will be supplied. Lighting will be installed as high as possible with ladders.
- **Squaw Valley**  
Replace existing non-working lights in 3 very large pine trees on both the north and south sides of Squaw Valley Road X 89. Install new lights as needed in the same manner as in the existing lighted trees. Use incandescent mini lights similar to existing lights. All power cords and timers needed to complete the installation will be supplied. Lighting will be installed with use of boom lift provided by Contractor.



**DRAFT**

**Lake Tahoe Tourism Fund Balance Carryover - NLTRA Recommendation**

TOT Revenue: 60% to NLTRA

\$ 1,450,372

**Recommended expenses:**

**Infrastructure Account**

\$1,005,372

- Tahoe City Golf course LCV Challenge (R&P refund)
- Olympic Museum Concept Plan (R&P refund)
- KBCCIP Business Disruption Mitigation
- Discretionary Infrastructure Account

\$25,000 recommended by Placer County  
\$12,500 recommended by Placer County  
\$33,000 recommended by Placer County  
\$934,872  
\$1,005,372

**Transportation Account (included in Infrastructure)**

Transit Image Consolidation - Logo/Implementation

This would be budgeted in 2014/15

**NLTRA Marketing Dept. (need SofW)**

\$445,000

- Destination Visitor Marketing Plan (So Cal, San Diego) Photo and Video Assets
- GoTahoeNorth.com Website Redesign
- Special Event Position(s) working in conjunction with Business Associations
- Lake Shore Oct. - Apr. Marketing and Promotion Grant Program Intercept and HPSI Research

\$250,000 \$200,000 recommended by Placer County  
\$30,000  
\$50,000  
\$50,000 Actual position(s) will be determined jointly with Business Associations  
\$30,000 To be allocated by BACC  
\$35,000  
\$445,000

**Total Expenses:**

\$ 1,450,372

**Recommendation:** Any unused funding would accrue back to the Infrastructure Account held in the County Treasury at the end of FY 2013-14.



## north lake tahoe

Chamber | CVB | Resort Association

### **North Lake Tahoe Chamber/CVB/Resort Association Marketing Supplemental Scope of Work – FY 2013/14**

#### **Background**

The purpose of this Supplemental Scope of Work is to summarize investment expenditures proposed for additional Placer County TOT funds allocated to the NLTRA during the course of Fiscal Year 2013/14. This conceptual Scope of Work (SOW) is representative of the type of programs, services and projects that could be funded.

#### **Destination Visitor Marketing (Primarily Los Angeles/Secondary San Diego)**

Utilizing additional funds to build awareness in the Southern California marketplace, and convert potential long distance ski bookings, provides North Lake Tahoe with a great opportunity to compliment efforts of North Lake Tahoe resorts and lodging partners as well as efforts from Ski Lake Tahoe and Nevada Commission on Tourism to increase destination visitation. In order to be effective in the LA/SD DMA, the minimum threshold is roughly around \$250,000. This provides us with enough budget for a highly targeted 8 week campaign, aimed at reaching consumers already interested in booking a long distance ski trip. Since Southern California typically has high potential for wasted media (of almost any market), it is imperative we strategically target and capitalize on LA/SD residents already searching for ski destinations.

Entering the Southern California market gives us the opportunity to:

- 1) Reach audiences booking longer vacations
- 2) Build awareness in the second largest DMA
- 3) Steal Share of Voice (SOV) within the largest ski market in the United States

The general approach could potentially include some of the following elements:

- a) Digital & Search - Target LA/SD residents searching competing destination resorts using booking sites (TripAdvisor, Expedia, Orbitz, etc.)
- b) Guerilla - Sports Clubs throughout LA and SD
- c) Airport sponsorship
- d) Radio - DJ testimonials
- e) Social - Custom promotion driving residents to engage with NLT, as well as visit and post about their experience (driving additional followers and peer to peer recommendations)

Specific media plan expenditures will be presented to and considered by the NLTRA Marketing Committee and the North Lake Tahoe Marketing Cooperative. The investment of additional TOT funds in the amount of \$250,000 for marketing will provide

North Lake Tahoe and Placer County with important resources to increase our vital destination consumer market share.

### **Photo and Video Asset Acquisition**

Photography and video assets of the North Lake Tahoe region is crucial in communicating the beauty of this region to our consumer target. Research reports conducted over the years have indicated the beauty of the region and the promotion of that beauty is a strategic competitive advantage that North Lake Tahoe holds. To that end, it is vital to reinvest periodically on updating our photography and video assets. Nothing is worse in consumer marketing than to have an obviously outdated photo showing last decades styles. Additionally, in today's fast-paced social communication marketplace, video is becoming the way consumer share their content and stories to their friends and the world as a whole. Stats from YouTube only indicated that over 6 billion hours of video are viewed each month. To that end, this scope of work requests \$30,000 of the Fund Balance Carryover be dedicated to reinvest and update our photography and video assets. This effort will take place over this coming winter to capture photography for use marketing later this season as well as throughout the next several years. Additionally, there is a strong need for a professionally produced a meetings and conference sales video as well as a destination video that will be utilized throughout all channels and departments to sell the North Lake Tahoe story. Photo and video assets will also be secured through our partners willing to participate in a regional assets library. Additionally, in conjunction with the brand review process and subsequent revising of our North Lake Tahoe brand, specific photography will be captured to assist our advertising agency in our consumer advertising efforts.

### **Consumer Website Redesign**

All consumer, leisure, conference, special events and communication efforts point to our consumer website, [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com). This is the location that all conversion efforts between our consumers and our properties, tourism business and special event producers take place. It is important that this site is consumer friendly, easy to navigate, contains updated and accurate information and communications the North Lake Tahoe brand to the broad travelling market. Over the past 6 years or so, the website has gone through various limited updates and improvements. However the underlining code and database driven operating system has become somewhat obsolete. This SOW includes fund balance carryover in the amount of \$50,000 to update the underlining database source as well as updates to the public interface of the site to improve navigation.

### **Special Event Position**

With the increased effort on regional special events and the importance of driving tourism, overnight visitation and related TOT collections, it has become apparent that development, acquisition and promotion of large-scale special events plays a major role in the success of our destination. The NLTRA has a board approved special event policy that guides the organizational efforts at all levels of the special event program. This includes the support and promotion of community fabric events, marquee event sponsorship and large event development. This SOW includes fund balance carry over

in the amount of \$50,000 to provide additional assistance to facilitate and execute the overall goals of our special event efforts. This funding request also provides for organizational support for the various Business Associations as related to their specific special event needs. Responsibilities of this position or positions will be coordinated with the Business Associations in order to determine the best use of the resources for the overall good of the region.

**Lake Shore Winter Marketing and Promotional Grant Program**

Annually the NLTRA provides funds dedicated for marketing and promotional use to the various Business Associations throughout the region. Additionally, funds are budgeted for special event grants that are awarded by the Special Events Grant Taskforce to event producers with events targeted at specific criteria designed to promote the region. This SOW provides additional budget resources of \$30,000 for the Lake Shore Business Associations to support special event development and marketing programs targeting travel to the lake shore communities during the late fall, winter and early spring seasons. These funds would be allocated through the Business Association and Chamber Collaborative and distributed based on mutually agreed upon criteria.

**Consumer Research**

Understanding consumer needs and expectations is an important element in the development and delivery of the regions services and products. The NLTRA has conducted consumer research in the past; however, what has been missing is direct consumer intercept research to determine the wants and needs of the visitor to North Lake Tahoe, as well as data about the visitor’s length of stay, choice of lodging location, trip expenditures patterns, and other demographic information. Additionally the NLTRA has embarked on a strategic platform to develop and promote our Human Powered Sports Initiative (HPSI). This effort is to maximize our natural product and corresponding activities to best position our assets to the consumer most interested in those activities. This SOW provides budget resources in the amount of \$35,000 to conduct a two pronged research project. Consumer intercept research will be conducted throughout the year to determine the specific needs and travel impacts of our visitors once in market. Additionally, research will be conducted to determine the motivations, product and activity components that our visitors interested in our HPSI efforts are looking for and how we as a destination compare to our competitors in that market place.

**Budget Request Summary**

Destination Visitor Marketing	\$250,000
Photo and Video Assets	\$ 30,000
Website Redesign	\$ 50,000
Special Event Position	\$ 50,000
Lake Shore Winter Promotion	\$ 30,000
Intercept and HPSI Research	<u>\$ 35,000</u>
<b>TOTAL</b>	<b>\$445,000</b>

## Placer / TCDA 2013 – 2014 Contract SOW – Extended Services

### Extend TCDA managed Services Within Mission Scope

**DRAFT – 9/24/13**

**Summary:** Extended development of local events and marketing for in-market demand satisfaction initiatives focused on Tahoe City (with extension to adjacent communities / business associations where leverage and/or efficiencies may be gained). Strategy is to apply this funding in a manner complementary to NLTRA funded initiatives. (SOW detail below totals to max of +\$45K / year. Initiative scope to be based on final funding level.)

- **Extended Events & Program Development - Total max: +\$30K (+ additional \$3K for West Shore Assn. specific assistance if agreed to provide from TCDA)**

Hire part-time events coordinator / general operations mgr. Forecast at \$15,000 - \$30,000 per year depending on whether 6 or 12 mos. / year; assume 20 hrs. / week. (See job description in appendix below)

- **Current Events Mgt. For Growth**

- Grow Tahoe City Marquis Events

- Concerts at Commons Beach – Grow attendance & revenues via more proactive marketing, sponsor development, production and operations mgt.
- 4<sup>th</sup> of July – Expand street party activities, more food & beverage service, music, enhanced and more proactive fundraising, develop sponsorships, bigger fireworks show + possible musical accompaniment.

- Metrics:

- Attendance / growth – Grow concerts toward average attendance of 2200 – 2500 / wk. (subject to venue physical and support resource constraints)
- Revenues / growth
  - Increase concert revenues 10%
  - Increase July 4 fundraising total 5%
- P&L / growth
  - Increase concert net profit 10%
  - Increase July 4 net profit 10%
- Attendee feedback (survey) – Average score 4.0 / 5
- Business / member feedback (survey) – Average score 4.0 / 5

Placer / TCDA 2013 – 2014 Contract SOW – Extended Services

Extend TCDA managed Services Within Mission Scope

DRAFT – 9/24/13

- **Expanded & New Events Development**
  - Expand proven / hi-potential events & selectively develop promising new events (especially in shoulder and winter seasons where possible).
  - New events to include
    - Tahoe City Grillfest
    - Tahoe City Urban Iditarod
    - “Waterfront Wednesdays” (not committed pending member feedback and resource identification)
  - Expand:
    - “Shop Local” → Multi-season program (multi-business association program)
    - Expand “Opening Day at The Lake” (multi-business association program)
  - Develop More “DIY” (Do It Yourself) Event Communications & Outreach With Members
  - Metrics:
    - Number of new events added / extended (goal: 3)
    - Attendance / growth - 10% growth in Shop Local cards turned in; others TBD
    - Revenues / growth – 10% growth in Shop Local total revenues; others TBD
    - Business participation (Shop Local, Opening Day – 10% increase; DIY’s)
    - P&L / growth – New events reach break-even by year 2.
    - Attendee feedback (survey) – Average score 4.0 / 5
    - Business / member feedback (survey) – Average score 4.0 / 5
    - Development and delivery of “DIY” gameplan document
  - NOTE: It is extremely difficult to forecast or set goals for first time events, programs, surveys, etc. Metrics will be improved over time based on initial results and benchmarks.

Extend TCDA managed Services Within Mission Scope

**DRAFT – 9/24/13**

- **Extended Tahoe City Marketing Campaign – Total +\$15K** for development & mgt.; Media separate \$TBD.
  - Develop extended marketing campaign, focused on in-market execution targeting specific affinity groups. In-market is defined as greater Tahoe City, but also the N. Tahoe region; media and other marketing initiatives would not be targeted at out-of-market areas such as the S.F. Bay Area, Sacramento, Reno or points beyond.
  - Satisfy visitor demand for information on what to do once they've arrived, setting the stage for a fulfilling guest experience.
  - Develop and execute in-market marketing mix optimized for “bang for the buck” – web, social media, PR, activity packages, unique collateral, content for hospitality training.
  - Targeted education for Tahoe City business owners on topics such as social media and local media marketing.
  - Utilize TCDA's extensive business community relationships to garner In-Kind donations and exchanges of marketing media, collateral and services, thereby leveraging contracted funds by a factor of at least 2x.
  - Metrics
    - Complete plan with consensus support from Tahoe City Bus. Dev. leaders.
    - Develop funding mechanism & secure funding.
    - Delivery of content and materials (specific timeline tbd based on consensus & funding)
    - Uptake of materials (specific numbers based on funding)
    - Audience reach (specific numbers based on funding)
    - Customer & business feedback (surveys – Goal: 4.0 / 5 )
    - Web and social media metrics (visits, likes, dwell, page views, comments, etc.)

Extend TCDA managed Services Within Mission Scope

**DRAFT – 9/24/13**

**Appendix:**

**Events Coordinator  
Tahoe City Downtown Association**

**Position Description**

**About Tahoe City Downtown Association**

*Mission: To enhance and promote a vibrant and prosperous commercial and social center for residents of and visitors to Tahoe city.*

Founded in 2004, the Tahoe City Downtown Association (TCDA) is a non-profit organization comprised of local merchants, property owners, associations, professionals, and community members.

**Position Overview:** Manage planning, execution and reporting for a diverse set of events in Tahoe City. Work in low-season will be primarily in planning, sponsor development, communications, fundraising and promotion preparation. Work in high-season focused on execution, on-site management, problem solving and reporting. Position requires demonstrated event management expertise and experience, people skills and excellent communications. Events Coordinator will report to the Executive Director.

If fully funded, position will also extend to support multi-business association efforts and activities and possibly specific functions in support of West Shore Association.

Position will average 20 hrs. / week, higher during the summer event season.

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**Responsibilities:**

The Events Coordinator will report to the Executive Director.

- Event calendar mgt., including posting events to key online calendars with N. Tahoe partners
- Develop event plans and detailed workplans
- Develop and manage event budgets
- Work with staff, volunteers, event sub-contractors
- Support event promotion in partnership with marketing committee and outside vendors and partners
- Event ticketing
- Event permits, including ABC and health department
- Event insurance
- Event sponsorship development and fulfillment
- Event photo / video capture (primarily via partners and volunteers)
- On-site event mgt., including volunteer organizing.
- Event surveys
- Event reporting, including attendance, financials, feedback, post-mortems



Extend TCDA managed Services Within Mission Scope

DRAFT – 9/24/13

- Monthly summary reports to the Executive Director.

**Events Coordinator**

**Tahoe City Downtown Association**

**Position Description (continued)**

**Key Projects Include:**

- Concerts at Commons Beach (12)
- 4<sup>th</sup> of July & Associated Events
- Fundraisers ( 5 - 6 )
- Farm To Table Dinner
- Opening Day At The Lake
- Solstice Festival
- Tahoe City Wine Walk
- Grape Stomp
- Oktoberfest
- Grill Fest
- Others TBD

**Requirements:**

Candidates must demonstrate a proven track record of qualifications:

- Significant event mgt. experience
- Solid knowledge and experience with spreadsheet and word processing
- Demonstrated event planning background
- Sponsorship sales / development experience
- Budgeting experience
- Strong communication skills
- Demonstrated teamwork and team leadership skills

The Tahoe City Downtown Association is an equal opportunity employer.

# ANNUAL MEMBERSHIP LUNCHEON

OCTOBER 11, 2013

11:30AM - 1:00PM

\$35 members / \$45 non-members

**NORTH TAHOE EVENT CENTER**

8318 North Lake Blvd

Kings Beach, CA 96143

## Renovation and Renewal in North Lake Tahoe!

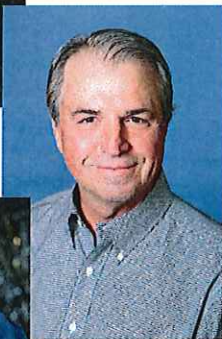
North Lake Tahoe is emerging from the recession as a region ripe with renovation, renewal, and investment opportunity.

Learn from our panel what is going on at this year's Membership luncheon:

Northstar California's expansion plans, upgrades at Sugar Bowl, Squaw Valley's Development Plan, and the complete renovation at the Cal Neva Resort.



**Bill Rock, COO  
Northstar California Resort**



**John Monson, CMO  
Sugar Bowl**

**Chevis Hosea, VP of Development  
Squaw Valley**



**Robert Radovan, Co-Owner Criswell-Radovan  
Cal Neva Resort**

**DEADLINE FOR REGISTRATION: Thursday, October 3, 2013**





## north lake tahoe

Chamber | CVB | Resort Association

### THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday September 4, 2013 – 8:30 am – 11 am

Tahoe City Public Utility District

Preliminary Minutes

**ATTENDANCE:** Wally Auerbach, Eric Brandt, Phil GilanFarr, Kali Kopley, Brendan Madigan, Alex Mourelatos, Valli Murnane, Ron Parson, Bill Rock, Joseph Mattioli, Jennifer Merchant, Kristi Boosman

**NOT PRESENT:**

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Andy Chapman, Marc Sabella, and Jessica Walker

**OTHERS IN ATTENDANCE:** Cindy Gustafson, Tracey Townsend, Bob Bolton, Mike Livak, Mike Geary, Mike Staudenmayer

#### **A. CALL TO ORDER - ESTABLISH QUORUM**

The meeting was called to order at 8:32 am by Chair Phil GilanFarr and a quorum was established.

#### **B. AGENDA AMENDMENTS AND APPROVAL**

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

**M/S/C (Parson/Kopley) (11-0-0) to approve the agenda with items taken out of order if necessary.**

#### **C. PUBLIC FORUM**

- Sandy Evans Hall welcomed Tracey Townsend, she is a new employee at the NTPUD, here today to meet everyone. Welcome Tracy!

#### **Marketing (20 minutes)**

3. Destimetrics Report – Andy Chapman
  - Comparing last July to this one; 7.6% ahead in occupancy, 10.1% in ADR and 18.4% for RevPar. Looking ahead, August, September, and October are all looking really strong.
  - Summer as a whole, compared to the rest of the industry, we are far ahead.
4. Ironman/Autumn Food and Wine Update – Andy Chapman
  - We are in the middle of the Autumn Food and Wine program week that started Labor Day. This Friday evening the Grape Stomp kicks off the main event as well as a variety of wine tasting events and winemaker dinners. Mark Estee will be returning and competing against Elsa from Mamasake.
  - Some new events this year such as guided hikes and pinot & pedal, were created to differentiate this food and wine event from others.
  - There will be a concert by Joe Craven. The Grand Tasting will be on Sunday.
  - Northstar has really taken the lead on this event as directed by the Board.
  - IRONMAN is continuing on the right path. All permitting is coming in. The next big effort is informing the community about the traffic impacts.

- There are a few pieces coming out; a getting around guide, traffic impact guide, and a spectator guide.
- Will be doing outreach to business owners and property owners along the race course.
- Alex asked about intercept surveys to come out of the race. WTC will be surveying every athlete.

#### **Infrastructure/Transportation (55 minutes)**

##### **5. Funding Request for \$26,000 to for 2013/14 Free Skier Shuttle – Ron Treabess MOTION**

- We are requesting the board to approve and recommend to the Placer County Board of Supervisors up to \$26,000 for the upcoming Free Skier Shuttle. The shuttle has been redesigned to run a more effective route at a lower price. The program has moved from a five to two bus system and will bring people from Hyatt and Tahoma to Squaw.
- Another major change will that the bus operators will be TART. This is a great step towards a unified transit system.
- The Joint Infrastructure and Transportation Committee did recommend this at last weeks meeting.
- Ron Parson is very happy that this program is going on again. However he is not sure about service on Sunday verse another day such as Friday.
- Eric Brandt asked if we have adequate input from lodging properties? Ron believes so.

There was a lengthy discussion about the skier shuttle. The board as a whole believes that the Skier Shuttle is a step in the direction we are trying to go with a regional transit program. However there are still some concerns that they feel need to be addressed.

- A big issue last year was lack of marketing, we need a plan for marketing this winters service.
- Adding a Dollar Hill stop is great, however it still doesn't get people to the Cross Country area.
- The addition of a voucher program was suggested to allow guests to ride TART for free at any time, not just the express AM and PM routes. The Board all agreed that this could really improve the service
- There was a discussion about lodges served. This shuttle services the Hyatt which is not in Placer County. The Hyatt and Washoe County are not paying into this service, but are gaining a huge benefit.

Bill Rock does not support this program and thinks that it should be sent back to committee and not voted on today. He does not think this furthers our transportation mission, but rather hinders it.

Mike Livak, Squaw Valley & Alpine Meadows made a statement. We took a big step toward being a part of regional transit last year. Squaw Valley is not looking at a ROI on this, they actually feel they will likely lose money on this. This is a step in the right direction that we all are working towards. He believes Northstar pulling out hindered the program. Last year's ridership was hindered by a late start and minimal marketing as well as it being a first year program. They are very happy about the participation of TART, as it also goes towards the Transit vision.

Bill Rock responded that he doesn't agree with Mike Livak's statement. Northstar did not pull out as much as they had never been signed on. Also disagrees with how Northstar was characterized in Livak's statement.

**M/S/C (Parson/Auerbach) (2-6-3 Merchant, Madigan, Brandt) to approve up to \$26,000 for the upcoming Free Skier Shuttle**

**Direction – Explore the idea of a Voucher Program and the Hyatt's participation and bring the Board back together for a Special Board Meeting next week.**

6. Funding Request for \$35,000 for design and permitting of the Lake Forest Boat Ramp Rehabilitation Project - Ron Treabess MOTION
  - Wally Auerbach removed himself from the discussion as he is the design consultant.
  - Jennifer Merchant is concerned that this motion is requesting County funds to go towards a State project.
  - Cindy Gustafson, TCPUD, told the group that the boat launch has been operated by PUD for about 40 years. However the state does take care of maintenance. The Wildlife Conservation has assured her that they will be funding the construction costs, but needs the design and permitting funding.
  - Alex recommends that language is modified to clarify that we will only be asked for the assistance in funding for design and permitting.

**M/S/C (Parson/Murnane) (9-0-1 Merchant) to approve and recommend to the Placer County Board of Supervisors Infrastructure funding of \$35,000 to the Tahoe City Public Utility District for partial funding of the design and permitting phase of the Lake Forest Boat Ramp Rehabilitation Project with the amendment to include that this that this is the only investment expected.**

7. Transit Vision Update – Sandy Evans Hall/Gordon Shaw
  - Sandy gave an update on the Transit Vision. Her summary began with the summit last fall and the vision that was created. There was then a special committee formed, the Resort Triangle Transit Vision Coalition (RTTVC). That committee began to explore funding and governance mechanisms.
  - Sandy discussed funding, subsidy and cost breakdown.
  - The timeline moving forward would be going to the voters next November (2014)
  - The Board supports and is excited about this process.
8. Wayfinding Signage Update – Ron Treabess
  - Ron Treabess gave an update on the project; we are waiting on CalTrans at this point. They are supposed to give us 5 initial sites to move forward with. He is still hoping to get signs on the ground this year, but at this point he is not sure that will happen.

**Organization (60 minutes)**

9. Welcome Marc Sabella, Finance and Human Resources Director
  - Sandy and Phil welcomed Marc Sabella to the North Lake Tahoe Chamber/CVB/Resort Association
10. Approve Action Plan 2013-16 - Sandy Evans Hall MOTION
  - The Board created the Strategic Goals and staff then came up with an action plan of how to achieve the goals.

**M/S/C (Mattiolli/Parson) (11-0-0) to approve the 2013-16 Strategic Goals Action Plan**

11. Fund Balance Proposal – Sandy Evans Hall MOTION
  - The fund balance this year was a record at \$1,450,372. Placer County recommended how the money was spent, and staff mostly agrees aside from one part that is the transit image consolidation for \$100,000. It is not that it is not necessary, but staff thinks that expenditure is a little premature.
  - Also TCDA has requested funding for additional staff which is not agreed upon.

- Sandy went through line by line and discussed the differences. Another addition would be for more intercept research.
- Bill Rock said that there was direction from Finance to discuss with individual committees and then to sit down with the County to decide.
- We will not be voting on this today based on direction from Finance Committee.
- The Board discussed some of their viewpoints on the Fund Balance which included the following
  - i. More explanation on each line item of the carryover.
  - ii. Community should have input and visibility on 40% of TOT that goes to Placer County.
  - iii. Concern about if it is appropriate for TCDA to come to NLTRA for \$35,000 for additional position.
  - iv. There is an ongoing and consistent debate regarding Business Associations and bringing new events. It does not seem to line up with BOD strategic goals.
  - v. Placer County's perspective is that this should be consistent with contract discussion.
  - vi. Consensus that this is a very difficult decision and there are a lot of different views.
  - vii. We should start discussing priorities earlier in the year.

**12. Placer CEO Discussion at Retreat Update – Task Force Formation – Sandy Evans Hall**

- After the Board Retreat Sandy sat down with David Boesch and Jennifer Merchant and there are some parts of our process that could be reexamined. This is a very strategic need. Sandy provided a list of some of the things that need to be discussed.
- Sandy would like to form a task force to address these issues. There was a recommendation by the county that it be the Executive Committee. The Executive Committee recommended past Chairs be on the Task Force.
- Jennifer said that the County recommends the Executive Committee because that would be moving forward. Using past Chairs would be working in the past.
- Wally Auerbach said that ultimately this comes down to communication. And past Chairs can bring some insight into how it might work better in the future.
- Alex Mourelatos said that this brings us the opportunity to make some changes to the historical norms.
- Cindy Gustafson, TCPUD, reiterated that this money is so valuable, and it is important that people like PUD are part of these discussions.
- Mike Staudenmayer, Northstar PSD, thinks that a special district should be a part of the task force.
- Sandy recommended that not more than 5 Board members be part of the Task Force.
- Phil GilanFarr said that though there are a lot of opinions he doesn't feel that we are too far off base. His recommendation is that the Executive Committee form the Task Force as the County seems to be the most comfortable with that group.
- Bill Rock recommends a third party facilitator.

**ACTION** - The Executive Committee will meet with David Boesch and go through the bullet list provided and the report back to the board what came out of the discussion

**13. Election Committee Formation – Sandy Evans Hall**

- Need one board member on the election committee, Phil GilanFarr volunteered.

**Membership (5 minutes)**

**14. Membership Luncheon – October 2013**

- Sandy told the Group that we are in the early stages of planning the Annual Membership Luncheon. It will be somewhere around 7,8 or 9 of October, please keep the dates open.

**E. DIRECTORS' COMMENTS (5 minutes)**

- Kristi Boosman, told the group about the Lake Tahoe Outreach Committees upcoming Stewardship Messaging Meeting, facilitated by Paquita Bath of Aligning Visions. The goal is to bring together key partners and come up with a unified message for everyone to use in their marketing. The meeting is Sept 23<sup>rd</sup> at Parasol from 10am-noon.

**F. CONSENT CALENDAR – MOTIONS (5 minutes)**

15. Board Meeting Minutes – June 5 and June 26, 2013
16. Joint Infrastructure/Transportation Committee – August 26, 2013
17. Marketing Committee – August 27, 2013
18. Business Association and Chamber Collaborative – No Meeting in August
19. Lodging Committee – No Meeting in August
20. Conference Sales Directors Committee – No Meeting in August
21. Finance Committee – July , August 29, 2013
22. Executive Committee Report – August 27, 2013
23. Financial Reports June and July
24. Credit Card and signing approval for Marc Sabella
  - Conference Sales Reports
25. Infrastructure/Transportation Activity Report – August

**M/S/C (Auerbach/Merchant) (10-0-0) to approve the consent calendar with the infrastructure/transportation brief removed.**

- Wally Auerbach would like more detail in the Infrastructure and Transportation briefs

**M/S/C (Auerbach/Mourelatos) (10-0-0) to approve Auerbach/Mourelatos to approve the Infrastructure/Transportation Brief.**

**G. MEETING REVIEW AND STAFF DIRECTION (5 minutes)**

- The Executive Committee and David Boesch will get together to discuss the Board role and structure
- Staff will look into a voucher program to go along with the funding request for the Free Skier Shuttle and a Special Board Meeting will be held to discuss the findings
- Looking at fund balance and scope of work
- Visit with business associations
- Check the Marketing reserve to see if it needs to be increased.
- Go back to committees to make sure we have community input

**H. CLOSED SESSION (If necessary)**

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

- a. The meeting was adjourned at 11:29

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



# north lake tahoe

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## THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Monday September 23, 2012 – 1:00pm

Tahoe City Public Utility District

Preliminary Minutes

**ATTENDANCE:** Ron Parson, Phil GilanFarr, Wally Auerbach, Alex Mourelatos, Valli Murnane, Jennifer Merchant, Joseph Mattioli, Kali Kopley, and Eric Brandt

**NOT PRESENT:**

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Jessica Walker

**OTHERS IN ATTENDANCE:** Mike Livak, Kent Hoopingarner, Will Garner, Gordon Shaw, Jaime Wright, Dave Paulson, Ron Kronkhyte

### A. CALL TO ORDER - ESTABLISH QUORUM

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

### B. AGENDA AMENDMENTS AND APPROVAL -

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

**M/S/C (Merchant/Parson) (6-0-0) to approve the agenda with items taken out of order if necessary.**

### C. PUBLIC FORUM

There was no Public Forum

### D. REPORTS & ACTION ITEMS

3. Coordinated Free Skier Shuttle Funding Request
  - Following the Sept 4<sup>th</sup>, Board of Directors meeting staff researched the two elements of direction, a voucher program and participation from Washoe County.
  - The voucher system will be sponsored by NLTRA. We would distribute up to \$20,000 in TART day passes. This could allow for up to 10,000 one way rides. The vouchers would be continued to be served by TART and would be valid on express and regular TART routes. The vouchers could be distributed by NLTRA or TMA to lodging. TART will keep track of vouchers redeemed and bill the NLTRA at end of season. There is also the option for the lodging properties to also help with the cost.
  - The other direction was to look into having the out of County service to be paid for. Part of Squaw Valley's 70% that they are funding will go to out of County Routes. There is also the option of having the Hyatt contribute a share which would be \$6,500, however Ron has not heard back from them yet. The third option is that in future years it could be included Washoe's annual TART contract.
  - There were three other items explored, but should not make a difference on today's vote.
    - i. Look into days served, Friday vs. Sunday
    - ii. Possible change in route of Mainline TART bus
    - iii. Possibility of system that TART has a notification to cross country ski area so that ski area can go to the stop on hwy28 and pick up skiers.
  - Staff is asking for approval of \$26,000 for express system as well as additional item of up to \$20,000 for voucher system.



- The Board had a lengthy discussion about this program and the voucher system. Some of the issues discussed follow.
  - i. It was questioned who gets the vouchers. Initially the vouchers would be distributed to all Placer County Lodging Properties. Property Management would be included initially.
  - ii. There was a discussion about making the TART busses more skier friendly with ski racks.
  - iii. The Friday service is important. Adding a Friday service would increase costs by 15%
  - iv. Whether the \$20,000 is an appropriate cap to the voucher system. It was determined that increasing the cap would not hurt, may as well increase in case the program is more successful than expected.
  - v. The Board would like TART to try to include in future year's contracts with Washoe County
  - vi. TART to provide ridership numbers to the Infrastructure committee on a regular business
  - vii. There was a comment about the appearance of the busses. The busses are all supposed to look the same, but the express busses will have a special designation.

**M/S/C (Kopley/Auerbach) (6-0-0) to approve up to \$26,000 for the skier shuttle operations and up to \$40,000 as to sponsor a TART voucher system to augment the Skier Shuttle program with the understanding that the other funding partners have agreed to their level of participation as specified in the operating, marketing and financial plan prepared by LSC.**

**E. DIRECTORS' COMMENTS**

**G. MEETING REVIEW AND STAFF DIRECTION**

- Adding wording of marketing to operations and finance.
- Will look for approval from partners.
- Want to look at how we might add contact system with the Nordic center
- Look at creating more skier friendly busses

**H. CLOSED SESSION (If necessary)**

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

The meeting adjourned at 1:55 am.

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



**north lake tahoe**  
Chamber | CVB | Resort Association

COMMITTEE: Joint Infrastructure/Transportation  
MEETING DATE: September 23, 2013  
BOARD MEMBERS PRESENT: Wally Auerbach, Jennifer Merchant, Phil  
GilanFarr, Alex Morelatos

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

**M/S/C (GilanFarr/Paulson) (8-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for September 23, 2013**

**M/S/C (GilanFarr/Mourelatos) (8-0-0) to approve the Joint Infrastructure/Transportation Committee Minutes of August 26, 2013**

**M/S/C (Garner/Wright) (8-0-0) Move to approve up to 20k providing we can obtain clarification of location of the lights and commitment of 25% match from both NTBA and TCDA, 1500 each.**

The committee had a lengthy discussion about the holiday light proposal. While the committee feels that the lights are an important addition to our region they felt that the proposal was not well constructed.

The items that the committee felt were missing were specifics about the light locations and if local businesses will be contributing to the effort with lights of their own.

The committee approved the motion with the caveat that the TCDA provides clarification of light location and a commitment of a 25% match from the participating businesses association at next weeks Board Meeting.

**M/S/C (Garner/Wright) (8-0-0) to approve funding of up to \$70,000 TOT Infrastructure and Transportation funds to partial support the proposed \$90,195 Squaw Valley Winter Trail Snow Removal project for 2013/14.**

The committee approved this request with the suggestion that the funds come from the Infrastructure Maintenance reserve account

BOARD APPROVAL/DIRECTION REQUESTED:

**Direction – Board should have discussion about Operation vs. Maintenance.**



# north lake tahoe

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**COMMITTEE: Marketing**  
**MEETING DATE: September 24, 2013**  
**BOARD MEMBERS PRESENT: Jennifer Merchant**

## **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

### **MOTIONS MADE/VOTE:**

- 3.2 M/S/C (Maurer/Williams) (6/0) to approve the agenda with the above amendments.
- 4.1 M/S/C (Merchant/Maurer) (6/0) to approve the Marketing Committee minutes from August 27, 2013
- 10.2 M/S/C (Maas/Hickey) (5/0) approved to reschedule the November Marketing Committee Meeting to Tuesday, November 19, 2013.

### **BOARD APPROVAL/DIRECTION REQUESTED:**

- 7.2 M/S/C (Williams/Hickey) (4/1-Jennifer Merchant abstained/1 - opposed) to approve the fund balance carry-over proposal
- 9.2 M/S/C (Maurer/Hickey) (5/0/1 Heather Allison abstained) to appoint Heather Allison as a new member to the North Lake Tahoe Marketing Coop Committee.



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Business Association and Chamber Collaborative**

**MEETING DATE: Sept 11, 2013**

**BOARD MEMBERS PRESENT:**

**ACTION ITEMS TAKEN:**

**MOTIONS MADE/VOTE:**

A quorum was not established, and therefore no motions or votes were made.

**BOARD APPROVAL/DIRECTION REQUESTED:**



**north lake tahoe**  
Chamber | CVB | Resort Association

**COMMITTEE: Lodging**  
**MEETING DATE: Sept 5, 2013**  
**BOARD MEMBERS PRESENT: Alex Mourelatos**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to Christy and Emily: meet to discuss strategy moving forward and get back to the committee members.

Action to Emily: add an October Lodging Committee meeting to the calendar and list all upcoming meetings for the lodging committee members.

**MOTIONS MADE/VOTE:**

3.2 M/S/C (Mourelatos/Williams) (4/0) to approve the agenda with the above amendments

4.1 M/S/C (Mourelatos/Williams) (4/0) to approve the Lodging Meeting minutes from March 7, 2013 and May 30, 2013.



**north lake tahoe**

Chamber | CVB | Resort Association

COMMITTEE: Finance

MEETING DATE: September 26, 2013

BOARD MEMBERS PRESENT: Bill Rock, Jennifer Merchant, Phil GilanFarr,  
Ron Parson

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

**M/S/C (Merchant/GilanFarr) (3-0-0) to approve the agenda as presented, with the Fund Balance discussion moved up.**

**M/S/C (GilanFarr/Merchant) (3-0-0) to approve the Finance Committee minutes of August 29, 2013.**

**M/S/C (Parson/GilanFarr) (3-0-0) to recommend the Board of Directors approve the August 2013 Financial Statements.**

BOARD APPROVAL/DIRECTION REQUESTED:

**Direction to bring the Fund Balance discussion back to the Joint Infrastructure and Transportation Committee for discussion before the next Finance Committee meeting.**



**north lake tahoe**  
Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, September 24, 2013  
8:30 a.m.  
NLTRA Offices

## Report

### A. Open Session

1. Items for Board Meeting Agenda – October 2  
**Committee discussed the items for the Board Agenda**
2. Update on Board/County CEO Discussion at Retreat  
**We still have not been able to find a date that works for Jennifer, David, and Executive Committee. Beverly Roberts will continue to provide dates to consider.**
3. TOT Fund Balance proposals  
**TCDA has not provided the final scope of work for the funding that they are requesting. Sandy shared an idea to create a marketing/event grant of \$30,000 for the purpose of developing events and promotions at the lake shore during the late fall, winter, and early spring. This could be available to all business associations at the lake rather than fund the TCDA separately. The funding of event staff proposed by TCDA should be combined with the seasonal event staffing proposed by NLTRA and then worked out later with the business associations to get the greatest efficiency for the money spent.**
4. Resort Triangle Vision Coalition – potential service and funding scenarios, next steps: Placer County BOS and Truckee Town Council on Oct. 22, Transportation Summit November 7  
**County is taking the lead on the Transit Vision and Will Garner will be presenting the information to both the Board of Supervisors and the Truckee Town Council. Sandy will assist.**
5. Staff changes: Ginger Karl – Membership Manager  
**Did not discuss**
6. Membership Luncheon: Future Opportunities in North Lake Tahoe: Squaw Valley, Northstar, Sugar Bowl, Cal Neva

7. Ironman Debrief

**Overall very good comments. Some issues with traffic management, directional signage, expectations of businesses, and opportunities for festivities. These things will be discussed in detail and corrections made to improve the event.**

8. Election Committee: Kay Williams, Cindy Gustafson, Phil GilanFarr, Joy Doyle – meeting Friday at 11:45 at NLTRA

**Add Steve Hoch**



**NLT Chamber/CVB/ Resort Association**  
**Financial Statements**  
**For the Two Months Ending August 31, 2013**



September 26, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the August 2013 Financial Statements

As of August 31<sup>st</sup>, 17% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership dues revenue is under budget; a new Membership Manager will start on October 7<sup>th</sup>.
- Conference Commissions are under budget; properties have not sent billing information.
- Merchandise Sales, Non-Retail VIC Income, and Cost of Goods Sold are over budget due to strong sales in the North Lake Tahoe Visitors Information Center.
- Conference Salary expense is under budget; some sales commissions have not yet been paid.
- Membership Salary expense is over budget due to payout of PTO to a terminated employee.
- Admin Salary expense is under budget due to having one less employee (Lisa de Roulet) for part of the month.
- Taxes, Licenses, and Fees expense is over budget; Business Personal Property taxes increased.
- Special Events expense is under budget due to timing; budgeted money will be spent (and Ironman expenses will be recognized in September).
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

	Marketing	Conference	Visitor Information	Marketing Subtotal	Membership	Administration	Subtotal	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Placer County TOT Funding	\$ 278,884	\$ 48,902	\$ 52,916	\$ 381,702	\$ -	\$ -	\$ 381,702	\$ 35,004	\$ 121,020	\$ 537,726
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	1,370	-	1,370	17,305	-	18,675	-	-	18,675
New Member Fees	-	-	-	-	100	-	100	-	-	100
Revenue-Membership Activities	-	-	-	-	675	-	675	225	-	900
Revenue-Tue AM Breakfast Club	-	-	-	-	1,840	-	1,840	-	-	1,840
Non-retail VIC income	-	2,238	2,238	2,238	-	-	2,238	-	-	2,238
Commissions	-	28,402	-	28,402	-	-	28,402	-	-	28,402
Merchandise Sales	-	-	31,878	31,878	-	-	31,878	-	-	31,878
<b>Total Revenue</b>	<b>278,884</b>	<b>79,674</b>	<b>87,032</b>	<b>445,590</b>	<b>19,920</b>	-	<b>465,510</b>	<b>35,229</b>	<b>121,020</b>	<b>621,759</b>
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold	-	-	16,662	16,662	-	-	16,662	-	-	16,662
<b>Gross Profit</b>	<b>278,884</b>	<b>79,674</b>	<b>70,350</b>	<b>428,908</b>	<b>19,920</b>	-	<b>448,828</b>	<b>35,229</b>	<b>121,020</b>	<b>605,077</b>
<b>Operating Expenses</b>										
Salaries & Wages	43,151	32,911	37,075	113,137	14,478	43,265	170,880	12,259	10,449	193,588
Rent	3,476	1,740	18,166	23,402	1,238	3,856	28,496	1,238	1,238	30,972
Telephone	1,590	480	722	2,792	514	1,312	4,618	525	525	5,668
Mail - USPS	35	345	612	1,005	31	61	1,074	2	2	1,078
Insurance/Bonding	484	484	637	1,605	229	560	2,394	76	76	2,546
Supplies	308	133	1,005	1,446	82	308	1,836	102	82	2,020
Depreciation	366	190	746	1,302	117	363	1,229	117	117	1,463
Equipment Support & Maintenance	450	230	180	860	80	350	1,290	130	130	1,550
Taxes, Licenses & Fees	281	146	148	573	90	289	952	90	90	1,132
Equipment Rental/Leasing	544	519	869	1,922	149	1,121	3,192	239	239	3,670
Public Outreach	-	-	-	-	-	-	-	1,000	-	1,000
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Transportation Projects	-	-	-	-	-	-	-	7,957	10,120	18,077
Infrastructure Projects	-	-	-	-	-	-	-	-	88,530	88,530
Special Events	4,644	-	-	4,644	-	-	4,644	419,163	-	419,163
Membership Activities	-	-	-	-	888	-	888	-	-	888
Tuesday Morning Breakfast Club	-	-	-	-	1,329	-	1,329	-	-	1,329
Marketing Cooperatives/Media	180,000	20,000	-	180,000	-	-	180,000	-	-	180,000
Employee Relations	-	-	-	-	128	128	128	-	-	128
Board Functions	-	-	-	-	569	569	569	-	-	569
Credit Card Fees	-	-	777	777	418	-	1,195	-	-	1,195
Automobile Expenses	384	-	301	685	-	-	685	197	197	1,079
Meals/Meetings	340	-	181	501	-	-	501	23	23	547
Dues & Subscriptions	935	-	-	935	565	45	1,535	-	-	1,535
Travel	-	-	-	-	-	1,158	1,158	-	-	1,158
Miscellaneous	-	-	-	-	-	277	277	-	-	277
<b>Total Operating Expenses</b>	<b>216,988</b>	<b>57,178</b>	<b>60,471</b>	<b>334,637</b>	<b>20,208</b>	<b>59,665</b>	<b>408,510</b>	<b>443,118</b>	<b>114,818</b>	<b>966,446</b>
<b>Operating Income (Loss)</b>	<b>61,896</b>	<b>22,496</b>	<b>9,879</b>	<b>94,271</b>	<b>(288)</b>	<b>(63,665)</b>	<b>40,313</b>	<b>(407,889)</b>	<b>6,202</b>	<b>(361,369)</b>
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	19	19	-	-	19
Purchase Discounts	-	-	89	89	-	-	89	-	-	89
<b>Total Other Income</b>	<b>-</b>	<b>-</b>	<b>89</b>	<b>89</b>	<b>-</b>	<b>19</b>	<b>108</b>	<b>-</b>	<b>-</b>	<b>108</b>
<b>Other Expenses</b>										
Allocated	31,556	7,492	6,980	46,028	5,978	(66,420)	(14,414)	8,436	5,978	-
<b>Net Income (Loss)</b>	<b>30,340</b>	<b>15,004</b>	<b>2,988</b>	<b>48,332</b>	<b>(6,266)</b>	<b>12,774</b>	<b>54,640</b>	<b>(416,325)</b>	<b>224</b>	<b>(361,261)</b>

North Lake Tahoe Resort Association  
BALANCE SHEET  
At August 31, 2013

	August 31 2013	August 31 2012	June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	500	500	500
Cash - Operations Acct #6712	615,825	507,096	549,620
Cash - Payroll Account #7421	2,069	17,272	13,480
Marketing Cooperative Cash	41,876	141,933	41,876
Cash - Infrastructure #8163	41,862	12,915	303,769
UBS Cash	8,864	8,567	8,856
Infrastructure Money Market	886	244,708	44,879
Cash in Drawer	775	608	300
Accounts Receivable	36,359	122,809	59,476
A/R - Sales Estimates	27,080	27,284	9,429
A/R - TOT Funding	1,098,352	2,449,115	408,188
Undeposited Funds	653	197	352
WebLink Accounts Receivable	7,535	0	21,325
Inventories	15,859	17,281	17,542
AR TOT Transportation NLTRA	951,970	677,556	112,926
AR TOT Transp County Held	108,781	469,000	108,781
AR TOT Infrastructure County	2,782,406	6,320,030	1,764,405
AR TOT Infrastructure NLTRA Held	276,038	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
<b>Total Current Assets</b>	<b>7,067,690</b>	<b>11,214,911</b>	<b>3,498,709</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(62,651)	(54,775)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(38,356)	(39,940)
Computer Software	30,050	30,050	30,050
Accum. Amort. - Software	(24,201)	(20,713)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,501)	(23,301)	(23,467)
<b>Total Property and Equipment</b>	<b>14,153</b>	<b>23,524</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	27,176	45,217	45,132
Prepaid Insurance	13,590	13,152	4,797
<b>Total Other Assets</b>	<b>40,766</b>	<b>58,369</b>	<b>49,928</b>
<b>Total Assets</b>	<b>7,122,609</b>	<b>11,296,804</b>	<b>3,562,588</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	228,186	644,908	148,642
Salaries / Wages Payable	35,874	71,843	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,167)	11,975	655
Estimated PTO	62,415	60,883	62,415
Sales and Use Tax Payable	1,372	1,798	1,302
Ski Tahoe North Lift Tickets	0	2,857	0
Marketing Cooperative Liabilities	41,876	141,933	41,876
Intra-Company Borrowings	(566)	(601)	(139)
AFW Suspense Account	9,325	(10,166)	0
Payroll Liabilities	16	3,160	3,732
Deferred Rev - Membership Dues	65,220	59,440	81,113
Deferred Revenue - Other	19,007	13,456	19,441
Deferred Support	1,908,515	2,040,809	0
Deferred Transportation Support	713,879	1,033,630	108,781
Deferred Infrastructure Support	3,238,340	6,170,506	2,045,319
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
<b>Total Liabilities</b>	<b>6,613,932</b>	<b>10,397,975</b>	<b>2,692,650</b>
<b>Net Assets</b>			
Unrestricted Net Assets	478,284	442,564	442,564
Designated Marketing Reserve	293,110	293,110	293,110
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(361,261)	64,611	35,720
<b>Total Net Assets</b>	<b>508,677</b>	<b>898,829</b>	<b>869,938</b>
<b>Total Liabilities and Net Assets</b>	<b>7,122,609</b>	<b>11,296,804</b>	<b>3,562,588</b>

North Lake Tahoe Resort Association  
**BUDGET TO ACTUAL**  
Statement of Activities and Changes in Net Assets  
For the Month Ended August 31, 2013  
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 537,726	\$ 537,726	\$ -	\$ 554,238	\$ 3,226,360	17%
-	84,840	Cap Imp Funding - Placer Held	-	169,680	(169,680)	-	1,018,080	0%
8,183	10,686	Membership	18,675	21,372	(2,697)	18,886	128,232	15%
-	400	New Member Fees	100	800	(700)	-	4,800	2%
225	900	Revenues-Membership Activities	900	1,800	(900)	442	53,750	2%
640	769	Revenue-Tue AM Breakfast Club	1,840	1,538	302	441	9,228	20%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
1,222	500	Non-retail VIC Income	2,238	1,000	1,238	225	7,000	32%
25,554	15,000	Commissions	28,402	30,000	(1,598)	34,626	190,360	15%
14,367	12,500	Merchandise Sales	31,878	25,000	6,878	25,207	87,900	36%
<u>319,054</u>	<u>394,458</u>	<b>Total Revenue</b>	<u>621,759</u>	<u>788,916</u>	<u>(167,157)</u>	<u>634,065</u>	<u>4,728,210</u>	<u>13%</u>
<b>Operating Expenses</b>								
100,947	99,762	Salaries & Wages	193,589	199,524	5,935	203,334	1,307,366	15%
15,618	16,265	Rent	30,972	32,530	1,558	30,420	186,345	17%
2,271	3,105	Telephone	5,609	6,210	601	7,779	37,274	15%
331	320	Mail - USPS	707	640	(67)	446	3,854	18%
1,277	1,258	Insurance/Bonding	2,547	2,516	(31)	1,981	15,065	17%
816	3,650	Supplies	2,020	7,300	5,280	6,410	14,528	14%
65	-	Visitor Communications - Other	65	-	(65)	65	408	16%
410	1,198	Depreciation	1,463	2,396	933	2,362	14,421	10%
400	970	Equipment Support & Maintenance	1,550	1,940	390	3,864	11,635	13%
1,129	332	Taxes, Licenses & Fees	1,133	664	(469)	1,257	4,052	28%
-	29	Miscellaneous Expense	-	58	58	349	350	0%
1,622	1,794	Equipment Rental/Leasing	3,670	3,588	(82)	3,845	21,494	17%
-	-	Training Seminars	-	-	0	180	1,005	0%
800	500	Public Outreach	1,000	1,000	0	-	3,776	26%
300	150	Professional Fees	300	300	0	2,463	19,250	2%
-	1,500	Research & Planning Membership	3,000	3,000	0	-	5,000	60%
7,888	6,870	Research & Planning	18,077	13,740	(4,337)	30,088	82,000	22%
87,953	19,750	Transportation Projects	88,530	39,500	(49,030)	3,153	322,000	27%
360,057	180,000	Infrastructure Projects	419,164	360,000	(59,164)	88,448	1,018,080	41%
-	-	Marketing Programs	-	-	0	-	100,000	0%
3,290	10,000	Special Events	4,644	20,000	15,356	2,202	305,000	2%
481	440	Membership Activities	897	880	(17)	765	30,482	3%
624	737	Tuesday Morning Breakfast Club	1,329	1,474	145	996	8,844	15%
90,000	90,000	Marketing Cooperative/Media	180,000	180,000	0	161,524	795,000	23%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
43	-	Miscellaneous Programs	43	-	(43)	411	100,469	0%
-	-	Conference - PUD	-	-	0	3,901	8,000	0%
9,127	6,625	Cost of Goods Sold	16,682	13,250	(3,432)	7,114	46,587	36%
111	35	Employee Relations	128	70	(58)	-	2,165	6%
387	384	Board Functions	570	768	198	1,125	4,605	12%
654	468	Credit Card Fees	1,194	936	(258)	934	5,346	22%
440	733	Automobile Expenses	1,008	1,466	458	811	9,301	11%
470	231	Meals/Meetings	500	462	(38)	403	3,545	14%
520	996	Dues & Subscriptions	1,580	1,992	412	1,484	5,518	29%
229	453	Travel	1,158	906	(252)	1,454	6,934	17%
<u>688,260</u>	<u>448,555</u>	<b>Total Operating Expenses</b>	<u>983,129</u>	<u>897,110</u>	<u>(86,019)</u>	<u>569,568</u>	<u>4,501,273</u>	<u>22%</u>
(369,206)	(54,097)	<b>Operating Income (Loss)</b>	(361,370)	(108,194)	(253,176)	64,497	226,937	
19	(1)	<b>Other Income/(Expenses)</b>	109	(1)	110	114	(2)	
<u>(369,187)</u>	<u>(54,098)</u>	<b>Net Income (Loss)</b>	<u>(361,261)</u>	<u>(108,195)</u>	<u>(253,066)</u>	<u>64,611</u>	<u>226,935</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended August 31, 2013**  
**All Departments Ex Infrastructure/Transportation**

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 381,702	\$ 381,702	\$ -	\$ 408,306	\$2,290,217	17%
8,183	10,286	Membership	18,675	20,572	(1,897)	18,886	123,432	15%
-	400	New Member Fees	100	800	(700)	-	4,800	2%
-	900	Revenues-Membership Activities	675	1,800	(1,125)	442	53,750	1%
640	769	Revenue-Tue AM Breakfast Club	1,840	1,538	302	441	9,228	20%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
1,222	500	Non-retail VIC income	2,238	1,000	1,238	150	7,000	32%
25,554	15,000	Commissions	28,402	30,000	(1,598)	34,626	190,360	15%
14,367	12,500	Merchandise Sales	31,878	25,000	6,878	25,207	87,900	36%
<u>240,817</u>	<u>231,206</u>	<b>Total Revenue</b>	<u>465,510</u>	<u>462,412</u>	<u>3,098</u>	<u>488,058</u>	<u>2,769,187</u>	<u>17%</u>
<b>Operating Expenses</b>								
89,596	87,434	Salaries & Wages	170,880	174,868	3,988	179,157	1,133,278	15%
14,409	14,346	Rent	28,497	28,692	195	28,080	163,394	17%
1,872	2,688	Telephone	4,559	5,376	817	6,482	32,256	14%
327	320	Mail - USPS	703	640	(63)	437	3,830	18%
1,201	1,142	Insurance/Bonding	2,394	2,284	(110)	1,771	13,713	17%
751	3,515	Supplies	1,836	7,030	5,194	6,113	12,917	14%
65	-	Visitor Communications - Other	65	-	(65)	65	408	16%
345	1,012	Depreciation	1,229	2,024	795	1,984	12,149	10%
336	871	Equipment Support & Maintenance	1,290	1,742	452	3,286	10,447	12%
949	294	Taxes, Licenses & Fees	952	588	(364)	1,141	3,525	27%
-	29	Miscellaneous Expense	-	58	58	349	350	0%
1,509	1,500	Equipment Rental/Leasing	3,192	3,000	(192)	3,165	18,001	18%
-	-	Training Seminars	-	-	0	180	1,005	0%
300	150	Professional Fees	300	300	0	2,463	19,250	2%
-	-	Marketing Programs	-	-	0	-	100,000	0%
3,290	10,000	Special Events	4,644	20,000	15,356	2,202	305,000	2%
481	440	Membership Activities	898	880	(18)	765	30,482	3%
624	737	Tuesday Morning Breakfast Club	1,329	1,474	145	996	8,844	15%
90,000	90,000	Marketing Cooperative/Media	180,000	180,000	0	161,524	795,000	23%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
43	-	Miscellaneous Programs	43	-	(43)	4,312	100,469	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
9,127	6,625	Cost of Goods Sold	16,682	13,250	(3,432)	7,114	46,587	36%
111	35	Employee Relations	128	70	(58)	-	1,963	7%
387	384	Board Functions	570	768	198	1,125	4,605	12%
654	468	Credit Card Fees	1,194	936	(258)	934	5,346	22%
252	424	Automobile Expenses	614	848	234	623	5,601	11%
470	231	Meals/Meetings	500	462	(38)	403	3,220	16%
520	996	Dues & Subscriptions	1,535	1,992	457	1,484	5,378	29%
229	453	Travel	1,158	906	(252)	1,454	6,934	17%
<u>217,848</u>	<u>224,094</u>	<b>Total Operating Expenses</b>	<u>425,192</u>	<u>448,188</u>	<u>22,996</u>	<u>417,609</u>	<u>2,853,526</u>	<u>15%</u>
22,969	7,112	<b>Operating Income (Loss)</b>	40,318	14,224	26,094	70,449	(84,339)	
19	-	<b>Other Income/(Expenses)</b>	108	(1)	109	114	-	
(7,207)	(7,206)	<b>Allocated Expenses</b>	(14,414)	(14,412)	(2)	(12,657)	(86,478)	
<u>30,195</u>	<u>14,318</u>	<b>Net Income (Loss)</b>	<u>54,840</u>	<u>28,635</u>	<u>26,205</u>	<u>83,220</u>	<u>2,139</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
		Revenue						
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$ 278,884	\$ 278,884	\$ -	\$ 297,394	\$ 1,673,310	17%
139,442	139,442	Total Revenue	278,884	278,884	-	297,394	1,673,310	17%
		Operating Expenses						
22,555	22,141	Salaries & Wages	43,151	44,282	1,131	96,055	307,095	14%
1,693	1,813	Rent	3,476	3,626	150	6,932	21,760	16%
637	884	Telephone	1,590	1,768	178	3,723	10,606	15%
35	96	Mail - USPS	35	192	157	152	1,150	3%
243	241	Insurance/Bonding	484	482	(2)	889	2,891	17%
101	276	Supplies	308	552	244	1,761	3,307	9%
103	301	Depreciation	366	602	236	1,181	3,617	10%
100	200	Equipment Support & Maintenance	450	400	(50)	1,807	2,401	19%
281	59	Taxes, Licenses & Fees	281	118	(163)	628	709	40%
280	220	Equipment Rental/Leasing	544	440	(104)	1,019	2,638	21%
-	-	Training Seminars	-	-	0	-	425	0%
-	-	Marketing Programs	-	-	0	-	100,000	0%
3,290	10,000	Special Events	4,644	20,000	15,356	2,202	305,000	2%
80,000	80,000	Marketing Cooperative/Media	160,000	160,000	0	139,192	675,000	24%
43	-	Miscellaneous Programs	43	-	(43)	6,175	36,500	0%
-	-	Employee Relations	-	-	0	-	103	0%
-	16	Credit Card Fees	-	32	32	-	201	0%
252	183	Automobile Expenses	384	366	(18)	187	2,192	18%
309	130	Meals/Meetings	340	260	(80)	341	1,564	22%
10	116	Dues & Subscriptions	935	232	(703)	1,484	1,387	67%
-	453	Travel	-	906	906	1,454	5,434	0%
109,932	117,129	Total Operating Expenses	217,031	234,258	17,227	265,182	1,483,980	15%
29,510	22,313	Operating Income (Loss)	61,853	44,626	17,227	32,212	189,330	
-	-	Other Income/(Expenses)	-	-	0	114	-	
15,778	15,778	Allocated Expenses	31,556	31,556	0	(40,072)	189,330	
13,732	6,535	Net Income (Loss)	30,297	13,070	17,227	72,398	-	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 49,902	\$ 49,902	\$ -	\$ 58,700	\$ 299,408	17%
583	600	Membership	1,370	1,200	170	1,440	7,200	19%
25,554	15,000	Commissions	28,402	30,000	(1,598)	34,626	190,360	15%
51,088	40,551	<b>Total Revenue</b>	79,674	81,102	(1,428)	94,766	496,966	16%
<b>Operating Expenses</b>								
17,649	17,903	Salaries & Wages	32,911	35,806	2,895	32,078	233,044	14%
847	922	Rent	1,740	1,844	104	1,638	11,052	16%
209	281	Telephone	480	562	82	738	3,366	14%
153	66	Mail - USPS	345	132	(213)	151	781	44%
243	223	Insurance/Bonding	484	446	(38)	321	2,680	18%
52	77	Supplies	133	154	21	209	921	14%
53	157	Depreciation	190	314	124	307	1,883	10%
52	138	Equipment Support & Maintenance	230	276	46	470	1,653	14%
146	15	Taxes, Licenses & Fees	146	30	(116)	94	177	82%
284	188	Equipment Rental/Leasing	519	376	(143)	403	2,255	23%
10,000	10,000	Marketing Cooperative/Media	20,000	20,000	0	22,332	120,000	17%
-	-	Miscellaneous Programs	-	-	0	411	63,000	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	35	Employee Relations	-	70	70	-	425	0%
-	91	Automobile Expenses	-	182	182	-	1,097	0%
-	18	Meals/Meetings	-	36	36	-	215	0%
-	-	Dues & Subscriptions	-	-	0	-	1,470	0%
-	-	Bad Debt	-	-	0	-	-	0%
29,688	30,114	<b>Total Operating Expenses</b>	57,178	60,228	3,050	59,152	452,019	13%
21,400	10,437	<b>Operating Income (Loss)</b>	22,496	20,874	1,622	35,614	44,947	
3,746	3,746	Allocated Expenses	7,492	7,492	0	13,665	44,947	
17,654	6,691	<b>Net Income (Loss)</b>	15,004	13,382	1,622	21,949	-	



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 121,020	\$ 121,020	\$ -	\$ 112,926	\$ 726,118	17%
60,510	60,510	Total Revenue	121,020	121,020	-	112,926	726,118	17%
<b>Operating Expenses</b>								
5,221	6,164	Salaries & Wages	10,449	12,328	1,879	11,241	87,044	12%
605	1,266	Rent	1,238	2,532	1,294	1,170	15,189	8%
199	222	Telephone	525	444	(81)	616	2,667	20%
2	-	Mail - USPS	2	-	(2)	3	8	25%
38	56	Insurance/Bonding	76	112	36	105	676	11%
32	53	Supplies	82	106	24	130	633	13%
33	95	Depreciation	117	190	73	189	1,136	10%
32	49	Equipment Support & Maintenance	130	98	(32)	289	584	22%
90	-	Taxes, Licenses & Fees	90	-	(90)	58	60	150%
56	145	Equipment Rental/Leasing	239	290	51	340	1,738	14%
-	-	Public Outreach	-	-	0	-	950	0%
-	1,500	Research & Plan Membership Dues	3,000	3,000	0	-	5,000	60%
4,795	2,500	Research & Planning	10,120	5,000	(5,120)	2,433	30,000	34%
87,953	19,750	Transportation Projects	88,530	39,500	(49,030)	3,153	322,000	27%
-	-	Employee Relations	-	-	0	-	102	0%
94	192	Automobile Expenses	197	384	187	94	2,300	9%
-	-	Meals/Meetings	23	-	(23)	-	125	18%
-	-	Dues & Subscriptions	-	-	0	-	40	0%
99,150	31,992	Total Operating Expenses	114,818	63,984	(50,834)	19,821	470,252	24%
(38,640)	28,518	Operating Income (Loss)	6,202	57,036	(50,834)	93,105	255,866	
2,989	2,989	Allocated Expenses	5,978	5,978	0	5,642	35,866	
(41,629)	25,529	Net Income (Loss)	224	51,058	(50,834)	87,463	220,000	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 52,916	\$ 52,916	\$ -	\$ 52,212	\$ 317,501	17%
1,222	1,000	Non-retail VIC Income	2,238	2,000	238	225	7,000	32%
14,367	8,000	Merchandise Sales	31,878	16,000	15,878	25,207	87,900	36%
<u>42,047</u>	<u>35,458</u>	<b>Total Revenue</b>	<u>87,032</u>	<u>70,916</u>	<u>16,116</u>	<u>77,644</u>	<u>412,401</u>	<u>21%</u>
<b>Operating Expenses</b>								
19,350	18,120	Salaries & Wages	37,075	36,240	(835)	40,270	192,532	19%
9,382	8,882	Rent	18,186	17,764	(422)	18,339	97,828	19%
298	460	Telephone	722	920	198	1,126	5,523	13%
109	37	Mail - USPS	232	74	(158)	101	449	52%
319	288	Insurance/Bonding	637	576	(61)	389	3,462	18%
461	500	Supplies	1,005	1,000	(5)	3,258	4,027	25%
65	75	Visitor Communications Other	65	150	85	65	408	16%
53	156	Depreciation	190	312	122	307	1,883	10%
52	175	Equipment Support & Maintenance	180	350	170	720	2,100	9%
146	90	Taxes, Licenses & Fees	146	180	34	362	1,110	13%
416	502	Equipment Rental/Leasing	859	1,004	145	1,048	6,068	14%
-	-	Professional Fees	-	-	0	1,662	900	0%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
-	-	Miscellaneous Programs	-	-	0	-	969	0%
9,127	6,625	Cost of Goods Sold	16,682	13,250	(3,432)	7,114	46,587	36%
-	-	Employee Relations	-	-	0	-	275	0%
489	237	Credit Card Fees	777	474	(303)	466	2,579	30%
71	150	Automobile Expenses	301	300	(1)	436	1,800	17%
161	118	Meals/Meetings	161	236	75	62	442	0%
<u>40,499</u>	<u>36,415</u>	<b>Total Operating Expenses</b>	<u>77,218</u>	<u>72,830</u>	<u>(4,388)</u>	<u>75,725</u>	<u>370,516</u>	<u>21%</u>
1,548	(957)	<b>Operating Income (Loss)</b>	9,814	(1,914)	11,728	1,919	41,885	
10	-	<b>Other Income/(Expenses)</b>	89	-	89	-	-	
3,490	3,495	Allocated Expenses	6,980	6,990	10	7,925	41,885	
<u>(1,932)</u>	<u>(4,452)</u>	<b>Net Income (Loss)</b>	<u>2,923</u>	<u>(8,904)</u>	<u>11,807</u>	<u>(6,006)</u>	<u>-</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 35,004	\$ 35,004	\$ -	\$ 33,006	\$ 210,025	17%
-	84,840	Cap Imp Funding - Placer Held	-	169,680	(169,680)	-	1,018,080	0%
17,502	102,342	<b>Total Revenue</b>	35,004	204,684	(169,680)	33,006	1,228,105	3%
<b>Operating Expenses</b>								
6,130	6,164	Salaries & Wages	12,259	12,328	69	12,937	87,044	14%
605	653	Rent	1,238	1,306	68	1,170	7,762	16%
199	195	Telephone	525	390	(135)	681	2,351	22%
2	-	Mail - USPS	2	-	(2)	5	16	13%
38	60	Insurance/Bonding	76	120	44	104	676	11%
32	82	Supplies	102	164	62	168	978	10%
33	91	Depreciation	117	182	65	189	1,136	10%
32	50	Equipment Support & Maintenance	130	100	(30)	289	604	22%
90	38	Taxes, Licenses & Fees	90	76	(14)	58	467	19%
56	149	Equipment Rental/Leasing	239	298	59	340	1,755	14%
800	500	Public Outreach	1,000	1,000	0	-	2,826	35%
3,093	4,370	Research & Planning	7,957	8,740	783	27,655	52,000	15%
360,058	180,000	Infrastructure Projects	419,163	360,000	(59,163)	88,448	1,018,080	41%
-	-	Employee Relations	-	-	0	-	100	0%
94	117	Automobile Expenses	197	234	37	94	1,400	14%
-	-	Meals/Meetings	23	-	(23)	-	200	12%
-	-	Dues & Subscriptions	-	-	0	-	100	0%
371,262	192,469	<b>Total Operating Expenses</b>	443,118	384,938	(58,180)	132,138	1,177,495	38%
(353,760)	(90,127)	<b>Operating Income (Loss)</b>	(408,114)	(180,254)	(227,860)	(99,132)	50,610	
4,218	4,218	Allocated Expenses	8,436	8,436	0	7,016	50,610	
(357,978)	(94,345)	<b>Net Income (Loss)</b>	(416,550)	(188,690)	(227,860)	(106,148)	-	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended August 31, 2013  
 Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 7,599	\$ 9,686	Membership	\$ 17,305	\$ 19,372	\$ (2,067)	\$ 17,446	\$ 116,232	15%
-	400	New Member Fees	100	800	(700)	-	4,800	2%
-	900	Revenues-Membership Activities	675	1,800	(1,125)	442	53,750	1%
670	769	Revenue-Tue AM Breakfast Club	1,870	1,538	332	441	9,228	20%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
<u>8,269</u>	<u>11,755</u>	<b>Total Revenue</b>	<u>19,950</u>	<u>23,510</u>	<u>(3,560)</u>	<u>18,329</u>	<u>186,510</u>	<u>11%</u>
<b>Operating Expenses</b>								
9,027	6,295	Salaries & Wages	14,478	12,590	(1,888)	10,754	83,411	17%
605	684	Rent	1,238	1,368	130	1,170	8,207	15%
215	310	Telephone	514	620	106	895	3,720	14%
10	66	Mail - USPS	31	132	101	33	792	4%
115	116	Insurance/Bonding	229	232	3	172	1,392	16%
32	114	Supplies	82	228	146	886	1,362	6%
33	96	Depreciation	117	192	75	189	1,149	10%
32	47	Equipment Support & Maintenance	80	94	14	289	565	14%
90	60	Taxes, Licenses & Fees	90	120	30	58	720	13%
-	331	Equipment Rental/Leasing	149	662	513	695	3,976	4%
-	-	Training Seminars	-	-	0	180	180	0%
481	440	Membership Activities	898	880	(18)	765	30,482	3%
624	737	Tuesday Morning Breakfast Club	1,329	1,474	145	996	8,844	15%
-	-	Employee Relations	-	-	0	-	25	0%
165	214	Credit Card Fees	418	428	10	468	2,566	16%
-	-	Automobile Expenses	-	-	0	-	141	0%
-	31	Meals/Meetings	-	62	62	-	372	0%
510	250	Dues & Subscriptions	555	500	(55)	-	601	92%
-	-	Bad Debt	-	-	0	-	-	0%
<u>11,939</u>	<u>9,791</u>	<b>Total Operating Expenses</b>	<u>20,208</u>	<u>19,582</u>	<u>(626)</u>	<u>17,550</u>	<u>148,505</u>	<u>14%</u>
<u>(3,670)</u>	<u>1,964</u>	<b>Operating Income (Loss)</b>	<u>(258)</u>	<u>3,928</u>	<u>(4,186)</u>	<u>779</u>	<u>38,005</u>	
2,989	2,989	Allocated Expenses	5,978	5,978	0	5,824	35,866	
<u>(6,659)</u>	<u>(1,025)</u>	<b>Net Income (Loss)</b>	<u>(6,236)</u>	<u>(2,050)</u>	<u>(4,186)</u>	<u>(5,045)</u>	<u>2,139</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended August 31, 2013**  
**Administration**

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2013 2014 Budget	Percent of YTD Budget Consumed
		<b>Revenue</b>						
\$ -	\$ -	Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	0%
-	-	<b>Total Revenue</b>	-	-	-	-	-	0%
		<b>Operating Expenses</b>						
21,016	22,975	Salaries & Wages	43,265	45,950	2,685	50,397	317,196	14%
1,883	2,045	Rent	3,856	4,090	234	3,654	24,547	16%
572	753	Telephone	1,312	1,506	194	1,668	9,041	15%
21	55	Mail - USPS	61	110	49	110	658	9%
281	274	Insurance/Bonding	560	548	(12)	461	3,288	17%
104	275	Supplies	308	550	242	478	3,300	9%
102	301	Depreciation	366	602	236	590	3,617	10%
100	311	Equipment Support & Maintenance	350	622	272	904	3,728	9%
285	67	Taxes, Licenses & Fees	289	134	(155)	248	809	36%
-	29	Miscellaneous Expense	-	58	58	349	350	0%
529	255	Equipment Rental/Leasing	1,121	510	(611)	542	3,064	37%
-	-	Training Seminars	-	-	0	-	400	0%
300	150	Professional Fees	300	300	0	800	18,350	2%
121	-	Employee Relations	138	-	(138)	-	1,135	12%
387	384	Board Functions	569	768	199	1,125	4,605	12%
-	-	Automobile Expenses	-	-	0	-	371	0%
-	52	Meals/Meetings	-	104	104	52	627	0%
-	880	Dues & Subscriptions	45	1,760	1,715	1,447	1,920	2%
229	500	Travel	1,158	1,000	(158)	-	1,500	77%
25,930	29,306	<b>Total Operating Expenses</b>	53,698	58,612	4,914	62,825	398,506	13%
(25,930)	(29,306)	<b>Operating Income (Loss)</b>	(53,698)	(58,612)	4,914	(62,825)	(398,506)	
10	-	<b>Other Income/(Expenses)</b>	19	-	(19)	114	-	
(33,210)	(33,209)	<b>Allocated Expenses</b>	(66,420)	(66,418)	(2)	(62,429)	(398,506)	
7,290	3,903	<b>Net Income (Loss)</b>	12,741	7,806	4,897	(282)	-	

**NLT Chamber/CVB/Resort Association  
Statement of Infrastructure and Transportation Activities  
For the Two Months Ending August 31, 2013**

<b>Current Month</b>	<b>Infrastructure Project Costs</b>	<b>Year to Date</b>
3,092.90	Research/Planning/Infrastructure	7,956.90
36,084.62	Northstar Community Multi-Purpose Trail	36,084.62
136,805.04	Lakeside Bike Trail	136,805.04
29,671.58	Maintenance-Tourism Facilities	29,671.58
	Wayfinding Signage Site Master Plan	5,030.00
53,454.03	Water Shuttle	107,530.36
33,090.73	Tahoe Vista Recreation Area	33,090.73
70,951.31	Homewood Trail Construction	70,951.31
<u>363,150.21</u>	<b>Total Infrastructure Project Costs</b>	<u>427,120.54</u>
<b>Transportation Project Costs</b>		
4,795.20	Research/Planning/Transportation	10,120.20
	Membership Transportation	3,000.00
21,050.73	Summer Traffic Management	21,050.73
577.00	North Lake Tahoe Express	1,154.00
66,325.00	Summer Night Service	66,325.00
<u>92,747.93</u>	<b>Total Transportation Project Costs</b>	<u>101,649.93</u>
<u><u>455,898.14</u></u>	<b>Total Project Costs</b>	<u><u>528,770.47</u></u>







# KEY METRICS FOR AUGUST 31, 2013

Total TOT Collections by Quarter 2008 - 2013 (through August 31, 2013)		Quarter 3				Quarter 4				Total			
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total				
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866								
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712								
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222								
2011-12	\$ 3,681,475	\$ 1,793,696	\$ 3,158,760	\$ 1,553,913	\$ 10,187,844								
2012-13	\$ 3,879,585	\$ 2,098,709	\$ 4,252,810	\$ 1,423,026	\$ 11,654,130								
<b>Total</b>	<b>\$ 16,886,218</b>	<b>\$ 9,111,814</b>	<b>\$ 17,536,027</b>	<b>\$ 6,690,715</b>	<b>\$ 50,224,774</b>								
<b>Unemployment</b>													
	<b>August 2013</b>	<b>August 2012</b>	<b>December 2012</b>										
Dollar Point	8.6%	10.9%	9.9%	9.9%									
Kings Beach	7.4%	9.4%	8.6%	8.6%									
Sunnyside/Tahoe City	8.6%	10.9%	10.0%	10.0%									
Tahoe Vista	12.4%	15.5%	14.3%	14.3%									
California	8.8%	10.5%	9.7%	9.7%									
Placer County	7.4%	9.4%	8.6%	8.6%									
<b>MTRIP Reservations Activity</b>													
	<b>FY 13/14</b>	<b>FY 12/13</b>	<b>Change</b>										
Occupancy during August	65.8%	65.0%	1.2%	1.2%									
ADR August (Average Daily Rate)	\$ 243	\$ 222	9.5%	9.5%									
Occupancy Forecast September	48.9%	40.3%	21.3%	21.3%									
ADR September (Average Daily Rate)	\$ 208	\$ 179	16.2%	16.2%									
Occupancy (previous 6 months)	48.6%	49.3%	-1.4%	-1.4%									
ADR (previous 6 months)	\$ 221	\$ 204	8.3%	8.3%									
Occupancy (next 6 months)	19.1%	15.0%	27.3%	27.3%									
ADR (next 6 months)	\$ 234	\$ 196	19.4%	19.4%									
Incremental Pacing for August	5.2%	5.9%	-11.9%	-11.9%									
<b>VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 -14</b>													
	<b>2013/2014</b>	<b>2012/2013</b>	<b>YOY % Change</b>										
Tahoe City:													
Referrals (July-August)	14,402	12,316	16.94%	16.94%									
Walk In	881	927	-4.96%	-4.96%									
Phone	4,152	2,475	67.76%	67.76%									
Kings Beach (Walk In Only)	1,137	375	203.20%	203.20%									
Reno (Walk In Only)													

**Monthly Report August 2013**

**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

**Year to Date Bookings/Monthly Production Detail FY 13/14**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 8/31/13:	\$1,983,600	\$1,119,234	77%
Forecasted Commission for this Revenue:	\$144,835	\$48,273	200%
Number of Room Nights:	11807	6907	71%
Number of Delegates:	6682	3085	117%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	91	69	32%

<u>Monthly Detail/Activity</u>	<u>August-13</u>	<u>August-12</u>	
<u>Number of Groups Booked:</u>	5	1	
Revenue Booked:	\$106,808	\$2,902	3580%
Projected Commission:	\$6,248	\$0	
Room Nights:	767	25	2968%
Number of Delegates:	359	25	1336%
	2 Seminar, 2 Film Crew and		
Booked Group Types:	1 Smf	1 Film Crw	
Lost Business, # of Groups:	4	3	

<u>Arrived in the month</u>	<u>August-13</u>	* Est.	<u>August-12</u>	
Number of Groups:	14		6	
Revenue Arrived:	\$502,213		\$372,770	35%
Projected Commission:	\$26,579		\$23,733	12%
Room Nights:	2436		2033	20%
Number of Delegates:	1114		656	70%
Arrived Group Types:	6 Corp, 6 Assoc, 1 Smf 1 Film crew		2 Corp, 2 Assoc. 1 Smf 1 Film crew	

<u>Monthly Detail/Activity</u>	<u>July-13</u>	<u>July-12</u>	
<u>Number of Groups Booked:</u>	6	9	
Revenue Booked:	\$45,413	\$168,743	-73%
Projected Commission:	\$2,247	\$6,118	-63%
Room Nights:	369	953	-61%
Number of Delegates:	328	379	-13%
	4 Assoc., 6 Smf,	5 Corp, 1	
Booked Group Types:	1 Govt.	Assoc, 3 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>July-13</u>	* Est.	<u>July-12</u>	
Number of Groups:	12		2	
Revenue Arrived:	\$203,900		\$82,912	146%
Projected Commission:	\$6,063		\$0	
Room Nights:	1686		426	296%
Number of Delegates:	1190		192	520%
Arrived Group Types:	4 Assoc,6 Smf, 1 Govt.		1 Corp, 1 Assoc.	

**Future Year Bookings, booked in this fiscal year:**

		(Goal)
For 2014/15:	<b>\$1,486,282</b>	<b>\$2,000,000</b>
For 2015/16:	<b>\$3,714,507</b>	<b>\$4,000,000</b>

**NUMBER OF LEADS Generated as o 8/31/13:**

Total Number of Leads Generated in Previous Years:	30
2012/2013: 171	
2011/2012: 119	
2010/2011: 92	
2009/2010: 107	
2008/2009: 151	
2007/2008: 209	
2006/2007: 205	

**Monthly Report August 2013**

**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

**Year to Date Bookings/Monthly Production Detail FY 13/14**

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 7/30/13:	\$468,203	\$211,391	121%
Forecasted Commission for this Revenue:	\$2,495	\$13,070	-81%
Number of Room Nights:	4817	2156	123%
Number of Delegates:	1465	1750	-16%
Annual Commission Projection:	\$10,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>August-13</u>	<u>August-12</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:	1 Corp, 1 CA Assoc. 1 Smerf	1 Assoc.

<u>Arrived in the month</u>	<u>August-13</u>	<u>*Est.</u>	<u>August-12</u>
Number of Groups:	1		1
Revenue Arrived:	\$5,004		\$31,325
Projected Commission:	\$500		\$4,698
Room Nights:	40		175
Number of Delegates:	40		90
Arrived Group Types:	1 Assoc.		1 Corp.

<u>Monthly Detail/Activity</u>	<u>July-13</u>	<u>July-12</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$490,297	\$5,004	9698%
Projected Commission:	\$24,010	\$500	4702%
Room Nights:	1525	40	3713%
Number of Delegates:	3666	40	9065%
Booked Group Types:	1 Corp, 1 CA Assoc. 1 Smerf	1 Assoc.	

<u>Arrived in the month</u>	<u>July-13</u>	<u>*Est.</u>	<u>July-12</u>
Number of Groups:	5		1
Revenue Arrived:	\$55,323		\$10,103
Projected Commission:	\$968		\$1,515
Room Nights:	387		60
Number of Delegates:	240		40
Arrived Group Types:	1 Corp. 1 Assoc. 3 Smf		1 Smerf

**NUMBER OF LEADS Generated as of 8/31/13: 30**

**Total Number of Leads Generated in Previous Years:**

2012/13:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



# north lake tahoe

Chamber | CVB | Resort Association

October 2, 2013

**Subject:** Monthly Activity Report—September, 2013

**From:** Ron Treabess, Director of Community Partnerships and Planning

## **A. Integrated Infrastructure and Transportation Work Plan Projects—Update**

### **1. North Lake Tahoe Resort Triangle Transportation Vision Coalition**

- The committee meeting of the Resort Triangle Transportation Vision Coalition met September 5<sup>th</sup>. (minutes attached) The group continued to refine the desired level of service and the most realistic ways to fund the program.
- The draft Vision will be presented to the Placer County Board of Supervisors at its Tahoe meeting on October 22<sup>nd</sup> and to the Truckee Town Council in the evening on the same day.
- The Coalition is still on schedule to conduct the second area-wide Transit Summit proposed for November 7<sup>th</sup> to share and review suggested transit vision and recommended funding methodologies.
- An initial economic benefit will be prepared to inform partners of the value from desired level of service proposal.
- The full Coalition will not meet October 3<sup>rd</sup>, as the summit subcommittee will be planning for the November 7<sup>th</sup> meeting.

### **2. North Lake Tahoe Express**

- Ridership for the first 2 months of 2013/14 is equal to the same period in 2012/13. (August Monthly Report attached)
- Passenger revenues for the first 2 months are up 13% over the same period in 2012/13.
- TMA will have decisions from Truckee and Washoe County as to what level of involvement each wish to continue utilizing the NLTE by November 1<sup>st</sup>.

### **3. Regional Coordinated Skier Shuttle Program**

- There was a meeting with stakeholders and funding partners on July 25<sup>th</sup> to discuss a scenario describing the suggested program, methodology and cost for a second pilot year to possibly continue the Skier Shuttle Program.

- The stakeholders agreed in principal to a 2-bus shuttle service that would be provided by TART serving the North Shore/Incline to Squaw Valley and the West Shore. Proposed funding partners will be Homewood, Squaw Valley, and NLTRA.
- Total funding that will be needed for the program is \$101,181 minus \$7,473 of credited 2012/13 unexpended funds for a net revenue need of \$93,708.
- If approved, the NLTRA share (Placer TOT) will be 27.4% or \$25,676.
- A TART voucher program is also being proposed to enhance the Express Ski Shuttle by provided all day, every day lodging guest service to ski areas on the regular route TART buses.
- The voucher system will be subsidized by TOT at a cost not to exceed \$40,000.
- The NLTRA Board approved the recommended funding on the September 23<sup>rd</sup> Special Board Meeting.

#### **4. North Lake Tahoe Water Shuttle**

- Service commenced on June 27<sup>th</sup> and ended on September 22<sup>nd</sup>.
- Walk-on availability without reservation is about 18% of passengers
- Overall ridership is up 90% for the season, but still below target level to achieve 20% load factor to operate within original funding request.
- Later service allowing for dinner use is very popular.
- An end-of-season evaluation report will be completed

#### **5. Summer Night Rider Shuttle Service**

- Summer Night Rider program began June 27<sup>th</sup> and is providing extended hours from 11:00 pm until 2:00 am, as was provided during winter.
- The service ending on Labor Day and final ridership was 21,244, up 21% from the previous summer.

#### **6. North Lake Tahoe Tourism Development Master Plan Revision**

- Two resource studies will require review and revisions to provide necessary data for the process of updating the 1995 and 2004 Master Plans into a 2013 North Lake Tahoe Tourism Development Master Plan.
- With the renewal of the TOT measure, this Master Plan, with updates through annual work plans, will provide NLTRA direction for the next 10 years
- One resource study report to be revised is *The Economic Significance of Travel to the North Lake Tahoe Area 2003-2008p*. The approved cost for consultant preparation is \$24,500. The consultant is Dean Runyan Associates.
- The second resource study report will allow updating of the situational analysis section in the Master Plan. It involves reviewing recent (2008, 2011) visitor tracking and survey results for summary and adequacy, preparing current other destination competitive analyses, and a strategic discussion of North Lake Tahoe's destination competitiveness, including as related to funding. The approved cost for consultant preparation is up to \$5200. The consultant is Strategic Marketing Group.
- A draft of this report has been received and reviewed with the Strategic Marketing Group

- The Runyan draft report has now been received and is being reviewed
- NLTRA funding not to exceed \$29,700 has been approved by the Placer County Board of Supervisors. Funding will be appropriately split between marketing, infrastructure, and research and planning

**7. Regional Wayfinding Signage Phase One Installation**

- Staff is meeting with Caltrans and DPW to develop a Scope of work, initiate a RFP process, and receive Caltrans review to enable Encroachment Permit application.

**8. Lighthouse TART Bus Shelter**

- At its July 23<sup>rd</sup> meeting, the Board of Supervisors approved a contract with Orlando Enterprises to construct this bus shelter.
- Construction is now underway.
- The new shelter will be completed this fall.

**9. Squaw Valley Entrance Bus Shelter**

- Existing funding of \$46,968 remains from previous NLTRA and BOS approval to construct Squaw Valley bus shelter
- The Joint Committee reconfirmed that this funding should be used for this new shelter
- DPW has prepared site design and project schedule with estimate of an additional \$34,000 necessary funding.
- The additional funding will be provided by Squaw Valley (\$17,000) with matching funding (\$17,000) to be provided through DPW traffic impact fees.
- The Board of Supervisors has authorized DPW to move ahead with the bus shelter construction this fall.

**10. Homewood Bike Trail and Dollar Creek Bike Trail**

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.

**11. Tahoe City Transit Center and Squaw Valley Winter Trail Snow Removal**

- Funds remaining after the completion of these two projects have been reclassified as undesignated Infrastructure funds being held by Placer County.
- These funds in the amount of \$48,800 will be available for future capital investment projects.

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

The next meeting of the Joint Committee will be **Monday, October 29, 2013, starting at 1:30 p.m.**, at TCPUD.



**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNT/TMA Board Meeting
- Kings Beach Commercial Core Project Update Workshop
- Transportation Visioning Coalition Committee Meeting
- Squaw Valley MAC Meeting
- Autumn Food and Wine Volunteer
- Tahoe Transportation District Board Meeting
- Tahoe City Vision Meeting
- Tahoe City/Placer County Rehab and Redevelopment Meeting
- Placer County Parks Commission Meeting
- Olympic Museum Board Meeting
- Placer County/Tahoe City Community Plan Workshop
- NLTE Meeting with Truckee/Washoe County
- Placer County Transportation Planning Agency Board
- Capital Investment/Transportation Committee

# RESORT TRIANGLE TRANSPORTATION VISION COALITION

September 5, 2013

## Minutes

### 1. Welcome

Sandy Evans Hall called the meeting to order at 10:41 AM at Granlibakken Resort in Tahoe City, California.

Present were Sandy Evans Hall, Jaime Wright, Steve Teshara, Dave Paulson, Ron Treabess, Rob Kronkhyte, Carl Hasty, Dan Wilkins, Peter Kraatz, Dave Paulson, Alex Mourelatos, Kelly Beede, Gordon Shaw, Ty Polastri, Amber Conboy, and Solvi Sabol.

- **Agenda Changes or Additions**

If time allows, a discussion regarding Plan B (as discussed last month) will be added to Other Business. The agenda was approved by affirmation.

- **Approval of August 1, 2013 RTTVC Minutes**

**It was moved by Jaime Wright and seconded by Rob Kronkhyte to approve the minutes as presented. Motion carried with abstention from Alex Mourelatos, who was not present at the August meeting.**

### 2. The Vision to Date— Discussion by Gordon Shaw/Sandy Evans Hall

- **Draft Transit Vision**

- **Questions and Issues Needing Further Resolution**

Sandy reviewed the Power Point presentation compiled for the Truckee Town Council meeting in order to gauge support from potential key funding partners. The presentation described the vision for a regional transit system, components of the vision, how it was developed, and what is needed to implement the services identified. The presentation outlines what could be accomplished for \$7.5 million, which has been a funding level as identified as “doable.”

The additional “wish list” could include free service to the rider, 30-minute peak season runs until 2:00 AM and 1 hour headways during non-peak times, year-round service in Highway 267 and Truckee, and a single branding to make the service less confusing for users. Also included in the \$7.5 million proposal, fleet expansion and capital improvements can be realized. To hit that mark, only \$2.6 million more than is now being contributed would be required from the partners.

Alex Mourelatos said what is being shown is the cost project model based on historical costs and funding. Those viewing the presentation need to understand that funds have not necessarily been committed to this vision. Other funding mechanisms need to be explored; this is just one assumption.

Evans Hall reviewed a slide showing all routes in the area that have been considered. By increasing the level of service to what is suggested, a 92% increase in total ridership could be realized. Additional benefits would be fewer cars on the road resulting in less environmental impact. All capital costs have been considered over a 10 year time frame. Peter Kraatz suggested showing a timeline for implementation that relates to the cost analysis. Dan Wilkins recommended building the case for the value of the program with clear impacts, in addition to the costs and what could happen.

Evans Hall continued to review the proposed presentation, saying at this point the idea is to take it to potential stakeholders to get an idea of what they would support. The proposed timeline indicates work to be done this winter to test the feasibility of voters approving a special tax to fund the service. It seems the

earliest this could go before voters is November 2014. A brief discussion followed regarding public outreach and what options for public funding are being considered.

Carl Hasty asked that from a Tahoe Transportation District perspective, consideration be given to reaching a larger audience around the lake and how this vision can tie in with a comprehensive transit system for Tahoe as a whole. He believes it is plausible to request funding from the 5307 program, which supports urban projects, and could triple the amount of federal monies received for a lake-wide picture. Discussion continued regarding outreach to potential stakeholders and what they are being asked to contribute in terms of input and funding.

Evans Hall said all information will be compiled and the Outreach Committee will develop a presentation for the upcoming Transportation Summit. The presentation will be made to all key partners to get their buy-in on the overall plan.

### **3. October Transportation Summit II Agenda**

- **Program Content Suggestions**
- **Possible Dates: October 18, 25, or 26**

The group discussed dates for the next Summit. There was consensus to hold the Summit on Thursday November 7 at 10:30 AM in Truckee. The content will include a presentation from TTD and options for regional tie-ins. Kraatz asked that a strategy for presenting the proposal to voters be considered.

### **4. Other Business**

- **Plan B (Addition to the Agenda)**

Evans Hall reported on her discussions with the Town of Truckee and suggested that if this is not the right time for them to participate in the overall vision, the project could be phased. Plan B might be to set up a single governance model and do a single branding. That would at least get the project moving forward and may be a good first step. This item will be discussed in more detail at the next meeting.

- **Confirm Next Meeting Date and Time**

### **5. Committee Member Comments**

There were no additional comments.

### **6. Adjourn**

There being no further business, the meeting adjourned at 11:40 AM.

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

**NLTE Monthly Report - August 2013**

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

Month	Monthly Passenger Revenues												Monthly Passengers											
	FY 2006-07	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14			2012-13			2013-14										
Total	Total	Total	Total	Total	Total	Total	Total	Green	Red	Blue	Total	Total	Total	Green	Red	Blue	Total							
July	\$0	\$32,220	\$43,438	\$42,006	\$53,794	\$80,595	\$54,933	\$8,572	\$51,625	\$25,561	\$55,758	0	1187	1618	1473	1682	2548	2006	216	1398	681	2295		
Aug	\$0	\$28,427	\$41,564	\$40,810	\$48,543	\$64,004	\$53,376	\$5,327	\$28,643	\$25,609	\$59,579	0	1001	1538	1350	1526	2021	1935	136	136	776	722	1634	
Sep	\$0	\$28,383	\$29,982	\$34,440	\$38,714	\$40,085	\$40,287	\$0	\$28,643	\$25,609	\$0	0	1009	1108	1137	1317	1380	1239	0	0	0	0	0	
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$29,373	\$35,103	\$0	\$0	\$0	\$0	0	884	1196	853	1591	970	1107	0	0	0	0	0	
Nov	\$7,085	\$20,294	\$17,836	\$15,706	\$24,195	\$22,341	\$31,477	\$0	\$0	\$0	\$0	245	640	523	546	781	731	1057	0	0	0	0	0	
Dec	\$43,288	\$57,943	\$65,123	\$51,200	\$77,882	\$55,852	\$75,664	\$0	\$0	\$0	\$0	1749	2446	2527	1924	2695	1967	2449	0	0	0	0	0	
Jan	\$41,022	\$65,700	\$50,951	\$64,689	\$70,822	\$75,603	\$75,940	\$0	\$0	\$0	\$0	1667	2685	1955	2461	2156	2817	2361	0	0	0	0	0	
Feb	\$40,191	\$65,583	\$75,375	\$72,647	\$83,094	\$70,241	\$86,388	\$0	\$0	\$0	\$0	1537	2506	2668	2766	2446	2768	2446	0	0	0	0	0	
Mar	\$54,375	\$90,871	\$91,088	\$75,514	\$95,609	\$93,813	\$85,630	\$0	\$0	\$0	\$0	2191	2384	2953	2291	3152	2686	3059	0	0	0	0	0	
Apr	\$26,628	\$20,536	\$23,882	\$27,230	\$27,459	\$44,346	\$25,441	\$0	\$0	\$0	\$0	1645	756	840	1361	1037	2026	774	0	0	0	0	0	
May	\$16,625	\$17,175	\$23,158	\$23,158	\$17,666	\$25,852	\$26,540	\$0	\$0	\$0	\$0	602	632	605	730	534	786	1042	0	0	0	0	0	
June	\$29,016	\$28,212	\$35,214	\$40,196	\$41,662	\$46,259	\$60,419	\$0	\$0	\$0	\$0	1112	1064	1152	954	1403	1255	1673	0	0	0	0	0	
Total	\$298,211	\$451,147	\$515,159	\$523,311	\$621,198	\$655,365	\$850,218	\$13,899	\$80,267	\$51,170	\$145,336	10748	17194	18783	18547	19780	22109	21037	352	2174	1403	3929		
Change over Previous Year to Date																		13%	0%	7%				

**Current Year Expenditures**

Bank Fees: \$5,061 July 2013-June 2014

IT/Website/Res Program: \$8,064

TMA Administration: \$8,960

Marketing: \$77,490

Operations: \$59,575

**Budget Funding Target & Actual**

NLTRA: \$105,000

IVCB-CVB: \$22,000

Blinn/Hyatt: \$9,200

Trk Arpt/Town: \$6,500

Cedar/Hampton: \$2,000

Farebox: \$675,500

**Monthly Runs 2013/2014**

Month	2012-13 Totals	Nevada	Placer	Washoe	Split County	Monthly Runs
July	598	49	331	116	98	594
August	587	39	276	135	61	511
September	446					0
October	428					0
November	384					0
December	618					0
January	638					0
February	668					0
March	687					0
April	337					0
May	352					0
June	473					0
Total Runs Per County	598	88	607	251	159	1105
YTD						85%
Change over Previous Year to Date						

**Paid to Airport MiniBus for Operations**

Month	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	
July	\$0	\$10,352	\$15,363	\$22,200	\$5,475	\$0	\$0	\$59,680	
Aug	\$0	\$15,426	\$10,372	\$5,475	\$0	\$0	\$0	\$59,810	
Sept	\$0	\$16,287	\$31,278	\$13,196	\$1,892	\$0	\$0	\$50,440	
Oct	\$0	\$18,390	\$14,155	\$21,225	\$22,857	\$0	\$0	\$50,570	
Nov	\$6,790	\$16,316	\$22,419	\$13,273	\$17,526	\$0	\$0	\$46,370	
Dec	\$15,548	\$2,750	\$0	\$0	\$0	\$0	\$0	\$59,420	
Jan	\$21,289	\$1,294	\$1,916	\$0	\$0	\$0	\$0	\$73,450	
Feb	\$17,895	\$3,946	\$0	\$0	\$0	\$0	\$0	\$93,720	
Mar	\$15,229	\$12,315	\$0	\$0	\$0	\$0	\$0	\$90,860	
Apr	\$26,379	\$24,964	\$21,890	\$8,570	16116	0	0	\$46,290	
May	\$18,738	\$7,918	\$15,483	\$9,417	8313	0	0	\$45,760	
June	\$10,012	\$15,379	\$5,778	\$1,290	550	0	0	\$56,820	
Total	\$121,945	\$145,327	\$138,654	\$94,646	\$67,974	\$0	\$0	\$749,190	
YTD	Change over Previous Year to Date							\$139,490	7%

