



Staff Report for Board

Subject: Recommendation to Placer County Board of Supervisors of proposal to spend 2012/13 Fund Balance of \$1,450,372

From: Sandy Evans Hall

Decision Considerations:

- The proposal has been viewed and discussed by the Marketing Committee, Infrastructure/Transportation Committee, Executive Committee, and Finance Committee
- Members from the Lakeshore Business Associations met and have proposed a set of changes to the Business Association and Chamber Collaborative that will create a collective approach to 'product development' as we look at North Lake Tahoe being the product. BACC will have oversight on the \$50,000 marketing grants, the \$50,000 special events grants (Fall 2014), and the new \$30,000 Lake Shore grant. This group will return to the board with their recommended changes in process, committee structure, grant criteria and metrics for measuring success.
- The BACC will be challenged to develop an annual strategic plan for product development for the upcoming year. This plan will be a collective view of the business association activities, events and programs; beautification efforts; in-market advertising activities; and amenity developments with an outcome of setting goals, and identifying gaps in product development and delivery. \$50,000 is being requested to provide resources necessary to improve product development and delivery.
- The only item that the County requested that was not listed in the NLTRA Infrastructure proposal is the Transit Image Consolidation for \$100,000. Staff and committees are very favorable to this item as it is a cornerstone to the Transit Vision however, are not certain that this item can be accomplished in this fiscal year. If it does materialize, there is ample funding in the Infrastructure Account to accomplish this.
- The additional marketing funding for destination marketing in the LA area, video and photo asset development and web site re-structure represent items that were initially proposed for this year but had to be cut due to reduced funding at budget time.
- The NLTRA proposal still shows a significant priority for Infrastructure/Transportation at \$1,020,372 (70%) while still insuring that we remain competitive and data-driven in our Destination Marketing efforts with \$445,000 (30%).

Staff Recommendation: Approve NLTRA proposal with requested Board amendments as necessary.

Lake Tahoe Tourism Fund Balance Carryover - NLTRA Recommendation

TOT Revenue: 60% to NLTRA

\$ 1,450,372

Recommended expenses:

Infrastructure Account

\$1,005,372

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

\$5,000 recommended by Placer County
 \$25,000 recommended by Placer County
 \$12,500 recommended by Placer County
 \$33,000 recommended by Placer County
\$929,872
\$1,005,372

Transportation Account (included in Infrastructure)

Transit Image Consolidation - Logo/Implementation

This would be budgeted in 2014/15

NLTRA Marketing Dept. (see Scope of Work)

\$445,000

- Destination Visitor Marketing Plan (So Cal, San Diego)
- Photo and Video Assets
- GoTahoeNorth.com Website Redesign
- Intercept and HPSI Research

\$250,000 \$200,000 recommended by Placer County
 \$30,000
 \$50,000
 \$35,000
\$365,000

Community Support (Product Development)

Product Development Resources

\$50,000 Resources to support annual strategic plan of BACC

Lake Shore Oct. - Apr. Marketing and Promotion Grant Program

\$30,000 To be allocated by BACC
\$80,000

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.



Business Association and Chamber Collaborative

Purpose for Change: To better coordinate the product development of North Lake Tahoe through efforts of the Business Associations in order to deliver on the promise provided to potential visitors through the destination marketing strategy. Also this change will broaden the community engagement in the product development process and create greater alignment between the BACC, the Lodging Committee, and the Marketing Committee.

Proposed Changes:

- 1) Committee Structure: Add business members in addition to the EDs of the Business Associations. Concept would be to have one additional person from each of the 5 Placer County Business Areas and possibly Incline Village as well. Occupations, industries, expertise, and potential candidates TBD at November BACC meeting
- 2) Develop criteria for \$30,000 Lakeshore funding and metrics for tracking success – November BACC meeting; to be reviewed by Marketing Committee and approved by Board of Directors
- 3) 2013 Winter Marketing Plan presentation – November BACC meeting
- 4) 2014 Summer and Winter Marketing Plan Joint meetings with Lodging and BACC –April/October 2014
- 5) Develop annual calendar to include budget processes, grant allocations, events and strategic plan for the year – January - February BACC meetings
- 6) Identify potential resources needed to fulfill annual strategic plan and develop Scope of Work for funding of \$50,000 to be reviewed by Marketing Committee and approved by Board of Directors
- 7) Review criteria, allocation process and metrics for \$10,000 Business Association Marketing Grants – January BACC meeting; to be approved by Board of Directors
- 8) In 2014, take back over the Special Event Grant program of \$50,000. Beginning March 2014, review and suggest changes to the grant program to be reviewed by the NLTRA Marketing Committee and approved by the Board of Directors and submitted with the annual Scope of Work on April 30, 2014 to begin contract negotiations

- 9) Fall 2014, conduct Special Event grant allocation process.

Continued Programs:

- 10) Continue to work with Visitor Information on In-Market collateral such as Official Visitor Guide, Maps, Visitor Information One-Sheets distributed to lodging and VICs.
- 11) Continue to provide events and promotions to www.GoTahoeNorth.com for inclusion in mobile and web event directories
- 12) Continue to work on collaborative efforts as needed such as Shop Local, Opening Day at the Lake, Touch the Lake as well as support regional events such as Ironman Lake Tahoe

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 1, 2013**

APPROVED AND ANTICIPATED PROJECTS			ANTICIPATED INVOICES						
Approved Projects	Funds Held by NLTRA	Funds to be provided by the County	Total Funds to be Provided	12/13 Inv	13/14 Inv	14/15 Inv	15/16 Inv	16/17 Inv	17/18
Squaw Valley Bus Stops	\$46,968		\$46,968		\$46,968				
Lakeside Multipurpose Trail	\$116,577	\$97,587	\$214,164	\$0	\$200,000				
Signage-Mile Markers	\$16,412		\$16,412		\$2,500				
Regional Wayfinding Signage		\$525	\$525		\$525				
Dollarhill-Tahoe Vista Bike Trail		\$100,000	\$100,000	\$0	\$100,000				
Squaw Valley Trail Snow Removal	(\$51,907)	\$76,907	\$25,000		\$2,282				
North Lake Tahoe Water Shuttle		\$171,914	\$171,914		\$185,000	\$7,000			
Auburn, Truckee, N.T. Visitor Center	(\$37,456)	\$32,000	\$544	\$32,000					
Northstar Community Multi-Purpose Trail	(\$28,385)	\$165,111	\$136,726		\$138,000				
Kings Beach Urban Core Improvement		\$1,568,439	\$1,568,439		\$1,500,000				
Transit Center Wayfinding Signage		\$22,717	\$22,717	\$0					
Tahoe City Transit Center		\$0	\$0						
Tahoe Vista Recreation Area		\$114,009	\$114,009	\$0	\$80,000				
Truckee River Corridor Access Plan		\$236,774	\$236,774		\$36,000	\$200,000			
HomeWood Bike Trail		\$144,500	\$144,500		\$144,500				
Coordinated Skier Shuttle	\$0	\$0	\$0						
Wayfinding Signage Installation		\$150,000	\$150,000		\$150,000				
Wayfinding Signage Site Plan	(\$20,120)	\$49,970	\$29,850		\$25,090				
HomeWood Trail Construction		\$600,000	\$600,000			\$400,000	\$200,000		
Tart Bus Shelter Lighthouse		\$60,000	\$60,000			\$60,000			
Snow Creek Signage		\$12,000	\$12,000		\$12,000				
Master Plan Studies		\$6,000	\$6,000		\$6,000				
Community House		\$400,000	\$400,000		\$50,000	\$200,000	\$150,000		
Tahoe XC Trails Wayfinding Signage		\$11,000	\$11,000		\$11,000				
Lake Forest Boat Ramp		\$35,000	\$35,000		\$35,000				
Gateway Holiday Lighting		\$8,000	\$8,000		\$8,000				
Coordinated Skier Shuttle		\$25,000	\$25,000		\$25,000				
Squaw Valley Trail Snow Removal (Maintenance)		\$70,000	\$70,000		\$70,000				
TOTAL	\$50,089	\$4,158,453	\$4,208,542	\$32,000	\$7,866,865	\$807,000	\$350,000		
Projects/Designated Funds to be Provided	\$50,089	\$4,158,453	\$4,208,542						
Projects Funded from Future Cashflows	(\$2,397,348)	(\$2,397,348)	(\$2,397,348)						
Undesignated funds being held	\$39,855	\$435,651	\$475,506						
Maintenance/Operations Project Reserve	\$218,872		\$218,872						
Total Funds being held July 1, 2013	\$308,816	\$2,196,756	\$2,505,572						
Anticipated Project Requests									
2013-2014									
Public Art Program		\$25,000	\$25,000		\$25,000	\$180,000			
North Lake Tahoe Water Shuttle		\$180,000	\$180,000			\$70,000			
Squaw Valley Olympic Museum		\$150,000	\$150,000		\$80,000	\$70,000			
Performing Arts Center		\$150,000	\$150,000		\$150,000				
Tahoe City Golf Course Parking		\$40,000	\$40,000		\$40,000				
Truckee River Trail Repaving		\$380,000	\$380,000		\$380,000				
Kings Beach Pier		\$10,000	\$10,000		\$10,000				
Regional Park Wayfinding Signage and Kosk		\$50,000	\$50,000		\$50,000				
Total		\$985,000	\$985,000	\$0	\$355,000	\$630,000			
2014-2015									
Performing Arts Center		\$250,000	\$250,000			\$150,000	\$100,000		
North Tahoe Public Ice Skating Rink		\$180,000	\$180,000			\$180,000			
Wayfinding Sign Installation		\$250,000	\$250,000			\$100,000	\$150,000		
Northstar/Merits Community Trail		\$600,000	\$600,000			\$250,000	\$350,000		
West Commons Firestation Redevel		\$150,000	\$150,000			\$150,000			
Tart Bus Shelter		\$60,000	\$60,000			\$60,000			
Total	\$0	\$1,490,000	\$1,490,000	\$0	\$0	\$740,000	\$400,000	\$350,000	

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**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 1, 2013**

Anticipated Projects	ANTICIPATED PROJECTS					ANTICIPATED INVOICES				
	Funds Held by NLTRA	Funds to be provided by County	Total Funds to be provided	12/13 Inv	13/14 Inv	14/15 Inv	15/16 Inv	16/17	17/18	
2015/16										
Dollar Hill-Tance Vista Trail		\$650,000	\$650,000				\$250,000		\$400,000	
TC Historic Walking Trail		\$32,000	\$32,000				\$32,000			
Tart Bus Shelter		\$60,000	\$60,000				\$60,000			
Truckee River Corridor Trail		\$350,000	\$350,000				\$150,000			
Kings Beach Visitor Center		\$70,000	\$70,000				\$70,000			
Tahoe City Golf Course Parking	\$0	\$100,000	\$100,000				\$100,000			
Total	\$0	\$1,262,000	\$1,262,000	\$0	\$0	\$0	\$662,000		\$400,000	
2016-2017										
Kings Beach Pier		\$400,000	\$400,000					\$400,000		
Total		\$400,000	\$400,000					\$400,000	\$0	
2017-2018										
Tahoe City Golf Course Parking		\$400,000	\$400,000						\$400,000	
Northstar/Martis Community Trail		\$400,000	\$400,000						\$400,000	
TART Bus Shelter		\$60,000	\$60,000						\$60,000	
Total		\$860,000	\$860,000					\$0	\$860,000	
Total Anticipated Invoices				2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	
				\$32,000	\$3,223,965	\$2,177,000	\$1,412,000	\$750,000	\$1,250,000	
Projects with Designated funds	\$50,089	\$4,158,453	\$4,208,542							
Future Projects from Future Cashflows		\$4,997,000	\$4,997,000							
Undesignated funds being held	\$39,855	\$435,651	\$475,506							
Maintenance/Operations Projects Reserve	\$218,872	\$0	\$218,872							
Total Funds being held October 1, 2013	\$308,816	\$2,268,777	\$2,575,593							
Total Anticipated Funding 13-14 thru 17-18		\$8,097,952	\$8,097,952							
Total 2017-18 Anticipated Ending Funds			\$1,470,003							

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CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 1, 2013

		\$1,500,000 ANNUAL AVG USED FOR ANTICIPATED TOT FUNDING
2013-14 Available Funds	\$1,947,951	
2013-14 Contract TOT Funding	\$1,168,080	
2013-14 Anticipated Fund Balance Carry	\$929,872	
2013-14 Anticipated Invoices	\$2,976,900	
2013-14 Ending Available Funds	\$1,069,003	
2014-15 Available Funds	\$1,069,003	
2014-15 Anticipated TOT Funding	\$1,500,000	
2014-15 Anticipated Invoices	\$2,177,000	
2014-15 Ending Available Funds	\$392,003	
2015-16 Available Funds	\$392,003	
2015-16 Anticipated TOT Funding	\$1,500,000	
2015-16 Anticipated Invoices	\$1,412,000	
2015-16 Ending Available Funds	\$460,003	
2016-17 Available Funds	\$460,003	
2016-17 Anticipated TOT Funding	\$1,500,000	
2016-17 Anticipated Invoices	\$750,000	
2016-17 Ending Available Funds	\$1,230,003	
2017-18 Available Funds	\$1,230,003	
2017-18 Anticipated TOT Funding	\$1,500,000	
2017-18 Anticipated Invoices	\$1,260,000	
2017-18 Ending Available Funds	\$1,470,003	
<p>BASED ON PREVIOUS CAPITAL IMPROVEMENTS FUNDING:</p>		
F.Y. 2005/06 =	\$1,449,075	
F.Y. 2006/07 =	\$1,136,188	
F.Y. 2007/08 =	\$1,634,995	
F.Y. 2008/09 =	\$827,151	\$500,000 KBCCIP
F.Y. 2009/10 =	\$827,151	\$500,000 KBCCIP
F.Y. 2010/11 =	\$524,476	\$500,000 KBCCIP
F.Y. 2011/12 =	\$1,381,590	\$464,000 TART BASE
F.Y. 2012/13 =	\$1,129,863	\$464,000 TART BASE
F.Y. 2013/14 =	\$1,357,037	\$440,000 TART BASE
	\$2,087,962	
	\$1,570,685	Average

Ron Treabess

From: Jennifer Merchant <JMerchan@placer.ca.gov>
Sent: Tuesday, October 29, 2013 1:07 PM
To: Ron Treabess
Cc: Wally Auerbach; Phil GilanFarr; alexmourelatos@gmail.com; Sandy Evans Hall
Subject: Infrastructure Cash Flow

Hi Ron-

In follow up to my input yesterday, here are the items I think you need to add to the cashflow document. Also, I note that the cashflow document is substantially different from the IWP approved back in June, with some items removed and others added, with no explanation or committee or Board review/approval. If we agree that it's a living document, I think that's fine, but do think, at a minimum, project proponents, as well as the committee (community) should be advised when their projects get removed or are not included, so we can assess what impacts that might have on future project funding. If the purpose of the document is to encapsulate the known universe at a point in time, I'm not sure why projects would be removed, unless requested by a proponent.

As I know we've discussed before, I don't think the document is complete without the transit piece, so guessed at the water shuttle in the out years. I don't have a firm handle on SR 267 Year-Round yet, but might guess \$100K starting in either FY 2014-15 or 2015-16.

Finally, I didn't add the Research & Planning items, as I think they're budgeted already (except maybe the \$5K for the RPU Amicus Brief?).

-Jennifer

FY 2013-14

North Tahoe Art Program- \$25,000
Regional Park Wayfinding Signage- \$50,000
Dollar Creek Shred use Trail- Planning - \$300,000
Coordinated Transit Branding/Implementation- \$100,000
Tahoe Regional Arts Foundation- Stage 1- \$153,900
Water Shuttle- \$175,000

FY 2014-15

Water Shuttle- \$175,000
TCGC Parking Lot Environmental Review- \$400,000
Dollar Creek Shared Use Trail- Construction- \$350,000

FY 2015-16

Water Shuttle- \$175,000
TCGC Parking Lot Construction- \$1,500,000
SR 89/89 Realignment Project Construction- \$1,600,000
Summit to Regional Park Trail EIR- \$500,000
TART Bus Shelters- 2- \$130,000
Kings Beach Visitor Center- \$100,000 (the June document says \$200K)

JENNIFER MERCHANT

PRINCIPAL MANAGEMENT ANALYST

TAHOE MANAGER

530-546-1952

jmerchan@placer.ca.gov



**Fund Balance Carryover—Infrastructure/Transportation
Potential Projects and/or Project Funding in FY2013/14**

This would be funds in addition to those already anticipated in the 13/14 budget

Wayfinding Sign Installation	\$100,000
North Tahoe Holiday Lighting	\$ 10,000
Truckee River Trail Paving	\$ 380,000
Transportation Vision Economics	\$ 25,000 (R&P)
Transportation Vision Polling	\$ 20,000 (R&P)
Bike and Paddleboard Improvements	\$ 28,000
TCGC Land Class Challenge	\$ 25,000 (R&P)
Olympic Ski Museum Site Concept	\$ 12,500 (R&P)
Amicus Brief for TRPA RFP Update	\$ 5,000 (R&P)
Water Shuttle 2014 Funding	\$175,000
Performing Arts Facility Studies	\$150,000
Dollar Creek Trail	<u>\$250,000</u>
	\$1,180,500



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 efforts targeted at Southern California skiers/riders while visiting Mammoth
- c) Search Engine Marketing
- d) Out of Home
- 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)

A specific media plan with correlating expenditures was presented to the NLTRA Marketing Committee on October 29th, with additional input and direction on the focus of the Southern California media effort.

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. A full photo and video strategy will be confirmed, including coordination with the regions private partners input and participation in the process.

Consumer Website Redesign

All consumer, leisure, conference, special events and communication efforts point to our consumer website, 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.

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

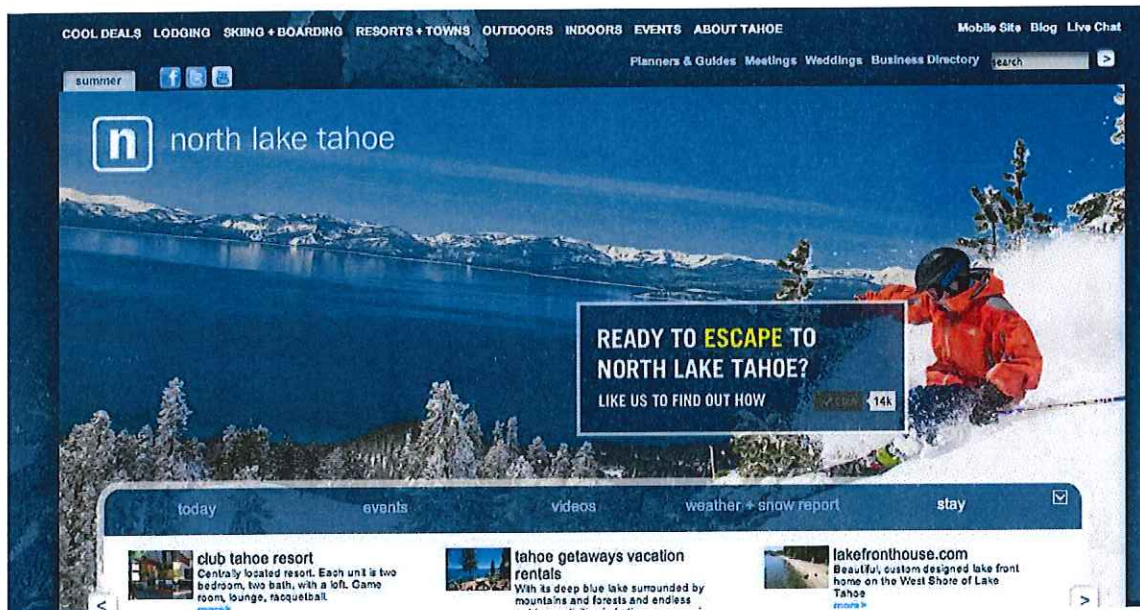
Destination Visitor Marketing	\$250,000
Photo and Video Assets	\$ 30,000
Website Redesign	\$ 50,000
Intercept and HPSI Research	\$ 35,000
*Lakeshore Winter Promotion	\$ 30,000
*Product Development Resources	<u>\$ 50,000</u>

TOTAL \$445,000

* Refer to Business Association/Chamber Collaborative for additional information on these items. Criteria and metrics for Lakeshore Winter Promotion and Product Development Resources will come with a specific Scope of Work at a future date with development and review by the BACC.

THE BENEFITS OF REDESIGNING GOTAHOENORTH.COM

11/1/2013



For background: 83% of leisure travelers use the web, via mobile, desktop and tablet, to conduct their travel planning.

GoTahoeNorth.com is one of the most important components of North Lake Tahoe marketing. Most North Lake Tahoe advertising and marketing drives there. And the effectiveness and value of NLTRA campaigns hinges on how effectively the site refers these site visitors to North Lake Tahoe hotels.

Yet, the current site technical architecture and technology are expensive to maintain, and the design has grown dated.

Site Goals

1. **Branding:** Position North Lake Tahoe as one of the world's premier destinations.
2. **Referrals:** Drive high-quality traffic to NLTRA members
3. **Promotion:** Build awareness of events and activities in and around North Lake Tahoe
4. **Visitors:** Enhance the experience of visiting North Lake Tahoe, help ensure every visitor has a great experience, and plans to return.
5. **Primary Destination:** Serve as the home for all marketing activities, in particular the ad campaign. The site must successfully pay off the promises made in the campaign.

6. Dynamic and Current: The site must respond to market dynamics; when events happen it should be easy to update with current messaging and content.

Shortcomings of Current Site

1. Backend Architecture & Database: The current site technology architecture and database are out of date, and labor-intensive to maintain.
2. Maintenance, updates and changes: The current technology platform requires hours to make updates that would take a few minutes with a contemporary open-source platform like WordPress. Over a single year the cost is literally \$20K to \$30K, just to stand still.
3. Referrals: less than 6% of site visitors exit the site from cool deals or lodging pages. A site that is less costly to maintain and update, with improved design and user flows, will be a more effective referral engine.
4. Social integration: More than 75% of travellers use social networks to find some type of shopping-related deal. While the site does have links to social media pages, best practices are to also integrate comments, posts and likes from friends. (<http://www.phocuswright.com/products/4165>)
5. Site Design: The look of the current site would benefit from a refresh, to help align GoTahoeNorth.com with the evolved brand positioning.

RECOMMENDATION

With a \$50K budget, we can achieve many crucial site improvements that will give the NLTRA a better marketing ROI:

1. Move the site onto a new open-source technology platform like WordPress.
2. Re-design the look of the site
3. Improve the ability of the site to refer visitors to NLTRA members
4. Reduce cost of routine maintenance.
5. Better support marketing campaigns.

Note, content is also crucial to site success. This budget would not cover producing new content.



north lake tahoe

Chamber | CVB | Resort Association

This is your ballot for the NLTRA Board Election. Each business or association whose membership is in good standing is entitled to one vote in each category. Ballots must be received no later than **5:00 p.m. on Tuesday, December 3, 2013**. The results will be announced at the NLTRA Board meeting on Wednesday, December 4, 2013.

2013 Board of Directors Election Ballot

Select one candidate in each category

Small Lodging (3 year term)

- David Tirman**
JMA/West Shore Café & Lodging

Large Lodging (remaining 2 years of 3 year term)

- Joseph Mattioli**
General Manager, The Ritz-Carlton

General (3 year term)

- Wally Auerbach**
Owner, Auerbach Engineering

At Large (remaining 1 year of a 3 year term)

- Brendan Madigan**
Owner, Alpenglow Sports

Recreation (3 year term)

- Valli Murnane**
Owner, Tahoe XCountry

The NLTRA would like to conduct business and hold future elections electronically!

- By marking this box, I consent to receipt of electronic transmission by the North Lake Tahoe Resort Association (NLTRA) pursuant to the California Corporations Code for purposes of notice, written ballots, proxies, general information and all other communications. This may include email, postings on NLTRA's website, facsimile or other electronic methods. Notwithstanding your consent, you shall have the right, upon written request, to have an electronic communication provided to you on paper or in non-electronic form. You may change your email address or withdraw your consent at any time by written notice to NLTRA's CEO at the above address. Execution of this Consent is greatly appreciated because it will reduce the NLTRA's mailing and printing costs and further benefit the environment.

Deliver in person during regular business hours to:

McClintock Accountancy Corporation - 305 West Lake Blvd. - Tahoe City, CA 96145

OR... return in the enclosed pre-addressed envelope



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Executive Committee Nominees

Chair

Vice Chair (must be willing to serve as chair in 2014/15)

Treasurer

Secretary

Past Chairs – Currently on the Board for 2013/14

Ron Parson

Wally Auerbach

Phil GilanFarr



north lake tahoe

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

November

- | | | |
|----|--|---------------|
| 12 | Networking Event - Corks & Connections
Tahoe City Visitor Information Center | 5:30pm-6:30pm |
| 21 | Chamber Mixer - Tavern 6330'
Village at Northstar | 5:00pm-7:00pm |

December

- | | | |
|---|---|----------------|
| 4 | Community Event - Hospitality Holidays
North Tahoe Event Center | 5:00pm-10:00pm |
| 6 | Chamber Mixer - Christmas Tree Village
Incline Village | 5:00pm-7:00pm |
| 6 | Chamber Mixer - Toys for Tots
Sunnyside Restaurant & Lodge | 5:00pm-7:00pm |

January

- | | | |
|-----|---|---------------|
| TBD | Chamber Mixer - TBA
Possible Dates: January 16 or 23 | 5:00pm-7:00pm |
| TBD | Networking Event - Coffee & Chocolate
Tahoe City Visitor Information Center | 2:30pm-3:30pm |
| TBD | Chamber Ed Class | |

February

- | | | |
|---|--|--------------------------------|
| 1 | Fundraising Event - Bridal Faire
Wedding Band Showcase
Squaw Valley | 12:00pm-4:00pm
4:00pm Until |
|---|--|--------------------------------|



a networking event

brought to you by the North Lake Tahoe Chamber/CVB/Resort Association

Corks and Connections



Sip, Mingle, & Connect with other professionals who enjoy the finer experiences in life. You'll make new friends, business connections, and have a variety of interesting encounters.

**Tuesday, November 12th, from 5:30-6:30 at the
North Lake Tahoe Visitor Center
100 N. Lake Blvd., Tahoe City**

Tavern 6330' ❄️ November 21, 2013 ❄️ 5:00pm- 7:00pm



Truckee Donner Chamber and North Lake Tahoe Chamber/CVB/Resort Association
Chamber Mixer hosted by Northstar California

LET IT SNOW!

Please join us for the Northstar California Winter Mixer at the Tavern 6330' located in the Village at Northstar on November 21, 2013 from 5:00pm-7:00pm.

— An evening of appetizers, drinks, music, giveaways, and a chance to network with North Lake Tahoe/Truckee Business Owners.

Receive a raffle ticket for great giveaways from the Village at Northstar by donating a non-perishable food item at the door that will be donated to the Truckee Community Christmas.



Tavern
6330'

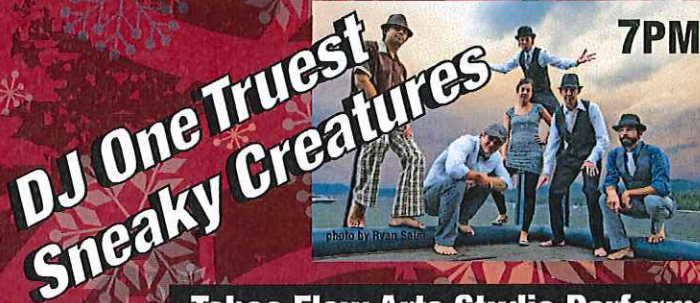




HOSPITALITY HOLIDAYS

Wed. December 4th @ 5 PM

North Tahoe Event Center, Kings Beach
FREE and open to the community



Tahoe Flow Arts Studio Performances



- Shop Local Vendors
- Winter Activity Info Booths
- Photo Booth with Santa & the Elves
- Local Restaurant Food Tastings
- Great Raffle Prizes
- Silent Auction
- No Host Bar



1st ANNUAL HOSPITALITY HOLIDAYS
Wednesday, December 4th, 2013
5:00 p.m.-10:00 p.m.
North Tahoe Event Center, Kings Beach

A celebration of our outstanding community, Hospitality Holidays kicks off the first annual North Lake Tahoe Chamber/CVB/Resort Association event in style with cool and funky holiday décor.

Location: Timberline Room, North Tahoe Event Center

5:00pm-7:00pm

Business "Winter Activities" vendor booths targeting community Front Line staff with a North Lake Tahoe Winter Recreational Video shown at 5:45pm and 6:45pm

"Shop Local" vendors-Purchase your holiday items and help kick-start the "Shop Local" program.

Fun Photos with Santa and the Elves

No Host Bar

Restaurant Vendors

Raffle

Silent Auction

7:00pm-10:00pm

DJ One Truest

Sneaky Creatures

Tahoe Flow Arts Studio Performances

Community Christmas Party with Live Music and Dance Floor

"Shop Local" vendors-Purchase your holiday items and help kick-start the "Shop Local" program.

Fun Photos with Santa and the Elves

No Host Bar

Restaurant Vendors

Silent Auction



1st ANNUAL HOSPITALITY HOLIDAYS
Wednesday, December 4th, 2013
5:00 p.m.-7:00 p.m. Booth Portion
North Tahoe Event Center, Kings Beach

Why Exhibit?

- * Showcase your business to hundreds of locals in a festive and interactive environment
- * Introduce your business to potential new customers
- * Distribute your newest collateral or product samples
- * Network with other local businesses
- * As an Exhibitor your business name will be included in large scale advertising for this event

NO BOOTH FEES FOR RESTAURANTS SERVING FOOD!

Booth Fees: \$50.00 MEMBER
\$100.00 NON-MEMBER

Your Registration Fee Includes:

FREE Electricity, FREE Internet Access, FREE Parking, FREE Publicity
6' table, 2 chairs, table linen, skirting and signage

Deadline to register is Friday, November 29, 2013

Business Name _____
Type of Business _____
Contact Person _____
Billing Address _____
CC# _____ **Exp. Date** _____ **Code** _____
Phone _____ **Fax** _____
Email _____

I will donate a raffle item. **Yes** **No**
I will donate a silent auction item. **Yes** **No**
(Silent Auction– Item to equal \$100 Value or More)

Check Enclosed
Send to: North Lake Tahoe Chamber
PO Box 884
Tahoe City, CA 96145

Questions?
Contact Ginger Karl
Phone: 530.581.8764
ginger@GoTahoeNorth.com
Fax: 530.581.1686

EVENT SPONSORSHIP



north lake tahoe
Chamber | CVB | Resort Association

Hospitality Holidays

Sponsoring a North Lake Tahoe Chamber/CVB/Resort Association event provides you the unique opportunity to connect with the greater North Lake Tahoe Community, to build brand awareness and most importantly: increase sales for your business!

ABOUT THE EVENT

A celebration of our outstanding community, Hospitality Holidays kicks off the first annual North Lake Tahoe Chamber/CVB/Resort Association event in style. This new event is an ideal networking opportunity, a time to put your company name in front of hundreds of sophisticated party goers and show your dedication to our community. If you want to be part of a fun, funky, festive evening, a **Hospitality Holidays** sponsorship is for you! Get your name in front of local professionals, and show the community how *cool* you really are. This is your chance to “wow” customers, other vendors, and the entire community with your business.

SPONSORSHIP:

PRINCIPAL **\$2,000.00**

- Prominent sponsor recognition on all event-related marketing & promotional collateral: all event signage, posters, flyers
- Sponsor recognition and link from the Events page on GoTahoeNorth.com web site
- Company name and logo and verbal mentions in all media advertising: print, online, radio and television
- Opportunity to speak during event
- Front sponsor table at the event and the opportunity to display any products, services or company marketing materials

MAJOR **\$750.00**

- Sponsor recognition on all event-related marketing & promotional collateral: event signage, posters, flyers
- Company name and logo in all media advertising: print & online
- Prominent sponsor table at the event and the opportunity to display any products, services or company marketing materials

SUPPORTING **\$300.00 (Includes Participating Restaurants Serving Food)**

- Sponsor recognition on all event-related marketing & promotional collateral: event signage, posters, flyers
- Company name and logo in all media advertising: print & online
- Sponsor table at the event and the opportunity to display any products, services or company marketing materials

Sponsorship Form



north lake tahoe
Chamber | CVB | Resort Association

Hospitality Holidays

Please fill out the following information to confirm your chosen sponsorship package. Completed forms can be returned to Ginger Karl, Membership Manager at Ginger@GoTahoeNorth.com or by fax at (530) 581-8787. Please contact us with any questions. Deadline for Sponsorship is

October 29, 2013.

THANK YOU FOR YOUR SUPPORT!

Please send your high-resolution color and black-and-white-logos to Ginger@GoTahoeNorth.com.

CONTACT INFORMATION:

Company Name: _____

Contact Person: _____

Contact E-Mail Address: _____

Contact Phone Number: _____

Address: _____

City, State, Zip: _____

SPONSORSHIP PACKAGES:

_____ PRINCIPAL \$2,000.00 _____ OTHER \$_____ .00
_____ MAJOR \$750.00 Please explain OTHER:
_____ SUPPORTING \$300.00 (Includes Participating Restaurants Serving Food)

PAYMENT INFORMATION:

_____ Please send me an invoice

_____ I have enclosed a check made payable to North Lake Tahoe Chamber

_____ Please charge my credit card

Card Number

Expiration Date

Security Code

SIGNATURE

DATE



north lake tahoe
Chamber | CVB | Resort Association

MEDIA REACH

Hospitality Holidays

Wednesday, December 4th, 2013

5:00 p.m.-10:00 p.m.

North Tahoe Event Center, Kings Beach

A celebration of our outstanding community, Hospitality Holidays kicks off the first annual North Lake Tahoe Chamber/CVB/Resort Association event in style with cool and funky holiday décor.

E-Mail E-Blasts to North Lake Tahoe Chamber/CVB/Resort Association Members

(1,300 Members) 6 Blasts Including a "Save the Date"

-Blasts sent- 10/25, 11/1, 11/8, 11/15, 11/22, 11/29, 12/2

E-Mails to North Lake Tahoe Local Businesses from Incline Village to Tahoma

Print Advertising in Poster form to be placed from Incline Village to Tahoma with Shop Local Flyers

Print Ads in Moonshine Ink, Sierra Sun and North Lake Tahoe Bonanza

Radio Advertising-101.5-Interview 10/31 and 96.1 Media Plan

Lake Tahoe Television Live Interviews to air for the weeks of 11/11 and 11/18- Tahoe Today and Tahoe Tonight

Event Signage- Large Banner to be posted at the North Lake Tahoe Visitor's Center-Based on Sponsorship

LOGEPOLE SIDE

TIMBERLINE ROOM

door #9

PULL DOWN SCREEN

AERIALIST

DJ

STEP

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

WINTER

BAR

BACK

BAR

BACK

BACK

DRINK

WINTER

WINTER

FOOD

PHOTO SALES

LOCAL

LOCAL

PHOTO BOOTH

SCREEN

FR

PROPS

SHOP

LOCAL

LOCAL

LOCAL

SHOP

SHOP

SHOP

LOCAL

LOCAL

LOCAL

SHOP

SHOP

SHOP

SILENT

AUCTION

kitchen side

FOOD

48" FOOD

SHOP

LOCAL

LOCAL

LOCAL

SHOP

SHOP

SHOP

STEP

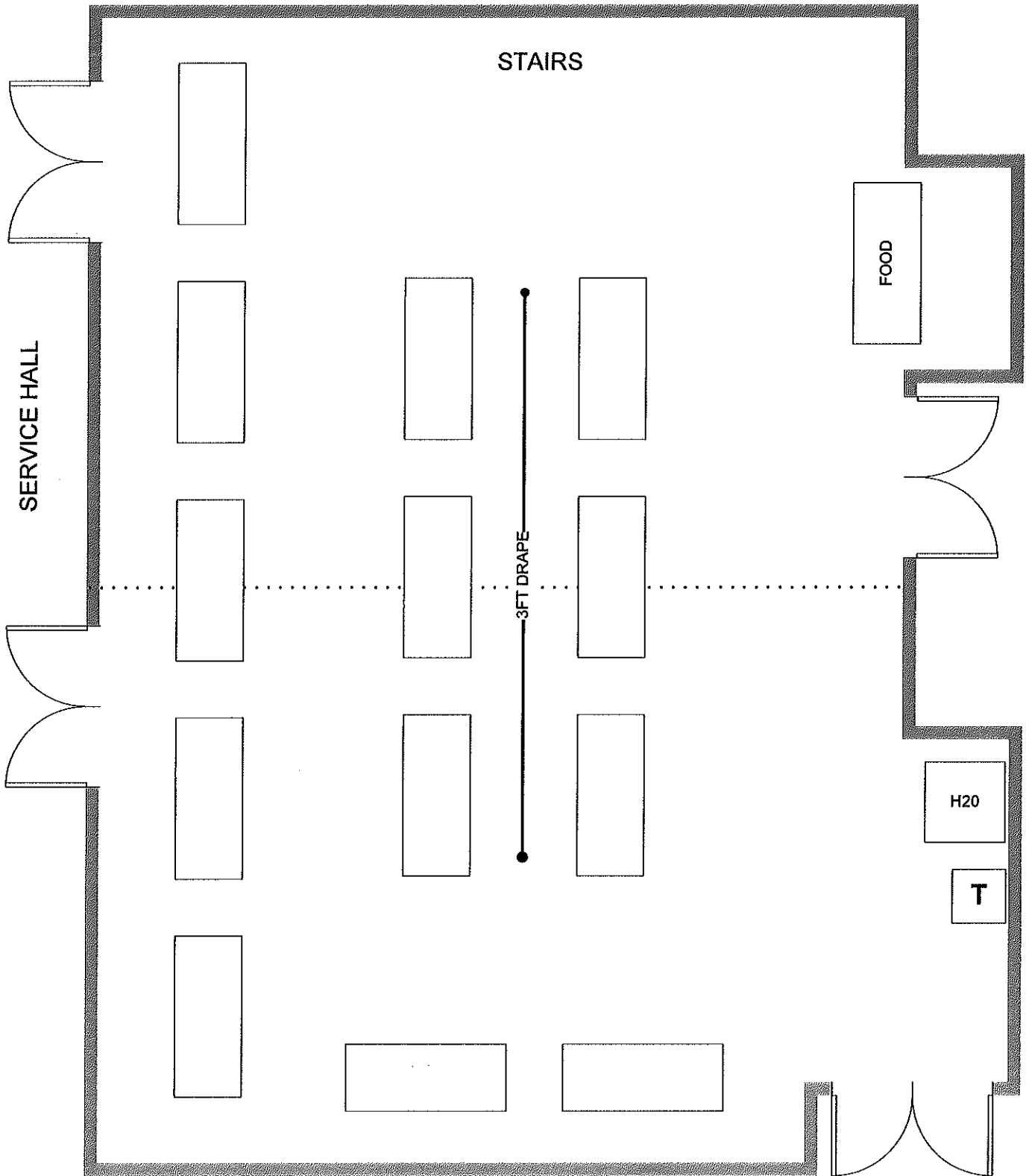
STEP

STEP

ASPEN SIDE

NORTH LAKE TAHOE CHAMBER OF COMMERCE HOSPITALITY HOLIDAYS

EVERGREEN SUITE



Annual North Lake Tahoe Shop Local Contest Participating Business - Cheat Sheet for Frontline Employees

- **Purpose:** To encourage guests to shop local for the Holidays.
- Contest cards are available at participating businesses. See www.ShopLocalNorthTahoe.com for complete list.
- **Sweepstakes Period:** 11/28/13 – 1/10/14.
- **Prizes:**
 - See www.ShopLocalNorthTahoe.com for complete list.
 - Grand Prizes:
 - \$300 Tahoe Dave's Gift Certificate
 - Tahoe Value Pass™
 - Gold Tahoe Super Pass
 - Diamond Peak Season Pass
 - Homewood Mountain Resort Season Pass
- **Entry:**
 - Receive one sticker on entry card for each \$25 spent at participating retailers.
 - When four stickers are collected on entry card, card is eligible to win.
 - Multiple entries allowed.
 - Contest cards must be filled out and turned into drop off locations or mailed by 1/10/14 to be eligible. See www.ShopLocalNorthTahoe.com for complete list of drop-off locations.
- **No purchase necessary:** Receive one entry by sending a handwritten note card with Name, Phone, ZIP Code and Email to PO Box 884 Tahoe City, CA 96145.
- **Eligibility:** Limited to residents of the U.S., excluding Residents of Florida and New York; employees and affiliates of all participating retailer and organizers. Void where prohibited by law. Must be age 18+ to enter.
- Prize drawings will take place on January 15, 2014; winners will be notified.

The North Tahoe Business Association, North Lake Tahoe Resort Association, Tahoe City Downtown Association, Incline Community Business Association, Squaw Valley Business Association, and Northstar California are distributing press releases about the program as well as promoting it through their business association communications (newsletters, website, etc.). Please help communicate this program to your guests and employees.

What do participating businesses and their employees need to do?

1. Engage with your customers about the program -- this is vital!!
2. For every \$25 spent at your business, the shopper receives a sticker on the back of their contest card.
3. Prominently display the Shop Local Contest cards on your counter, near your cash register.
4. Prominently display the Shop Local Contest flyer on your front door or window.
5. If you run out of cards or stickers or have questions, please contact _____.



NLT Chamber/CVB/ Resort Association

Financial Statements

For the Three Months Ending September 30, 2013



October 24, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the September 2013 Financial Statements

As of September 30th, 25% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

- Membership Dues, New Member Fees, and Membership Activities revenue is under budget; however, this deficit is partially offset by a decrease in Membership expenses. A new Membership Manager started on October 7th.
- Conference Commissions revenue is over budget; September was a very strong month due to IronMan.
- Merchandise Sales revenue and Cost of Goods Sold are over budget due to strong sales in the North Lake Tahoe Visitors Information Center.
- VIC Salary expense is over budget due to payout of PTO to a terminated employee.
- Membership Salary expense is under budget; the Membership Manager position was vacant in September.
- Admin Salary expense is under budget due to having one less employee (Lisa de Roulet) for part of August.
- Supplies expense is under budget; however, 21% of the Year-to-Date budget has been spent.
- Special Events expense is under budget; not all IronMan invoices have been received and paid.
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

North Lake Tahoe Resort Association

BALANCE SHEET

At September 30, 2013

	September 30 2013	September 30 2012	June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	645,474	362,711	549,620
Cash - Payroll Account #7421	5,052	16,731	13,480
Marketing Cooperative Cash	41,876	130,275	41,876
Cash - Infrastructure #8163	41,862	303,499	303,769
UBS Cash	8,868	8,572	8,856
Infrastructure Money Market	869	244,756	44,879
Cash in Drawer	500	680	300
Accounts Receivable	57,008	71,752	59,476
A/R - Sales Estimates	96,757	6,244	9,429
A/R - TOT Funding	1,651,478	2,449,115	408,188
Undeposited Funds	398	(198)	352
WebLink Accounts Receivable	9,585	0	21,325
Inventories	13,344	13,832	17,542
AR TOT Transportation NLTRA	1,012,480	677,556	112,926
AR TOT Transp County Held	108,781	469,000	108,781
AR TOT Infrastructure County	2,782,406	5,689,244	1,764,405
AR TOT Infrastructure NLTRA Held	293,540	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
Total Current Assets	6,920,778	10,642,369	3,498,709
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(62,754)	(55,468)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(38,572)	(39,940)
Computer Software	30,050	30,050	30,050
Accum. Amort. - Software	(24,492)	(21,004)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,517)	(23,318)	(23,467)
Total Property and Equipment	13,743	22,307	13,951
Other Assets			
Prepaid Expenses	18,178	43,014	45,132
Prepaid Insurance	12,380	12,025	4,797
Total Other Assets	30,558	55,039	49,928
Total Assets	6,965,079	10,719,715	3,562,588
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	397,874	163,748	148,642
Salaries / Wages Payable	34,874	77,843	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,167)	16,224	655
Estimated PTO	62,415	60,883	62,415
Sales and Use Tax Payable	2,209	2,635	1,302
Ski Tahoe North Lift Tickets	0	2,857	0
Marketing Cooperative Liabilities	41,876	130,275	41,876
Intra-Company Borrowings	(2,418)	(80)	(139)
AFW Suspense Account	6,050	(4,491)	0
Payroll Liabilities	3,295	2,665	3,732
Deferred Rev - Membership Dues	60,632	54,125	81,113
Deferred Revenue - Other	19,270	13,880	19,441
Deferred Support	1,717,664	1,836,656	0
Deferred Transportation Support	653,369	977,167	108,781
Deferred Infrastructure Support	3,220,839	6,279,687	2,045,319
Deferred Support- Infra Maint. Reserve	292,096	150,000	142,096
Total Liabilities	6,508,421	9,765,618	2,692,650
Net Assets			
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)	(413,280)	119,879	35,720
Total Net Assets	456,658	954,097	869,938
Total Liabilities and Net Assets	6,965,079	10,719,715	3,562,588

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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
Revenue								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 806,589	\$ 806,589	\$ -	\$ 925,673	\$ 3,226,360	25%
-	84,840	Cap Imp Funding - Placer Held	-	254,520	(254,520)	-	1,018,080	0%
9,268	9,686	Membership	27,943	30,858	(2,915)	28,411	128,232	22%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Revenues-Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
675	769	Revenue-Tue AM Breakfast Club	2,590	2,307	283	3,237	9,228	28%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
433	500	Non-retail VIC Income	2,672	1,500	1,172	425	7,000	38%
105,613	17,000	Commissions	134,015	47,000	87,015	31,818	190,360	70%
11,553	12,000	Merchandise Sales	43,430	36,100	7,330	36,750	87,900	49%
<u>397,405</u>	<u>394,958</u>	Total Revenue	<u>1,019,239</u>	<u>1,186,274</u>	<u>(167,035)</u>	<u>1,027,445</u>	<u>4,728,210</u>	<u>22%</u>
5,824	6,525	Cost of Goods Sold	22,461	19,133	(3,328)	14,031	46,587	48%
-	-	Purchase Discounts	(89)	-	89	-	-	100%
<u>5,824</u>	<u>6,625</u>	Total Cost of Goods Sold	<u>22,372</u>	<u>19,133</u>	<u>(3,239)</u>	<u>14,031</u>	<u>46,587</u>	<u>48%</u>
<u>391,581</u>	<u>388,333</u>	Gross Margin	<u>996,867</u>	<u>1,167,141</u>	<u>(170,274)</u>	<u>1,013,414</u>	<u>4,681,623</u>	<u>21%</u>
Operating Expenses								
91,528	99,762	Salaries & Wages	285,192	304,278	19,086	302,588	1,307,366	22%
14,872	16,265	Rent	45,844	46,575	731	45,935	186,345	25%
2,681	3,105	Telephone	8,349	9,317	968	10,674	37,274	22%
186	320	Mail - USPS	892	960	68	641	3,854	23%
1,209	1,258	Insurance/Bonding	3,756	3,768	10	3,109	15,065	25%
1,077	3,650	Supplies	3,096	5,404	2,308	7,053	14,528	21%
-	102	Visitor Communications - Other	65	102	37	98	408	16%
410	1,198	Depreciation	1,874	3,602	1,728	3,579	14,421	13%
1,480	970	Equipment Support & Maintenance	3,030	2,910	(120)	4,914	11,635	26%
77	354	Taxes, Licenses & Fees	1,210	998	(212)	1,541	4,052	30%
-	29	Miscellaneous Expense	-	87	87	349	350	0%
2,009	1,794	Equipment Rental/Leasing	5,679	5,376	(303)	6,118	21,494	26%
-	386	Training Seminars	-	386	386	180	1,005	0%
-	500	Public Outreach	1,000	1,000	0	-	3,776	26%
-	150	Professional Fees	300	300	0	3,562	19,250	2%
-	1,000	Research & Planning Membership	3,000	3,000	0	3,000	5,000	60%
750	6,870	Research & Planning	18,827	20,530	1,703	31,718	82,000	23%
93,757	46,250	Transportation Projects	182,287	87,250	(95,037)	106,037	322,000	57%
-	140,000	Infrastructure Projects	419,164	420,000	836	96,998	1,018,080	41%
-	-	Marketing Programs	-	-	0	-	100,000	0%
136,164	235,000	Special Events	140,808	245,000	104,192	6,402	305,000	46%
416	440	Membership Activities	1,314	3,905	2,591	1,147	30,482	4%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
90,000	90,000	Marketing Cooperative/Media	270,000	270,000	0	242,286	795,000	34%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
4,238	7,500	Miscellaneous Programs	4,279	7,500	3,221	4,312	100,469	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
69	35	Employee Relations	207	483	276	25	2,165	10%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
575	468	Credit Card Fees	1,769	1,404	(365)	1,359	5,346	33%
911	733	Automobile Expenses	1,970	2,292	322	1,489	9,301	21%
845	231	Meals/Meetings	1,345	882	(463)	1,029	3,545	38%
-	996	Dues & Subscriptions	1,580	2,678	1,098	2,779	5,518	29%
-	453	Travel	1,158	1,734	576	1,709	6,934	17%
<u>443,485</u>	<u>662,514</u>	Total Operating Expenses	<u>1,410,125</u>	<u>1,456,656</u>	<u>46,531</u>	<u>893,704</u>	<u>4,454,886</u>	<u>32%</u>
(51,904)	(274,181)	Operating Income (Loss)	<u>(413,258)</u>	<u>(289,515)</u>	<u>(123,743)</u>	<u>119,710</u>	<u>226,937</u>	
4	-	Investment Income/Interest	23	-	23	169	(2)	
<u>(51,900)</u>	<u>(274,181)</u>	Net Income (Loss)	<u>(413,235)</u>	<u>(289,515)</u>	<u>(123,720)</u>	<u>119,879</u>	<u>226,939</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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
Revenue								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 572,553	\$ 572,553	\$ -	\$ 612,459	\$ 2,290,217	25%
9,268	9,686	Membership	27,943	30,858	(2,915)	28,411	123,432	23%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Revenues-Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
480	769	Revenue-Tue AM Breakfast Club	2,395	2,307	88	3,237	9,228	26%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
434	500	Non-retail VIC income	2,672	1,500	1,172	425	7,000	38%
105,612	17,000	Commissions	134,015	47,000	87,015	31,818	190,360	70%
11,553	12,000	Merchandise Sales	43,430	36,100	7,330	36,750	87,900	49%
319,198	232,106	Total Revenue	785,008	697,718	87,290	714,231	2,769,187	28%
5,824	6,625	Cost of Goods Sold	22,461	19,133	(3,328)	14,031	46,587	48%
-	-	Purchase Discounts	(89)	-	89	-	-	100%
5,824	6,625	Total Cost of Goods Sold	22,372	19,133	(3,239)	14,031	46,587	48%
313,374	225,481	Gross Margin	762,636	678,585	84,051	700,200	2,722,600	28%
80,146	87,434	Salaries & Wages	251,102	267,294	16,192	266,311	1,133,278	22%
13,668	14,346	Rent	42,165	40,830	(1,335)	42,458	163,394	26%
2,281	2,688	Telephone	6,899	8,064	1,165	8,923	32,256	21%
186	320	Mail - USPS	889	960	71	632	3,830	23%
1,137	1,142	Insurance/Bonding	3,531	3,426	(105)	2,831	13,713	26%
1,037	3,515	Supplies	2,873	4,999	2,126	6,720	12,917	22%
-	102	Visitor Communications - Other	65	102	37	98	408	16%
345	1,012	Depreciation	1,574	3,036	1,462	3,007	12,149	13%
1,440	871	Equipment Support & Maintenance	2,730	2,613	(117)	4,336	10,447	26%
77	354	Taxes, Licenses & Fees	1,030	882	(148)	1,426	3,525	29%
-	29	Miscellaneous Expense	-	87	87	349	350	0%
1,808	1,500	Equipment Rental/Leasing	4,999	4,500	(499)	5,034	18,001	28%
-	386	Training Seminars	-	386	386	180	1,005	0%
-	150	Professional Fees	300	300	0	3,562	19,250	2%
-	-	Marketing Programs	-	-	0	-	100,000	0%
136,164	235,000	Special Events	140,808	245,000	104,192	6,402	305,000	46%
416	440	Membership Activities	1,314	3,905	2,591	1,147	30,482	4%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
90,000	90,000	Marketing Cooperative/Media	270,000	270,000	0	242,286	795,000	34%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
4,236	7,500	Miscellaneous Programs	4,279	7,500	3,221	4,312	100,469	4%
-	-	Conference - PUD	-	-	0	-	8,000	0%
69	35	Employee Relations	207	433	226	25	1,983	11%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
575	468	Credit Card Fees	1,769	1,404	(365)	1,359	5,346	33%
731	424	Automobile Expenses	1,395	1,365	(30)	1,163	5,601	25%
811	231	Meals/Meetings	1,311	801	(510)	1,008	3,220	41%
-	996	Dues & Subscriptions	1,535	2,643	1,108	2,779	5,378	29%
-	453	Travel	1,158	1,734	576	1,709	6,934	17%
335,358	452,091	Total Operating Expenses	744,063	877,201	133,138	611,130	2,806,939	27%
(21,984)	(226,610)	Operating Income (Loss)	18,573	(198,616)	217,189	89,070	(84,339)	
4	-	Investment Income/Interest	23	-	23	169	-	
(7,207)	(7,206)	Allocated Expenses	(21,621)	(21,618)	(3)	(18,986)	(86,478)	
(14,773)	(219,404)	Net Income (Loss)	40,217	(176,998)	217,216	108,225	2,139	

Revenue	Marketing	Conference	Visitor Information	Marketing Subtotal	Membership	Administration	Subtotal	Infrastructure	Transportation	TOTAL
Placer County TOT Funding	\$ 418,326	\$ 74,853	\$ 79,374	\$ 572,553	\$ -	\$ -	\$ 572,553	\$ 52,506	\$ 181,530	\$ 806,589
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	2,027	-	2,027	25,916	-	27,943	-	-	27,943
New Member Fees	-	-	-	-	200	-	200	-	-	200
Revenues-Membership Activities	-	-	-	-	1,800	-	1,800	-	-	1,800
Revenue-Tue AM Breakfast Club	-	-	-	-	2,568	-	2,568	-	-	2,568
Non-retail VIC income	-	134,015	2,672	2,672	-	-	2,672	-	-	2,672
Commissions	-	-	43,431	43,431	-	-	43,431	-	-	43,431
Merchandise Sales	-	-	-	-	-	-	-	-	-	-
Total Revenue	418,326	210,865	125,477	754,668	30,484	-	785,182	52,506	181,530	1,019,218
Cost of Goods Sold	-	-	22,461	22,461	-	-	22,461	-	-	22,461
Purchase Discounts	-	-	89	89	-	-	89	-	-	89
Gross Profit	418,326	210,865	103,105	732,326	30,484	-	762,810	52,506	181,530	996,846
Operating Expenses	63,708	51,528	56,419	171,655	16,130	63,917	251,102	18,405	15,686	285,193
Salaries & Wages	5,161	2,583	25,650	34,594	1,840	5,732	42,166	1,840	1,840	45,946
Rent	2,394	690	1,025	4,109	817	1,974	6,900	725	725	8,350
Telephone	35	404	335	774	38	76	888	2	2	892
Mail - USPS	714	714	939	2,967	338	3,531	113	113	113	3,757
Insurance/Bonding	983	165	1,388	1,936	102	836	2,874	121	101	3,096
Supplies	468	244	243	955	150	468	1,573	150	150	1,873
Depreciation	613	843	312	1,768	100	863	2,731	150	150	3,031
Equipment Support & Maintenance	281	145	204	631	90	308	1,029	90	90	1,209
Taxes, Licenses & Fees	772	862	1,254	2,908	165	1,926	4,999	340	340	5,679
Equipment Rental/Leasing	-	-	-	-	-	300	300	-	-	300
Professional Fees	-	-	-	-	-	-	-	1,000	-	1,000
Public Outreach	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	8,382	10,495	18,827
Research & Planning	-	-	-	-	-	-	-	-	182,287	182,287
Transportation Projects	-	-	-	-	-	-	-	-	-	-
Infrastructure Projects	-	-	-	-	-	-	-	-	-	-
Special Events	140,808	-	-	140,808	-	-	140,808	419,163	-	419,163
Membership Activities	-	-	-	-	1,314	-	1,314	-	-	1,314
Tuesday Morning Breakfast Club	-	-	-	-	1,329	-	1,329	-	-	1,329
Marketing Cooperatives/Media	240,000	30,000	-	270,000	-	-	270,000	-	-	270,000
Employee Relations	-	-	30	30	-	177	207	-	-	207
Board Functions	-	-	-	-	-	801	801	-	-	801
Credit Card Fees	-	-	1,184	1,184	584	-	1,768	-	-	1,768
Automobile Expenses	726	281	370	1,377	17	-	1,394	287	287	1,968
Meals/Meetings	1,030	-	216	1,246	-	66	1,312	34	-	1,346
Dues & Subscriptions	985	-	-	985	555	45	1,535	22	22	1,579
Travel	-	-	-	-	-	1,158	1,158	-	-	1,158
Miscellaneous	3,300	-	65	3,365	545	495	4,345	-	-	4,345
Total Operating Expenses	461,328	88,480	90,934	640,642	24,114	79,308	744,064	450,774	215,288	1,410,126
Operating Income (Loss)	(43,002)	122,415	12,271	91,684	6,370	(79,308)	18,746	(398,268)	(33,758)	(413,280)
Other Income	-	-	-	-	-	24	24	-	-	24
Revenues- Interest & Investment	-	-	-	-	-	-	-	-	-	-
Other Expenses	47,594	11,288	10,470	69,042	8,967	(99,630)	(21,621)	12,654	8,967	-
Allocated	(90,336)	111,177	1,801	22,642	(2,597)	20,346	40,891	(410,922)	(42,725)	(413,280)
Net Income (Loss)										

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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	\$ 418,326	\$ 418,326	\$ -	\$ 446,091	\$ 1,673,310	25%
139,442	139,442	Total Revenue	418,326	418,326	-	446,091	1,673,310	25%
Operating Expenses								
20,557	22,141	Salaries & Wages	63,708	66,423	2,715	67,549	307,095	21%
1,685	1,813	Rent	5,161	5,439	278	4,868	21,760	24%
804	884	Telephone	2,394	2,652	258	3,183	10,606	23%
-	96	Mail - USPS	35	288	253	128	1,150	3%
230	241	Insurance/Bonding	714	723	9	642	2,891	25%
74	276	Supplies	383	828	445	1,341	3,307	12%
103	301	Depreciation	468	903	435	895	3,617	13%
163	200	Equipment Support & Maintenance	613	600	(13)	1,454	2,401	26%
-	59	Taxes, Licenses & Fees	281	177	(104)	380	709	40%
228	220	Equipment Rental/Leasing	772	660	(112)	702	2,638	29%
-	100	Training Seminars	-	100	100	-	425	0%
-	-	Marketing Programs	-	-	0	-	100,000	0%
136,164	235,000	Special Events	140,808	245,000	104,192	6,402	305,000	46%
80,000	80,000	Marketing Cooperative/Media	240,000	240,000	0	208,788	675,000	36%
3,258	3,500	Miscellaneous Programs	3,300	3,500	200	3,901	36,500	9%
-	103	Employee Relations	-	103	103	-	103	0%
-	16	Credit Card Fees	-	48	48	-	201	0%
342	183	Automobile Expenses	726	549	(177)	493	2,192	33%
690	130	Meals/Meetings	1,030	390	(640)	523	1,564	66%
-	1,000	Dues & Subscriptions	935	1,000	65	37	1,387	67%
-	240	Travel	-	734	734	1,709	5,434	0%
244,298	346,503	Total Operating Expenses	461,328	570,117	108,789	302,995	1,483,980	31%
(104,856)	(207,061)	Operating Income (Loss)	(43,002)	(151,791)	108,789	143,096	189,330	
15,778	15,778	Allocated Expenses	47,334	47,334	0	33,535	189,330	
(120,634)	(222,839)	Net Income (Loss)	(90,336)	(199,125)	108,789	109,561	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 74,853	\$ 74,853	\$ -	\$ 88,050	\$ 299,406	25%
657	600	Membership	2,027	1,800	227	2,199	7,200	28%
105,613	17,000	Commissions	134,015	47,000	87,015	31,818	190,360	70%
<u>131,221</u>	<u>42,551</u>	Total Revenue	<u>210,895</u>	<u>123,653</u>	<u>87,242</u>	<u>122,067</u>	<u>496,966</u>	<u>42%</u>
Operating Expenses								
18,617	17,903	Salaries & Wages	51,528	53,709	2,181	48,489	233,044	22%
842	922	Rent	2,583	2,766	183	2,499	11,052	23%
210	281	Telephone	690	843	153	972	3,366	20%
60	66	Mail - USPS	405	198	(207)	172	781	52%
230	223	Insurance/Bonding	714	669	(45)	535	2,680	27%
32	77	Supplies	165	231	66	237	921	18%
54	157	Depreciation	243	471	228	465	1,883	13%
613	138	Equipment Support & Maintenance	843	414	(429)	570	1,653	51%
-	15	Taxes, Licenses & Fees	146	45	(101)	94	177	82%
364	188	Equipment Rental/Leasing	882	564	(318)	628	2,255	39%
10,000	10,000	Marketing Cooperative/Media	30,000	30,000	0	33,498	120,000	25%
-	4,000	Miscellaneous Programs	-	4,000	4,000	411	63,000	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	35	Employee Relations	-	105	105	-	425	0%
281	91	Automobile Expenses	281	273	(8)	-	1,097	26%
-	18	Meals/Meetings	-	54	54	73	215	0%
-	1,069	Dues & Subscriptions	-	1,069	1,069	815	1,470	0%
-	-	Bad Debt	-	-	0	-	-	0%
<u>31,303</u>	<u>35,183</u>	Total Operating Expenses	<u>88,480</u>	<u>95,411</u>	<u>6,931</u>	<u>89,458</u>	<u>452,019</u>	<u>20%</u>
<u>99,918</u>	<u>7,368</u>	Operating Income (Loss)	<u>122,415</u>	<u>28,242</u>	<u>94,173</u>	<u>32,609</u>	<u>44,947</u>	
3,746	3,746	Allocated Expenses	11,238	11,238	0	20,497	44,947	
<u>96,172</u>	<u>3,622</u>	Net Income (Loss)	<u>111,177</u>	<u>17,004</u>	<u>94,173</u>	<u>12,112</u>	<u>-</u>	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 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
Revenue								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 181,530	\$ 181,530	\$ -	\$ 169,389	\$ 726,118	25%
60,510	60,510	Total Revenue	181,530	181,530	-	169,389	726,118	25%
Operating Expenses								
5,236	6,164	Salaries & Wages	15,686	18,492	2,806	16,850	87,044	18%
602	1,266	Rent	1,840	3,798	1,958	1,738	15,189	12%
200	222	Telephone	725	666	(59)	843	2,667	27%
-	8	Mail - USPS	2	8	6	4	8	25%
36	56	Insurance/Bonding	113	168	55	139	676	17%
20	53	Supplies	101	159	58	147	633	16%
33	95	Depreciation	150	285	135	286	1,136	13%
20	49	Equipment Support & Maintenance	150	147	(3)	289	584	26%
-	60	Taxes, Licenses & Fees	90	60	(30)	58	60	150%
101	145	Equipment Rental/Leasing	340	435	95	542	1,738	20%
-	-	Public Outreach	-	-	0	-	950	0%
-	1,000	Research & Plan Membership Dues	3,000	3,000	0	3,000	5,000	60%
375	2,500	Research & Planning	10,495	7,500	(2,995)	3,248	30,000	35%
93,757	46,250	Transportation Projects	182,287	87,250	(95,037)	106,037	322,000	57%
-	-	Employee Relations	-	-	0	-	102	0%
90	192	Automobile Expenses	287	576	289	163	2,300	12%
-	-	Meals/Meetings	22	-	(22)	10	125	18%
-	40	Dues & Subscriptions	-	40	40	-	40	0%
100,470	58,100	Total Operating Expenses	215,288	122,584	(92,704)	133,354	470,252	46%
(39,960)	2,410	Operating Income (Loss)	(33,758)	58,946	(92,704)	36,035	255,866	
2,989	2,989	Allocated Expenses	8,967	8,967	0	8,462	35,866	
(42,949)	(579)	Net Income (Loss)	(42,725)	49,979	(92,704)	27,573	220,000	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 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
Revenue								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 79,374	\$ 79,374	\$ -	\$ 78,317	\$ 317,501	25%
434	500	Non-retail VIC Income	2,672	1,500	1,172	425	7,000	38%
11,553	12,000	Merchandise Sales	43,431	36,100	7,331	36,750	87,900	49%
<u>38,445</u>	<u>38,958</u>	Total Revenue	<u>125,477</u>	<u>116,974</u>	<u>8,503</u>	<u>115,492</u>	<u>412,401</u>	<u>30%</u>
5,824	6,625	Cost of Goods Sold	22,461	19,133	(3,328)	14,031	46,587	48%
-	-	Purchase Discounts	(89)	-	89	-	-	100%
<u>5,824</u>	<u>6,625</u>	Total Cost of Goods Sold	<u>22,372</u>	<u>19,133</u>	<u>(3,239)</u>	<u>14,031</u>	<u>46,587</u>	<u>48%</u>
<u>32,621</u>	<u>32,333</u>	Gross Margin	<u>103,105</u>	<u>97,841</u>	<u>5,264</u>	<u>101,461</u>	<u>365,814</u>	<u>28%</u>
Operating Expenses								
19,343	18,120	Salaries & Wages	56,419	54,360	(2,059)	59,396	192,532	29%
8,663	8,150	Rent	26,850	24,438	(2,412)	27,918	97,828	27%
302	460	Telephone	1,025	1,380	355	1,486	5,523	19%
103	37	Mail - USPS	334	111	(223)	131	449	74%
302	288	Insurance/Bonding	939	864	(75)	671	3,462	27%
383	925	Supplies	1,388	2,773	1,385	3,505	4,027	34%
-	102	Visitor Communications Other	65	102	37	97	408	16%
53	156	Depreciation	244	468	224	465	1,883	13%
133	175	Equipment Support & Maintenance	312	525	213	920	2,100	15%
58	90	Taxes, Licenses & Fees	204	270	66	588	1,110	18%
395	425	Equipment Rental/Leasing	1,254	1,518	264	1,722	6,068	21%
-	-	Professional Fees	-	-	0	2,762	900	0%
-	1,574	Media/Collateral/Production	-	1,574	1,574	-	1,574	0%
-	-	Miscellaneous Programs	-	-	0	-	969	0%
30	275	Employee Relations	30	275	245	25	275	11%
408	237	Credit Card Fees	1,184	711	(473)	839	2,579	46%
90	150	Automobile Expenses	370	450	80	670	1,800	21%
55	55	Meals/Meetings	216	165	(51)	192	442	49%
<u>30,318</u>	<u>31,219</u>	Total Operating Expenses	<u>90,834</u>	<u>89,984</u>	<u>(850)</u>	<u>101,387</u>	<u>323,929</u>	<u>28%</u>
<u>2,303</u>	<u>1,114</u>	Operating Income (Loss)	<u>12,271</u>	<u>7,857</u>	<u>4,414</u>	<u>74</u>	<u>41,885</u>	
3,490	3,495	Allocated Expenses	10,470	10,485	15	11,888	41,885	
<u>(1,187)</u>	<u>(2,381)</u>	Net Income (Loss)	<u>1,801</u>	<u>(2,628)</u>	<u>4,399</u>	<u>(11,814)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended September 30, 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
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 52,506	\$ 52,506	\$ -	\$ 143,825	\$ 210,025	25%
-	84,840	Cap Imp Funding - Placer Held	-	254,520	(254,520)	-	1,018,080	0%
<u>17,502</u>	<u>102,342</u>	Total Revenue	<u>52,506</u>	<u>307,026</u>	<u>(254,520)</u>	<u>143,825</u>	<u>1,228,105</u>	<u>4%</u>
Operating Expenses								
6,145	6,164	Salaries & Wages	18,405	18,492	87	19,427	87,044	21%
602	653	Rent	1,840	1,959	119	1,739	7,762	24%
200	195	Telephone	725	585	(140)	908	2,351	31%
-	2	Mail - USPS	2	2	0	5	16	13%
36	60	Insurance/Bonding	113	180	67	139	676	17%
20	82	Supplies	121	246	125	185	978	12%
33	91	Depreciation	150	273	123	286	1,136	13%
20	50	Equipment Support & Maintenance	150	150	0	289	604	25%
-	38	Taxes, Licenses & Fees	90	114	24	58	467	19%
101	149	Equipment Rental/Leasing	340	447	107	542	1,755	19%
-	333	Public Outreach	1,000	1,000	0	-	2,826	35%
375	4,370	Research & Planning	8,332	13,030	4,698	28,470	52,000	16%
-	140,000	Infrastructure Projects	419,163	420,000	837	96,998	1,018,080	41%
-	-	Employee Relations	-	-	0	-	100	0%
90	117	Automobile Expenses	287	351	64	163	1,400	21%
34	13	Meals/Meetings	34	39	5	11	200	17%
-	8	Dues & Subscriptions	22	24	2	-	100	22%
<u>7,656</u>	<u>152,325</u>	Total Operating Expenses	<u>450,774</u>	<u>456,892</u>	<u>6,118</u>	<u>149,220</u>	<u>1,177,495</u>	<u>38%</u>
9,846	(49,983)	Operating Income (Loss)	(398,268)	(149,866)	(248,402)	(5,395)	50,610	
4,218	4,218	Allocated Expenses	12,654	12,654	0	10,523	50,610	
<u>5,628</u>	<u>(54,201)</u>	Net Income (Loss)	<u>(410,922)</u>	<u>(162,520)</u>	<u>(248,402)</u>	<u>(15,918)</u>	<u>-</u>	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 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
Revenue								
\$ 8,611	\$ 9,686	Membership	\$ 25,916	\$ 29,058	\$ (3,142)	\$ 26,212	\$ 116,232	22%
100	400	New Member Fees	200	1,200	(1,000)	-	4,800	4%
900	900	Revenues-Membership Activities	1,800	6,200	(4,400)	1,131	53,750	3%
480	769	Revenue-Tue AM Breakfast Club	2,395	2,307	88	3,237	9,228	26%
-	-	Revenue - Sponsorships	-	-	-	-	2,500	0%
10,091	11,755	Total Revenue	30,311	38,765	(8,454)	30,580	186,510	16%
Operating Expenses								
1,652	6,295	Salaries & Wages	16,130	18,885	2,755	16,032	83,411	19%
602	684	Rent	1,840	2,052	212	1,738	8,207	22%
303	310	Telephone	817	930	113	1,039	3,720	22%
7	66	Mail - USPS	38	198	160	57	792	5%
109	116	Insurance/Bonding	338	348	10	274	1,392	24%
20	114	Supplies	102	342	240	1,039	1,362	7%
33	96	Depreciation	150	288	138	286	1,149	13%
20	47	Equipment Support & Maintenance	100	141	41	289	565	18%
-	60	Taxes, Licenses & Fees	90	180	90	58	720	13%
16	331	Equipment Rental/Leasing	165	993	828	1,144	3,976	4%
-	180	Training Seminars	-	180	180	180	180	0%
960	440	Membership Activities	1,858	3,905	2,047	1,147	30,482	6%
-	737	Tuesday Morning Breakfast Club	1,329	2,211	882	1,686	8,844	15%
-	-	Employee Relations	-	-	0	-	25	0%
167	214	Credit Card Fees	585	642	57	520	2,566	23%
17	-	Automobile Expenses	17	-	(17)	-	141	12%
-	31	Meals/Meetings	-	93	93	28	372	0%
-	-	Dues & Subscriptions	555	500	(55)	480	601	92%
-	-	Bad Debt	-	-	0	-	-	0%
3,906	9,721	Total Operating Expenses	24,114	31,888	7,774	25,997	148,505	16%
6,185	2,034	Operating Income (Loss)	6,197	6,877	(680)	4,583	38,005	
2,989	2,989	Allocated Expenses	8,967	8,967	0	8,737	35,866	
3,196	(955)	Net Income (Loss)	(2,770)	(2,090)	(680)	(4,164)	2,139	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended September 30, 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
Operating Expenses								
19,977	22,975	Salaries & Wages	63,317	68,925	5,608	74,846	317,196	20%
1,876	2,045	Rent	5,732	6,135	403	5,435	24,547	23%
662	753	Telephone	1,974	2,259	285	2,244	9,041	22%
16	55	Mail - USPS	76	165	89	144	658	12%
266	274	Insurance/Bonding	826	822	(4)	709	3,288	25%
528	275	Supplies	836	825	(11)	597	3,300	25%
103	290	Depreciation	468	870	402	895	3,617	13%
512	311	Equipment Support & Maintenance	863	933	70	1,104	3,728	23%
19	67	Taxes, Licenses & Fees	308	201	(107)	306	809	38%
434	29	Miscellaneous Expense	434	87	(347)	349	350	124%
805	255	Equipment Rental/Leasing	1,926	765	(1,161)	839	3,064	63%
-	106	Training Seminars	-	106	106	-	400	0%
-	100	Professional Fees	300	300	0	800	18,350	2%
39	65	Employee Relations	177	195	18	-	1,135	16%
231	384	Board Functions	801	1,152	351	1,387	4,605	17%
-	-	Automobile Expenses	-	-	0	-	371	0%
66	52	Meals/Meetings	66	156	90	191	627	11%
-	15	Dues & Subscriptions	45	45	0	1,447	1,920	2%
-	-	Travel	1,158	1,000	(158)	-	1,500	77%
<u>25,534</u>	<u>28,051</u>	Total Operating Expenses	<u>79,307</u>	<u>84,941</u>	<u>5,634</u>	<u>91,293</u>	<u>398,506</u>	<u>20%</u>
(25,534)	(28,051)	Operating Income (Loss)	(79,307)	(84,941)	5,634	(91,293)	(398,506)	
4	-	Investment Income/Interest	23	-	23	169	-	
(33,210)	(33,209)	Allocated Expenses	(99,630)	(99,627)	(3)	(93,644)	(398,506)	
<u>7,680</u>	<u>5,158</u>	Net Income (Loss)	<u>20,346</u>	<u>14,686</u>	<u>5,660</u>	<u>2,520</u>	<u>-</u>	



north lake tahoe

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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday October 2, 2013 – 8:30 am – 11 am
Tahoe City Public Utility District
Preliminary Minutes

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

NOT PRESENT: Bill Rock, Brendan Madigan, and Kristi Boosman (TRPA Representative)

STAFF IN ATTENDANCE: Sandy Evans Hall, Ron Treabess, Andy Chapman, Marc Sabella, Judy Laverty Emily Detwiler, Jessica Walker

OTHERS IN ATTENDANCE: Steve Hoch, Gary Davis, Mike Geary

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:34 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 (Auerbach/Parson) (8-0-0) to approve the agenda, with items taken out of order if necessary.

C. PUBLIC FORUM

There was no public forum.

D. REPORTS & ACTION ITEMS

Marketing

3. Desimetrics Report – Andy Chapman (*10 minutes*)
 1. The report as of August 31st is included in the packet. For last month, being August, RevPar was up 10% and occupancy was up 1.2%, compared to last year. Next month, September, occupancy is 21% ahead and RevPar is ahead 40%.
 2. For the Future 6 months, Occupancy is up 27% and RevPar is up 52%, over the same time last year.
 3. We have our full summer look which had occupancy up 10%, ADR up 9.3%, and RevPar up 20%.
 4. We also have our first look into winter which is looking good with early bookings. 31% ahead in occupancy, 20% ahead in ADR, and 66% ahead in RevPar. These early numbers could be skewed as a result of one or two large groups.
4. Ironman Update – Andy Chapman (*10 minutes*)
 1. Andy showed a 9 minute recap video of Ironman which is on the IRONMAN YouTube page. He also showed another video that will be used for promotion.
 2. The next steps are recaps and debriefs. Will get back together with IRONMAN and their staff to make changes for an even better event next year.

3. There will be some review on events and the benefits to businesses.
4. The Board had a lengthy discussion on feedback from this years event as well as things they would like to see in the future. The main points are as follows
 - i. Need to be diligent about proving that this had a long term positive effect on the region with all of the training, etc.
 - ii. The high DNF is actually really great, it will make people spend more time up here to train more.
 - iii. Prior to race, there was a lot of negative chatter. We need to work on promoting in future to ensure we have the full buy-in from our community.
 - iv. We, or the WTC should put an ad in the paper thanking the community and volunteers.
 - v. Better message next year about what is open vs. what is closed
 - vi. Sales Tax info will come as usual in a quarterly report. It can be broken up by sector and maybe even community.
 - vii. Community was excited, and can be more involved next year.
 - viii. Sandy gave Andy a huge kudos. He did a great job bringing this event here. His excellent work on getting Amgen here is what got IRONMAN here.
 - ix. Reach out to the BA to have them create events and inform better of what to expect.
 - x. The traffic messages were not as effective as they could be and there were some major problems. Take the position that we didn't do a good job on traffic.
 - xi. Overall the Board thought the event was great. We can only work to make it better in future years, and they are confident that we will.

ACTION – Place an ad in the Sierra Sun thanking the Community for their participation in a great event.

5. Visitor Center Report – Emily Detwiler (10 Minutes)

1. Emily Detwiler gave an update on the Visitor Center. The three centers combined are up 123% over last year. Tahoe City is up 152%, Reno is up 34%, and King Beach is up 78%.
2. They distributed all 50,000 Official Visitor Guides before summer was even over.
3. Emily discussed the sponsorships available in Tahoe City; kiosk, artist of the month, brochure of the month etc. These are a great opportunity for members and also bring good revenue into the center.
4. The goal is to do 3 referrals per visitor. With over 50,000 visits to the centers so far this year, that equals a lot of referrals to our members.
5. She has been creating and distributing informational one sheets to membership, lodging, and in the Visitor Center. These feature marquis events, fall activities, fall hikes, etc.
6. She will be starting her lodging meetings next month.

6. SnowFest! Strategy for Future Funding - **MOTION** Judy Laverty (15 Minutes)

1. Judy Laverty reported that, at the direction of Board, staff has met numerous times with the SnowFest! staff. In the packet today is a summary of the outcome. A key discussion point was regarding changing the dates to ensure future funding. However their Board is against changing dates. After meeting, staff recommends that we continue to support SnowFest! on an in-kind basis. \$5,000 is budgeted for 2014. It is important that SnowFest! tracks room nights generated by the event. Judy will establish a baseline that will justify future funding.
2. Looking for board to approve ideas and strategies in continuing to promote SnowFest! We are encouraging SnowFest! to become self-sufficient, with our support.
3. The Board discussed the issue of changing dates, and came to the consensus that they believe the dates are actually during a time that can use a boost. The month of March could use the help, as it is very dependent on snow. SnowFest! can help with

lake front business. SnowFest! is an important branding event for NLT. The discussion of changing the dates of SnowFest! is off the table for now.

4. The Board had a brief discussion on SnowFest! and why it is being discussed at a Board level. Overall the Board is a big Supporter of SnowFest!, and feels that it is a great community event. However they do feel that SnowFest! Could do a better job at driving visitation and need to focus midweek on ski areas, weekends on lakefront, and events that drive publicity and PR.
5. The Board decided not to vote on anything today and would like SnowFest! to come back next month with a plan, proposal and budget.

ACTION - Get a plan of execution from SnowFest! with new direction.

Infrastructure/Transportation

7. Transit Vision Update – Sandy Evans Hall
 1. Sandy will be presenting to the Board of Supervisors on October 22nd. Will Garner will be leading that presentation. The same presentation will be put in front of Town of Truckee that evening.
 2. The committee will begin the planning of the 2013 Transit Summit on November 7th at tomorrow's meeting.
8. Squaw Valley Winter Trail Snow Removal funding request – Ron Treabess
 1. This was extensively discussed and approved at JIT. This program has been in place for two years and the request is for it to continue as in the past with the caveat that the businesses can double their participation.
 2. Alex Mourelatos mentioned that there was good discussion about funding for maintenance again at the Infrastructure Committee meeting. The Board needs to come forward with a draft of what justifies as maintenance.
 3. Ron Treabess said that is in the works, and will be looking at trails only for the initial discussion.
 4. Valli asked that it be looked at that we explore trails that are not scraped but groomed.

M/S/C (Mourelatos/Murnane) (6-0-1 Merchant) to approve up to \$70,000 towards \$91,000 trail clearing program.

9. Community Gateway Lighting funding request – Ron Treabess
 1. Committee had lengthy discussion and was concerned that there was not enough information. The motion did pass with two stipulations which are that each BA contribute 20% and that application more clearly lay out lighting locations. This was done, however two of the BA's did say that they were not going to take part.
 2. Scope has been reduced to \$8,000. TCDA and SV have committed to contributing their 20%. Also, the plan has been modified to explain lighting locations.
 3. There was a question about the existing lighting in Kings Beach if they are not participating this year. It was clarified that they existing lights will continue to be lit.

M/S/C (Parson/Brandt) (7-0-1 Merchant) to approve up to \$8,000 that will be matched by \$2600 from TCDA and SV. Future requests will not be considered with out a comprehensive long term lighting plan for NLT developed by Business Associations.

Organization

10. Fund Balance
 1. We will not be voting because it needs to be brought to JIT committee. It will be brought back to board for vote in Nov. There are a couple things that have been changed which are as follows:
 - i. Transportation funds were moved into infrastructure

- ii. Special event position is a line item that we still need to determine how those funds are best used
 - iii. Lakeshore Oct-Apr marketing and promotion grant program. Will hopefully help things get going at lakeshore.
2. NLTRA marketing scope of work and TCDA scope of work are included.
 3. Gary Davis commented that TCDA was partially funded by redevelopment. When redevelopment went away this is where Placer County decided to put the funds. TCDA doesn't agree that this is where there funding should come from but that is what Placer County has decided.

11. Election Committee

1. We are sending out a letter and there are five positions available. Sandy reviewed available positions. Sandy discussed dates.

Membership

12. Membership Manager Replacement Report

1. We have hired a new Membership Manager, Ginger Karl. She will be starting on Monday, and you will meet her at the next meeting.
2. There was a question about why we are hiring with the long term uncertainty of the Chamber. Sandy felt that board direction was to move forward to get the chamber self sufficient. With the right person we should be able to get there.
3. Phil believes the chamber is an important position, although the role may have changed with the strengthening of BA's.

13. Membership Luncheon (*5 minutes*)

1. The Luncheon will be one week from Friday at the North Tahoe Events Center and it would be great if all Board members could attend. The topic this year is about all the exciting plans on the table. We will hear from Northstar, Squaw, Sugar Bowl, and the CalNeva.

Special Presentation

14. Redevelopment Agency Succession Update - Ron McIntyre

1. Ron McIntyre gave a presentation on the Redevelopment Agency. He discussed the history of redevelopment going away, what is happening with the dissolution of assets and that it would be good to have NLTRA support keeping large parcels from being subdivided and sold.

E. DIRECTORS' COMMENTS

- Phil GilanFarr, the success of this organization is a result of us. He would like to encourage everyone to be here and participate. As a committee member, please try to attend those committee meetings and if you cannot, reach out to a fellow Board member to take your place.

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

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

1. Ron commented that we received a certificate from CalTrans recognizing our work on the Transit Center.
2. We also received return of \$436,000 from Placer County that was not used for the Transit Center.

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

G. MEETING REVIEW AND STAFF DIRECTION

- Put together a community thank you for IRONMAN
- Get a plan of execution from SnowFest! with new direction
- The January meeting will be moved to January 8th.
- Sandy discussed the Destination Leadership book that she is reading. She feels that it would be a beneficial book for the Board to read. She would then like to get the board together for a special workshop in February.

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

The meeting adjourned at 11:06 am.

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



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Staff Action Items

Board Meeting 10-2-2013

Judy – Have Snowfest! Staff present to board with plan for execution of new direction and funding request, and have them integrate Jr. Alpine Nationals into their marketing plan.

Left from Board Meeting 9-23-2013

Ron – work with Will Garner to develop more skier friendly buses with ski racks in the rear or inside

Left from Board Meeting 9-4-2013

Sandy – Take fund balance proposal to all committees for input and develop amended Scope of Work **DONE**

Left from Board Meeting 8-7-2013

Andy – Develop Destination Visitor Growth Strategy – product delivery, activity, amenities

Andy – Develop Video Strategy with Marketing Committee and Coop

Sandy – Work with Membership Manager to develop a Member Survey to assess business needs and Chamber program requests

Left from Board Meeting 1-9-13

Sandy – Talk with Peter Kraatz at Placer County DPW about changing days off for TART drivers in order to provide service on Christmas Day **EMAIL SENT**

Left from Board Meeting 12-5-12

Sandy/Jessica – Create communication plan feedback survey for key partners **JUNE**

Left from Board Meeting 3-7-12

Lodging Committee/Andy – Develop strategy for leisure travel promotion for small lodging, means of representing data from small lake lodging, strategies for retaining and raising ADR

Andy – Develop 3 year measureable goals for coop

Left from Board Meeting 8-3-11

Ron – Before consideration of any future bus shelters, board needs to approve a Master Bus Shelter Plan – **Have talked to Peter Kratz about the shelter master plan and it is in progress**



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COMMITTEE: Joint Infrastructure/Transportation

MEETING DATE: September 23, 2013

BOARD MEMBERS PRESENT: Wally Auerbach, Jennifer Merchant, Phil GilanFarr, Alex Mourelatos

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Wright/Merchant) (9-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for October 28, 2013

M/S/C (GilanFarr/Paulson) (8-0-1, Pang) to approve the Joint Infrastructure/Transportation Committee Minutes of September 23, 2013

M/S/C (Davis/Pang) (10-0-0) to approve funding of up to \$25,000 to the NTBA to provide start-up funds for Phase 1 of the North Tahoe Public Art Fund.

- The funding breakdown is as follows. \$7500 will provide footings and infrastructure (electricity and water) in the roundabouts for the art, \$7500 along with private donations will be for initial art installation purchases, and the remaining \$10,000 will be for the Tahoe Truckee Community Foundation to open an advisory account as the North Tahoe Public Art Fund.
- The Committee asked if the NTBA anticipates coming back to request more funds for this project. Joy Doyle said that she sees the possibility of an additional request once the program expands out of Kings Beach.
- The committee is very much in support of the project and believes North Lake Tahoe can benefit greatly from it.

M/S/C (Mourelatos/Bergman) (9-0-0) to approve the recommendation to the NLTRA Board of Directors to approve the infrastructure funding of up to \$153,900 to the Tahoe Regional Arts Foundation for Stage One of the project planning. It is understood that this request is contingent upon a written agreement between the Foundation and Northstar California permitting long-term use of necessary land near the entrance to Northstar. Also that the Foundation receives 501(c)3 status from the IRS.

- This project was highlighted as a need in the 2004 Tourism Masterplan.
- The proposal includes a 500 seat proscenium theater, 2500 seat amphitheater, workspace for visual artist, classroom space, and more.
- Total project cost estimate is preliminary at \$18-\$20 million.
- There will be requests for additional funding depending on the outcome of Phase 1.
- The Committee is very much in support of the project.
- Many positive comments of items for consideration in the planning process.



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COMMITTEE: Marketing
MEETING DATE: October 28, 2013
BOARD MEMBERS PRESENT: Alex Mourelatos

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.2 M/S/C (Mourelatos/Sprague) (7/0) to approve the agenda with the above amendments.
- 4.1 M/S/C (Williams/Maas) (7/0) to approve the Marketing Committee minutes from September 24, 2013

BOARD APPROVAL/DIRECTION REQUESTED:

- 6.2 M/S/C (Williams/Moore) (7/0/1- Merchant abstained) to approve the fund balance carry-over proposal.



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COMMITTEE: Lodging
MEETING DATE: Oct 3, 2013
BOARD MEMBERS PRESENT: Alex Mourelatos

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to Emily: Send out survey to lodging properties to find out what lodging education ideas are important to them.

Action to Emily: Create a wedding vendor list to bring to the November meeting.

MOTIONS MADE/VOTE:

3.1 M/S/C (Beck/Williams) (4/0) to approve the agenda as presented

4.1 M/S/C (Matte/Williams) (4/0) to approve the Lodging Meeting minutes from September 5, 2013.



COMMITTEE: Finance

MEETING DATE: October 24, 2013

BOARD MEMBERS PRESENT: Bill Rock and Jennifer Merchant. Phil GilanFarr participated by telephone.

ACTION ITEMS TAKEN:

Andy Chapman will provide additional IronMan revenue and expense information for September financial statements.

Andy Chapman will prepare a preliminary IronMan P&L for the next Finance Committee meeting.

Cost per passenger and cost per vehicle hour for the Water Shuttle will be determined.

MOTIONS MADE / VOTE:

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

M/S/C (Frushon/Salmon) (3/0) to approve the Finance Committee minutes of September 26, 2013.

BOARD APPROVAL / DIRECTION REQUESTED:

September financial statements were tabled so that more accurate revenue and expense numbers for IronMan could be gathered and recorded.



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NLTRA Executive Committee

Tuesday, October 29, 2013

8:30 a.m.

NLTRA Offices

Agenda

A. Open Session

1. Items for Board Meeting Agenda – November 6
Phil asked that staff add a memo in the email accompanying the board agenda that highlights clarifying comments for agenda items 5,7,8, and 9.
2. Update on Board/County CEO Discussion at Retreat – Phil, Kali, Valli
Phil, Kali and Valli shared their perspectives on the meeting that was held with the County CEO staff, David Boesch and Jennifer Merchant, and Supervisor Montgomery on Oct. 22. There was concern voiced that we were not representing the community at large on some of our decisions. Also, there appeared to be gaps in communication and understanding regarding NLTRA operations and County alignment with strategic goals. A follow up meeting with staff will be scheduled in the near future and we discussed starting with a calendar of decision points in the next year so that we can begin to schedule joint meetings and discussions that align with our decision making events such as retreats and budgets.
3. TOT Fund Balance proposal
It was determined that the \$50,000 proposed for special event assistance was still not resolved. The suggestion was to bring this item to the board as Product Development Resources that the BACC could use to fulfill a strategic plan for all the business associations over the course of the coming year. This would be developed over the next few months by the BACC and come back to the board for approval in the form of a Scope of Work. If the full board is not supportive of this proposal, then the monies could go towards the discretionary infrastructure fund at this time.
4. Business Association Meeting and Proposed Changes
It was suggested that a Purpose Statement be added to the top of the page and that overall there was support for this new direction.
5. Transit Summit – November 7

Sandy provided information about the program and encouraged all EC members to try to attend the Transit Summit on November 7.

6. **Financial Audit – accounting of County funds for Infrastructure – Ironman accrued expenses**
Sandy explained that the new auditing team from McClintock Accountancy has been auditing the organization over the past week. One item that is in question is the accounting of funds being held by Placer County with the new system of direct pay to vendors now in effect. A group will be going to Auburn on Nov. 5 to visit with the accounting department and hopefully resolve this question. Also, the September financials will not be ready for approval on the board agenda due to the need to accrue the Ironman expenses and revenues and the timing of those invoices, some of which are being negotiated with WTC.
7. **Candidates for Board Seats: Brendan Madigan, Joseph Mattioli, David Tirman, Valli Murnane, Wally Auerbach**
All application forms will be provided to the Board on November 6
8. **2013/14 Officers**
Sandy shared that of the existing executive committee, Valli, Kali, and Bill were unwilling to serve as chair during the coming year, all due to lack of time to commit. Sandy has talked to Wally Auerbach and he would be willing to serve in this position this next year. Phil also said he would be willing to serve a second year. The important thing is to develop a succession plan for the future where the Vice Chair accepts that position with the knowledge that they would be the chair in the following year.
9. **Master Plan Review**
The funded studies have been completed and it is time to bring back the committee to review the chapters that are in the works by staff. This committee will be scheduled in the next few weeks.
10. **Executive Review**
Phil has received all the documentation for the annual review of the CEO/Executive Director. He has reviewed this information with the Executive Committee members and will have a discussion with the full board during closed session on November 6.

KEY METRICS FOR SEPTEMBER 30, 2013

Total TOT Collections by Quarter 2008 - 2013 (through September 30, 2013)					
	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	\$ 1,553,956	\$ 10,187,887
2012-13	\$ 3,879,585	\$ 2,102,576	\$ 4,257,880	\$ 1,437,145	\$ 11,677,186
Total	\$ 16,886,218	\$ 9,115,681	\$ 17,541,097	\$ 6,704,877	\$ 50,247,873

Unemployment	August 2013	August 2012	December 2012
California	8.8%	10.5%	9.7%
Placer County	7.4%	9.4%	8.6%
Dollar Point	8.6%	10.9%	9.9%
Kings Beach	7.4%	9.4%	8.6%
Sunnyside/Tahoe City	8.6%	10.9%	10.0%
Tahoe Vista	12.4%	15.5%	14.3%

Infrastructure Fund Balances Held by Placer County as of 6/30/13	
Contracts In:	
FY 2010-11	\$ -
FY 2011-12	\$ 135,445
FY 2012-13	\$ 1,503,690
FY 2013-14	\$ 1,168,080
Total Fund Balances	\$ 2,807,215

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
September 2013	484

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 619,125	23%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 445,469		0%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 767,333		0%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 476,657		0%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,194,803	\$ 619,125	0%

MTRiP Reservations Activity				
	FY 13/14	FY 12/13	Change	
Occupancy during September	53.6%	48.8%	9.8%	
ADR September (Average Daily Rate)	\$ 217	\$ 184	17.9%	
Occupancy Forecast October	28.7%	26.6%	7.9%	
ADR October (Average Daily Rate)	\$ 174	\$ 159	9.4%	
Occupancy (prev 6 mo)	48.6%	48.9%	-0.6%	
ADR (prev 6 mo)	\$ 218	\$ 198	10.1%	
Occupancy (next 6 mo)	16.2%	13.5%	20.0%	
ADR (next 6 mo)	\$ 254	\$ 223	13.9%	
Incremental Pacing for September	4.5%	4.9%	-8.2%	

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014			
Referrals (July - September)	2013/2014	2012/2013	YOY % Change
Tahoe City:			
Walk In	20,225	18,120	11.62%
Phone	1,202	1,179	1.95%
Kings Beach (Walk In Only)	4,870	2,884	68.86%
Reno (Walk In July Only)	1,137	375	203.20%

Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2013-14	2012-13	YOY % Change
FORWARD LOOKING (2013/14)			
Total Revenue Booked as of Q1	\$ 2,535,981	\$ 2,113,783	20%
Forecasted Commission for this Revenue	158,748	67,339	136%
Number of Room Nights	16,631	9,374	77%
Number of Tentative Bookings	92	61	51%
CURRENT			
Annual Revenue Goal	\$ 2,750,000	\$ 1,750,000	57%
Annual Commission Goal	\$ 150,000	\$ 75,000	100%
Conference Revenue And Percentage by County:			
Placer ('14; 67%; '13; 53%)	\$ 1,708,764	\$ 1,114,907	53%
Washoe (10% of revs in '14/'19% in '13)	\$ 249,155	\$ 407,552	-39%
South Lake ('14; 18%; '13; 27%)	\$ 465,962	\$ 580,965	-20%
Nevada ('14; 5%; '13; 1%)	\$ 112,100	\$ 10,359	982%
Total Conference Revenue	\$ 2,535,981	\$ 2,113,783	20%



November 6, 2013

To: Board of Directors

From: Sandy Evans Hall

Re: Approval for Ginger Karl to receive a company credit card

Staff is requesting that the Board of Directors approve Ginger Karl, Membership Manager to receive a company credit card.

Monthly Report September 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 9/30/13:	\$2,070,019	\$1,175,751	76%
Forecasted Commission for this Revenue:	\$155,590	\$53,155	193%
Number of Room Nights:	11882	7093	68%
Number of Delegates:	6833	3160	116%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	92	61	51%

<u>Monthly Detail/Activity</u>	<u>September-13</u>	<u>September-12</u>	
<u>Number of Groups Booked:</u>	6	8	
Revenue Booked:	\$59,226	\$145,737	-59%
Projected Commission:	\$5,421	\$8,299	-35%
Room Nights:	347	910	-62%
Number of Delegates:	265	368	-28%
	1 Corp., 2	1 Corp, 5	
	Assoc. and 3	Assoc. 2 Film	
Booked Group Types:	Smerf	Crew	
Lost Business, # of Groups:	9	2	

<u>Arrived in the month</u>	<u>September-13</u> * Est.	<u>September-12</u>	
Number of Groups:	16	8	
Revenue Arrived:	\$1,027,170	\$124,013	728%
Projected Commission:	\$99,568	\$13,900	616%
Room Nights:	5861	689	751%
Number of Delegates:	3068	347	784%
Arrived Group Types:	4 Corp, 2 Assoc., 1 Govt.	4 Corp., 2 Assoc	
	1 Film Crew, 8 Smerf	2 Smerf	

<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	

Monthly Detail/Activity

	<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	5 Corp, 1	
Booked Group Types:	Smf, 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:	\$1,486,282	\$2,000,000
For 2015/16:	\$3,714,507	\$4,000,000

NUMBER OF LEADS Generated as o 9/30/13: 43

Total Number of Leads Generated in Previous Years:

2012/2013: 171
 2011/2012: 119
 2010/2011: 92
 2009/2010: 107
 2008/2009: 151
 2007/2008: 209
 2006/2007: 205

Monthly Report September 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 9/30/13:	\$465,962	\$222,528	109%
Forecasted Commission for this Revenue:	\$3,158	\$14,184	-78%
Number of Room Nights:	4749	2281	108%
Number of Delegates:	1410	1802	-22%
Annual Commission Projection:	\$10,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>September-13</u>	<u>September-12</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$36,000	\$21,917	64%
Projected Commission:	\$1,800	\$1,113	62%
Room Nights:	490	206	138%
Number of Delegates:	220	302	-27%
Booked Group Types:	1 CA Assoc.	1 Assoc. 1 Smerf	

<u>Arrived in the month</u>	<u>September-13</u> *Est.	<u>September-12</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$6,845	\$10,648	-36%
Projected Commission:	\$1,026	\$1,597	
Room Nights:	45	104	
Number of Delegates:	85	75	
Arrived Group Types:	1 Ca Assoc.	1 Assoc. and 1 Smf	

<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>August-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$8,792	\$31,325	
Projected Commission:	\$1,318	\$4,698	
Room Nights:	48	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>July-12</u>
Number of Groups:	4	1
Revenue Arrived:	\$49,294	\$10,103
Projected Commission:	\$813	\$1,515
Room Nights:	311	60
Number of Delegates:	185	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 SHORE 1 QUARTER - FY.2013/14						
Jul-13						
Groups Booked: 6						
Placer County:	5	Room Nights:	303	Delegates:	298	Revenue: \$31,811
Washoe County:	1	Room Nights:	66	Delegates:	30	Revenue: \$13,602
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 10						
Placer County:	6	Room Nights:	557	Delegates:	536	Revenue: \$88,034
Washoe County:	3	Room Nights:	549	Delegates:	350	Revenue: \$74,476
Nevada County:	1	Room Nights:	150	Delegates:	200	Revenue: \$18,765
Aug-13						
Groups Booked: 5						
Placer County:	4	Room Nights:	761	Delegates:	353	Revenue: \$106,058
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	1	Room Nights:	6	Delegates:	6	Revenue: \$750
Groups Arrived: 14						
Placer County:	11	Room Nights:	2332	Delegates:	1058	Revenue: \$480,977
Washoe County:	2	Room Nights:	98	Delegates:	50	Revenue: \$20,486
Nevada County:	1	Room Nights:	6	Delegates:	6	Revenue: \$750
		* Estimated				
Sep-13						
Groups Booked: 6						
Placer County:	4	Room Nights:	236	Delegates:	180	Revenue: \$34,687
Washoe County:	1	Room Nights:	106	Delegates:	75	Revenue: \$23,754
Nevada County:	1	Room Nights:	5	Delegates:	10	Revenue: \$785
Groups Arrived: 16						
Placer County:	13	Room Nights:	4916	Delegates:	2508	Revenue: \$882,340
Washoe County:	1	Room Nights:	435	Delegates:	250	Revenue: \$52,425
Nevada County:	2	Room Nights:	510	Delegates:	310	Revenue: \$92,405
		* Estimated				
Quarter totals by county:						
Groups Booked: 17						
Placer County:	13	Room Nights:	1300	Delegates:	831	Revenue: \$172,556
Washoe County:	2	Room Nights:	172	Delegates:	105	Revenue: \$37,356
Nevada County:	2	Room Nights:	11	Delegates:	16	Revenue: \$1,535
TOTAL:	17		1483	Delegates:	952	\$211,447
Groups Arrived: 40						
Placer County:	30	Room Nights:	7805	Delegates:	4102	Revenue: \$1,451,351
Washoe County:	6	Room Nights:	1082	Delegates:	650	Revenue: \$147,387
Nevada County:	4	Room Nights:	666	Delegates:	516	Revenue: \$111,920
TOTAL:	40		9553		5268	\$1,710,658



north lake tahoe

Chamber | CVB | Resort Association

November 6, 2013

Subject: Monthly Activity Report—October 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 October 3rd (minutes attached). The group finalized a draft of the desired level of service and the most realistic ways to fund the program.
- Planning was conducted for the second area-wide Transit Summit proposed for November 7th to share and review suggested transit vision and recommended funding methodologies.
- The draft Vision was presented to the Placer County Board of Supervisors at its Tahoe meeting on October 22nd and to the Truckee Town Council in the evening on the same day.
- A flyer has been widely distributed inviting everyone to attend the November Summit.

2. North Lake Tahoe Express

- Ridership for the first 2 months of 2013/14 is equal to the same period in 2012/13.
- Passenger revenues for the first 2 months are up 13% over the same period in 2012/13.
- TMA has received decisions from Truckee and Washoe County as to their willingness to continue with the same level of involvement to support the NLTE for 2013/14.
- Service has been reduced during the off-season to reduce expenditures insuring that the service can continue. The level of service will be reevaluated prior to starting the more profitable winter schedule. (Current schedule attached)

3. Regional Coordinated Skier Shuttle Program

- The stakeholders agreed 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.
- The NLTRA share (Placer TOT) will be 27.4% or \$25,676.
- A TART voucher program will also be available to enhance the Express Ski Shuttle by providing 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 23rd Special Board Meeting and the Placer County Board of Supervisors gave final approval at its October 22nd meeting.

4. North Lake Tahoe Water Shuttle

- Service commenced on June 27th and ended on September 22nd.
- Overall ridership is up 57% 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.
- The total cost per passenger-trip was \$78 and the subsidy was \$63 per passenger-trip.
- An end-of-season evaluation report has been completed and will be reviewed at the November 25th Committee meeting.
- A request for 2014 funding to continue the shuttle is anticipated at the Committee meeting and, if recommended, brought to the December Board meeting.

5. Summer Night Rider Shuttle Service

- Summer Night Rider program began June 27th 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. SR28/Fanny Bridge Community Revitalization Project

- A Federal Lands Access Program funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.

- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The Access Program supplements State and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators.

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.
- DPW has suggestions for minor designs changes to make the signs compatible with new Caltrans regulation.
- Full approval is expected to allow construction in Spring, 2014

8. Lighthouse TART Bus Shelter

- At its July 23rd 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 and construction has begun..

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 \$455,800 will be available for future capital investment projects.

12. Capital Investment/Transportation Committee Appointments

- The existing committee member terms will all expire on December 31st.
- The new committee will consist of sixteen members, including up to three NLTRA Board members with terms beginning January, 2014.
- The remaining representation will include one member from the Placer CEO, one from TART, one from Department of Public Works, two from the Transportation Management Association, two from Special Districts that provide visitor serving facilities, and six Community-at-Large members.
- Initial appointments will be 8 members for one-year terms and 8 members for two-year terms to establish a membership that does not have all terms expiring at the same time.
- All jurisdiction and entity members will be appointed by the representative jurisdiction and approved by the NLTRA Board.
- The NLTRA will be accepting letters of interest from individuals wishing to be considered for one of Community-at-Large positions which will be appointed by the NLTRA Board at its December meeting. For additional information or to express your interest before November 25th, please contact Ron Treabess at 581-8735 or Ron@GoTahoeNorth.com

13. Next Joint Infrastructure/Transportation Committee Meeting

- The next meeting of the Joint Committee will be **Monday, November 25, 2013, starting at 1:30 p.m.**, at TCPUD.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TC 150 Finance Committee
- Kings Beach Commercial Core Project Update Workshop
- TNTTMA Special Board Meeting
- TRPA State Legislators Facility Tour Guide
- Tahoe Transportation District Board Meeting
- NLTRA Annual Membership Luncheon
- TTUSD Facilities Master Plan Workshop
- Placer County/Olympic Museum Site Meeting
- Ward Young/Shaffers Mill Project Reception
- Community House/BOS Open House
- Board of Supervisors Meeting

- Olympic Museum Reception w/BOS
- Truckee Town Counsel/Tran Vision Presentation
- Placer County Transportation Planning Agency Board Meeting
- Northstar Master Plan Presentation
- NLTRA Finance Committee
- Placer County/Tahoe City Community Plan Team Workshop
- Placer County Planning Commission
- North Lake Tahoe Express Planning Session

RESORT TRIANGLE TRANSPORTATION VISION COALITION

October 3, 2013

Minutes

1. Welcome

Sandy Evans Hall called the meeting to order at 10:18 AM at Granlibakken Resort in Tahoe City, California.

Present were: Sandy Evans Hall, Jaime Wright, Solvi Sabol, Gordon Shaw, Rob Kronkhyte, Dan Wilkins, Kent Hoopingarner, Steve Teshara, Amber Conboy, Will Garner, Kelly Beede, Davis Griffith

- **Agenda Changes or Additions**

None

- **Approval of Agenda**

It was moved by Kent Hoopingarner and seconded by Kelly Beede to approve the agenda as presented. Motion carried.

- **Approval of September 5, 2013 RTTVC Minutes**

It was moved by xxxx and seconded by xxxxx to approve the minutes as presented. Motion carried Dan Wilkins and Will Garner

2. Upcoming Vision Presentations

- Tuesday AM October 22nd, Placer County Board Supervisors
- Tuesday PM (Evening) October 22nd, Truckee Town Council
(Presented by Sandy Evans Hall & Will Garner)

Schedule with Placer County will be released soon and Sandy will Share time and location ASAP with group.

Will Garner put together a memo for the Placer County BOS introducing the vision as if this was the first time they had heard about it. The presentation will be broad giving an overview of the vision, but will not go into the avenues for funding etc. Looking for support and approval of moving forward with vision and what it will take to get there.

The committee was asked for feedback or additional details for sharing during Vision presentation.

Items Discussed:

Show the importance of the building blocks to start on now in order to reach the broader vision. It was also discussed that a timeline should be presented, but that level of detail will not be reached during these presentations.

Need should be demonstrated

Make it clear in order to be who we want as a destination, this is a necessity.

Time is of the essence in order to keep private partners engaged, there has to be a realistic and aggressive timeline. But also allow for a realistic expectation in the eye of the voter or you will lose their support.

3. Transportation Summit II – Agenda, November 7th at Truckee Airport

- **Summit Planning Session – What/who do we include**

Opening Remarks

Vision Overview

Presenters

Community involvement and buy in: Make sure we reach the entire community (FRC's, CCTT, Environmental Agencies, Health & Human Services, Resorts, Lodging, Local Employers, Counties, Public Official, Cal Trans, Washoe RTC)

- **Program Content Suggestions & Speakers**

Walter Kieser – Economic Benefit of the Vision

Celia/PCTPA – Polling Results

Carl Hasty/TTD – Trans Sierra

Gordon Sahw - Overview of Vision

Perspectives of vision and next steps – Placer County (Will Garner), Town of Truckee (Kelly Beede), Squaw/Alpine (Andy Wirth), Northstar California (Bill Rock)

Outreach Plan – Next Steps (who to present?)

Phase I – Consolidation and Branding with walkable communities and infrastructure tie in. Also include what can be done now.

4. Other Business

- **Small Committee for Planning of Summit Agenda & Schedule:**

- Sandy, Jaime, Will, Carl, Gordon, and Kelly

- **Confirm Next Meeting Date and Time**

Transportation Summit II – November 7th, 2013 at 10:30am Truckee Airport

5. Committee Member Comments

There were no additional comments.

6. Adjourn

There being no further business, the meeting adjourned at 10:51 AM.

Respectfully submitted,

Jaime Wright

Truckee North Tahoe Transportation Management Association

NORTH LAKE TAHOE EXPRESS

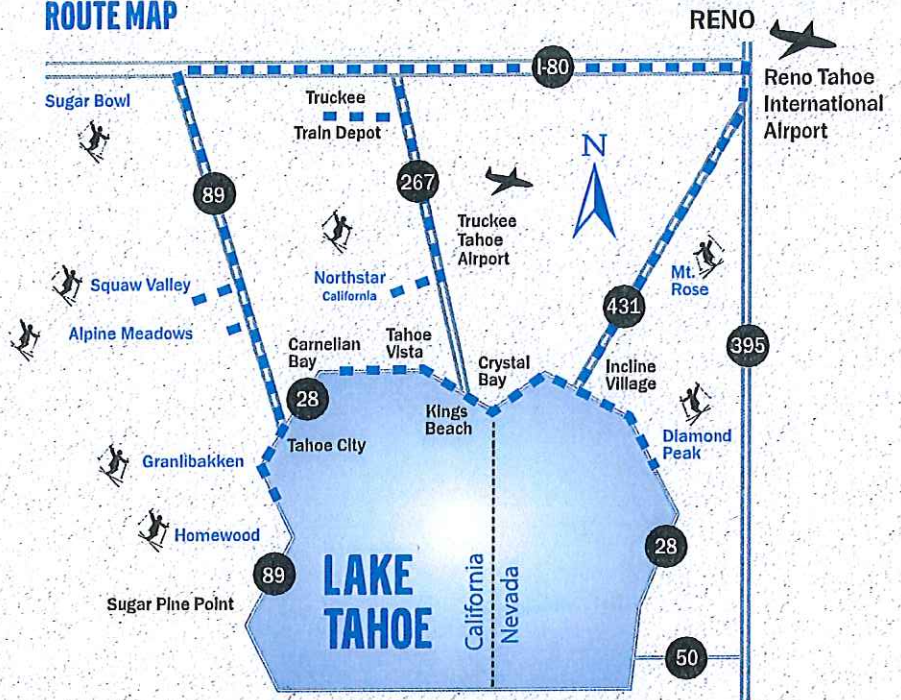
Operated by: Airport Mini Bus CPCN #2350

2012~ 2013 Rates:

1 Person	One Way	\$ 45
	Round Trip	\$ 85
2 People	One Way	\$ 78
	Round Trip	\$136
3 People	One Way	\$ 83
	Round Trip	\$146
4 People	One Way	\$ 93
	Round Trip	\$166
5 People	One Way	\$103
	Round Trip	\$186
6 People	One Way	\$123
	Round Trip	\$226
7 People	One Way	\$143
	Round Trip	\$266
8 People	One Way	\$163
	Round Trip	\$306
9-10 People	One Way	\$183
	Round Trip	\$346
11-21 People	One Way	\$193
	Round Trip	\$366

Call or visit LakeTahoeTransit.com for rates for additional passengers, frequent user, local and group rate information.

ROUTE MAP



- Tahoe City:** Tahoe City Transit Center, Granlibakken Conference Center Resort, Tahoe City Inn, America's Best Value Inn, Mother Nature Inn, Pepper Tree Inn, Lake of the Sky, Tamarack Lodge, Sunnyside
- Alpine Meadows:** River Ranch Lodge
- Squaw Valley:** The Village at Squaw Valley, Squaw Valley Lodge, Plumpjack Squaw Valley Inn, Olympic Village Inn, Christy Inn, Red Wolf Lodge, Tavern Inn, Squaw Valley Academy
- Carnellan Bay:** Gar Woods Grill & Pier
- Tahoe Vista:** Mourelatos Lakeshore Resort, The Sands, Vistana, Tonopalo, Tahoe Edgelake Beach Club, Holiday House, Cedar Glen Inn, Red Wolf Lodge, Firelight Lodge, Rustic Cottages, Franciscan, Shorehouse Inn, Tahoe Vista Inn
- Kings Beach:** Ferrari's Crown Resort, Sun n' Sand Motel, Hostel Tahoe
- Northstar:** Ritz-Carlton Lake Tahoe, Tahoe Mountain Resorts Lodging, Northstar Resort
- Truckee:** Truckee Tahoe Airport, Cedar House Sports Hotel, Truckee Train Depot, Hampton Inn & Suites
- Crystal Bay:** Tahoe Biltmore Lodge & Casino
- Incline Village:** Hyatt Regency Lake Tahoe, Incline Village Recreation Center, Parkside Inn



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Tahoe City

Tahoe City Transit Center
America's Best Value Inn

Tahoe City Inn
Pepper Tree Inn
Tamarack Lodge
Mother Nature Inn
Lake of the Sky Motor Lodge

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
3:40am 7:00am 9:00am
10:45am 12:00pm 3:40pm

Tahoe Vista

Cedar Glenn Lodge
Firelite Lodge
Franciscan Lakeside Lodge
Holiday House
Mourelatos Lakeshore Resort
Red Wolf Lakeside Lodge

Rustic Cottages
Shore House Lake Tahoe
Tahoe Edgelake Beach Club

Tahoe Sands Resort
Tahoe Vista Inn
Tahoe Vistana Inn
Tonopalo Resort

From Reno Airport:
11:30am 2:30pm
6:00pm 9:30pm

To Reno Airport:
6:30am 9:30am 12:00pm

Kings Beach

Ferrari's Crown Resort
Hostel Tahoe
Sun 'N Sand Lodge

From Reno Airport:
11:30am 2:30pm 6:00pm 9:30pm

To Reno Airport:
6:35am 9:35am 12:05pm

West Shore

Sunnyside Resort

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
3:20am 6:40am 8:40am
10:25am 3:20pm

Granlibakken Resort

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
3:30am 6:50am 8:50am
10:35am 11:50am 3:30pm

Northstar

Northstar California

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:05am 9:20am 1:20pm

Sawmill Heights

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
5:40am 8:55am 12:55pm

Tahoe Mountain Resorts Lodging/
Village at Northstar

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:00am 9:15am 1:15pm

The Ritz-Carlton Lake Tahoe

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
5:50am 9:05am 1:05pm

Carnelian Bay

Gar Woods Grill & Pier

From Reno Airport:
11:30am 2:30pm 6:00pm

To Reno Airport:
6:25am 9:25am

Alpine Meadows

River Ranch Restaurant & Lodge

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
3:50am 7:10am 9:10am
10:55am 12:10pm 3:50pm

Incline Village

Hyatt Regency Lake Tahoe

From Reno Airport:
11:30am 2:30pm 6:00pm 9:30pm

To Reno Airport:
7:00am 10:00am 12:30pm

Incline Village Recreation Center

From Reno Airport:
11:30am 2:30pm 6:00pm 9:30pm

To Reno Airport:
6:55am 9:55am 12:25pm

Parkside Inn at Incline

From Reno Airport:
11:30am 2:30pm 6:00pm 9:30pm

To Reno Airport:
6:50am 9:50am 12:20pm

Crystal Bay

Tahoe Biltmore Lodge & Casino

From Reno Airport:
11:30am 2:30pm 6:00pm 9:30pm

To Reno Airport:
6:40am 9:40am 12:10pm

Squaw Valley

Christy Inn
Olympic Village Inn
Plumpjacks Squaw Valley Inn

Red Wolf Lodge
Squaw Valley Academy
Squaw Valley Lodge
Tavern Inn Condos
Village at Squaw Valley

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
4:00am 7:20am 9:20am
11:05am 12:20pm 4:00pm

Resort at Squaw Creek

From Reno Airport:
10:30am 12:30pm 2:00pm
4:30pm 8:45pm 11:45pm

To Reno Airport:
4:10am 7:30am 9:30am 11:15am
12:30pm 4:10pm

Truckee

Truckee Tahoe Airport

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:15am 9:30am 1:30pm

Hampton Inn & Suites

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:20am 9:35am 1:35pm

Cedar House Sports Hotel

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:25am 9:40am 1:40pm

Truckee Train Depot

From Reno Airport:
11:15am 3:15pm 7:30pm

To Reno Airport:
6:30am 9:45am 1:45pm



24-HOURS ADVANCE RESERVATIONS: (866)216-5222 • northlaketahoeexpress.com

24-9



freeski shuttle
TRUCKEE-TAHOE

Providing **FREE**
Ski Shuttle Service
from Tahoe's North
& West Shores To:



SQUAW
VALLEY



Alpine
Meadows



HOMEWOOD
Mountain Resort

Guests can leave their car behind and avoid traffic, parking and winter driving conditions. The FREE shuttle will have two express morning and two express afternoon shuttles operating. There will also be a *voucher program available to Placer County lodging properties for guests to ride TART for free at any other time. *Northstar California will be operating a separate shuttle service to and from Tahoe Vista and Kings Beach and Incline Village.

Operational Days are in Green

December 2013

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2014

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2014

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March 2014

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

*Call the TMA/TNT at 530.582.4931 or email Julia@laketahoetransit.com for information concerning the voucher program

*Call Northstar California at 530.562.3559 for any questions concerning transportation to and from Northstar