

north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday February 6, 2013 – 8:30 am – 11 am

Tahoe City Public Utilities District

NLTRA Mission

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

Meeting Ground Rules

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

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. REPORTS & ACTION ITEMS (1 hr. 50 min)

Board Organization (25 minutes)

3. CEO Performance Goals and Evaluation Criteria **MOTION** – Bill Rock (10 minutes)
4. Executive Committee roles and responsibilities ratification **MOTION** – Phil GilanFarr (5 minutes)
5. Reporting Proposal to Placer County to satisfy contract **MOTION** – Sandy Evans Hall (10 minutes)

Marketing (25 minutes)

6. MTRiP Update – Andy Chapman (5 minutes)
7. Lake Tahoe Sports Organizing Committee/X Games Bid Update – Andy Chapman (10 minutes)
8. Memorandum of Understanding with Placer County Visitors Bureau **MOTION** – Sandy Evans Hall (10 minutes)

2013

Board Members

Wally Auerbach
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
(Chair)
CB's Pizza & Grill

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

Alex Mourelatos
Mourelatos Lakeshore Resort

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Immediate Past Chair)
Granlibakken

Bill Rock
(Treasurer)
Northstar

Eric Sather
Resort at Squaw Creek

Andy Wirth
Squaw Valley/Alpine Meadows

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

Transportation/Infrastructure (30 minutes)

9. Resort Triangle Transportation Vision Coalition Cost Scenario funding and update
MOTION – Ron Treabess (10 minutes)
10. Free Skier Shuttle Report – Ron Treabess (10 minutes)
11. Master Plan Studies funding request **MOTION** – Ron Treabess (10 minutes)

Membership (10 minutes)

12. West Shore Association: Business Association Marketing Grant **MOTION** – Deanna Frumentti (5 minutes)
13. Membership Sales, Activities and Events – Deanna Frumentti (5 minutes)

Special Presentation (20 minutes)

14. Squaw Valley Expansion Plans – Chevis Hosea, Andy Wirth (20 minutes)

E. DIRECTORS' COMMENTS

F. CONSENT CALENDAR – MOTIONS (5 min)

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

15. **Board Meeting Minutes – January 9, 2013**

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

16. **Joint Infrastructure/Transportation Committee – January 28, 2013**
17. **Marketing Committee – January 29, 2013**
18. **Business Association and Chamber Collaborative – January 16, 2013**
19. **Lodging Committee – January 10, 2013**
20. Conference Sales Directors Committee – No meeting in January
21. **Finance Committee – January 24, 2013**
22. **Financial Reports for December 2012**
 1. **Financial Analysis – Project Updates**
 2. **Audit Report**

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

23. **Conference Sales Reports**
24. **Infrastructure/Transportation Activity Report – January**

G. MEETING REVIEW AND STAFF DIRECTION (TEA – NTEC)

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2013
Friday, Feb 1, 2013



Staff Report for Board

Subject: Ratification of role of Executive Committee

From: Sandy Evans Hall

Decision Considerations:

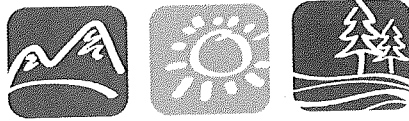
- Voting members of the Executive Committee are the elected officers: Chair, Vice-Chair, Treasurer, Secretary. Invited members include all current board members that are past chairs
- Bylaws currently read:

Executive Committee: With the annual approval of the full Board of Directors, the officers of the corporation, as defined above, shall serve as members of the Board Executive Committee. The purpose of the Executive Committee is to conduct Board business and implement Board policies and direction, as may be more efficiently handled by a committee of the Board. The full Board may delegate specific duties to the Executive Committee, as the full Board deems appropriate, through formal Board action.

Responsibilities that may be assigned by the full Board to the Executive Committee may include, but not necessarily limited to, representing Board policy directives and guiding the CEO in annual contract negotiations with Placer County.

- Current activities of the Executive Committee include:
 - Agenda Review
 - CEO Performance Review
 - Placer County Contract Negotiation
 - Other duties as assigned by the full board
- No Bylaw change is necessary at this time
- A Report of the Executive Committee meeting will be included in the monthly board packets for full board review

Staff Recommendation: Ratify current activities of the Executive Committee as appropriate within current bylaws.



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NLTRA Executive Committee

Monday, January 21, 2013

3 p.m.

NLTRA Offices

Report

A. Open Session

PRESENT: Phil GilanFarr, Kali Kopley, Valli Murnane, Bill Rock, Ron Parson, Wally Auerbach

STAFF: Sandy Evans Hall, Andy Chapman, Lisa deRoulet

1. Items for Board Meeting Agenda – February 6
Sandy covered the proposed agenda and changes were made to cover the Tahoe Expedition Academy's proposed use of the North Tahoe Event Center under Staff Report and to move the Squaw Valley presentation to the end of the staff reports and action items.
2. Executive Committee Guidelines
 - a. Purpose, Membership, Communications and Reporting, Annual CEO Review
The board will be asked to ratify the purpose of the Exec. Committee to be to review the agenda and make determination if the issue is ready for board deliberation, to conduct the annual CEO performance review and to assist the CEO in negotiating the contract with Placer County.
3. Tahoe Expedition Academy – NTEC Update
There are issues with the school's use of the building that are up to the NTPUD. A letter misrepresented the support of the NLTRA and a letter will be written to the NTPUD stating our position. Sandy will report on under Staff Report at the Board meeting
4. Lake Tahoe Sports Organizing Committee – X-Games Bid – Andy
Andy will be going to Aspen this weekend to gain backstage knowledge on the production of the X-Games along with several other representatives of the Sports Organizing Committee. This will better prepare the committee for the bid process due in April.
5. Contract Policy Review – Meeting with David, Jennifer, Lisa Tuesday, Jan 22

- a. Budget issues: Dental Clinic, Business Associations, Base Transit, Other?
- b. Three Year Contract tied to TOT
- c. Current Year projected fund balance

In addition to the above the Executive Committee recommended talking about how the budget assumption amount is determined, what accountability there is for the County if service monies are not fully spent, and what is the process of putting something in the TOT budget.

- 6. Board of Supervisors Reports: Strategic Goals, Summer Season 11/12 Recap
A copy of the presentation for the Board of Supervisors meeting on 1/22 was provided and comments were positive.
- 7. Memorandum of Understanding with Placer County Visitor Bureau
The MOU with the Auburn Visitor Center will be amended to include metrics such as Visitor Center counts, group leads provided, and trade show stats.
- 8. Proposed Reporting and Metrics for County
Sandy provided a sample of the proposed reporting schedule and metrics to be provided per the County contract. The Executive Committee did not have a problem with what was proposed and next steps will be to discuss with Jennifer Merchant
- 9. Financial Audit Report – Lisa
Lisa provided a copy of the audit report – only one item is being recommended by the auditors and that is to update our policy and procedures manual for our accounting practices. That is being done by the accounting department this year.
- 10. Tahoe Truckee Airport District Master Plan Committee – request for participation
This request will be taken to the Infrastructure Committee to fill. If there are no volunteers, then CEO will delegate to staff. This is not a priority for the CEO.
- 11. Placer County Economic Development Awards
Nominations will be made for local businesses by NLTRA staff.
- 12. CEO Goals and Performance Evaluation
Executive Committee will bring a recommendation to the board on Feb. 6.



Staff Report for Board

Subject: Proposal for Reporting to County as required by 2012/13 Contract

From: Sandy Evans Hall; Reviewed by Executive Committee, Jennifer Merchant

Decision Considerations:

- This removes duplicative and less meaningful reporting and replaces it with timely data (monthly metrics), quarterly financial and infrastructure reporting, and continues the seasonal marketing semi-annual reports.
- There will be 4 planned presentations to the Board of Supervisors each year
- Semi-annual metrics on specific transportation enhancements will be provided
- Scope of Work will track with strategic planning and goal setting of prior and upcoming years with use of existing metrics for measurement

Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

Staff Recommendation: Approve



Proposal for Reporting and Metrics from NLTRA to Placer County

Monthly (commencing March 1, 2013): Provide a copy of Key Impact Metrics to County CEO Office to be distributed to Board of Supervisors and key department supervisors.

Quarterly (commencing February 15, 2013): February, May, August, November): Provide a listing of all Infrastructure and Transportation projects in progress within an Integrated Work Plan spread sheet, an updated cash flow projection for Infrastructure/Transportation projects, a reconciliation of funds held by county and a request for reimbursement of funds for expenses of prior quarter to County CEO Office; Quarterly Financial Statements.

Semi-Annually (November/May): Provide a report of the prior season marketing and promotion expenditures and metrics to County CEO Office to be distributed to Board of Supervisors; Provide One-Sheets on enhanced transportation services to include North Lake Tahoe Express, Water Shuttle, Skier Shuttle, Night Rider.

Annually: Provide presentations to the Board of Supervisors on the strategic goals of the organization (October), marketing strategies (January/July), and Integrated Work Plan for Infrastructure and Transportation projects (May). Also provide Scope of Work aligned with strategic goals and metrics by April 30.

If approved, all reports will be provided digitally and will be integrated into the contract language beginning in the 2013/14 contract year.

**Attachment A1
Task Checklist
FY 2012-2013**

| Tasks | Date Due |
|--|------------------------|
| Submit proposal for revised quarterly progress reports, including potential changes to metrics and reporting frequency. | Feb. 1, 2013 DONE |
| Complete Scope of Work agreement for services provided at the Auburn Visitor Center. | Jan. 9, 2013 DONE |
| Create and implement an annual Board-approved legislative platform consistent with Placer County policies, and approved by the County Executive Officer. Future contracts will have a Sept. 1 completion date to coincide with legislative session opportunities. | Feb. 6, 2013 DONE |
| All board members and executive director shall submit conflict of interest forms for County Executive Office review, | Feb. 6, 2013 DONE |
| Undergo a review of the joint Infrastructure and Transportation Committee and recommend any changes to the committee structure to the County Executive Office. | Before June 30, 2013 |
| An analysis shall be undertaken to determine fair share operational commitments from jurisdictions/businesses served. The analysis will consider full operational expenses, create a methodology for annual operational plans and adjustments, as necessary, to ensure equity among jurisdictions and/or businesses served by various NLTE routes, and result in annual approval of a full program budget by the Transportation Committee and Resort Association Board of Directors, and concurrence by the County Executive Office. | Prior to June 30, 2013 |

2012 MTRiP 5-Year Analysis
 “Historical and Future Six Months” Bookings
 July - December

**2012/13 RevPar and ADR Performance is almost to 2008/09 levels while
 Occupancy has been fairly stable**

| MTRiP Data | 2012/13 | 2011/12 | 2010/11 | 2009/10 | 2008/09 |
|--|---------|---------|---------|---------|---------|
| Historical Six Months | | | | | |
| Occupancy | 46.8% | 46.1% | 47.3% | 42.8% | 46.3% |
| ADR | \$215 | \$209 | \$211 | \$213 | \$218 |
| RevPAR | \$101 | \$96 | \$100 | \$92 | \$102 |
| Occupancy Variance to Base Year 12/13 | | 1.5% | -1.1% | 8.5% | 1.1% |
| ADR Variance to Base Year 12/13 | | 2.8% | 1.9% | 0.9% | -1.4% |
| RevPAR Variance to Base Year 12/13 | | 4.95% | 0.99% | 8.91% | -0.99% |
| Future Six Months | | | | | |
| Occupancy | 19.6% | 18.1% | 14.2% | 16.1% | 20.8% |
| ADR | \$248 | \$241 | \$248 | \$224 | \$226 |
| RevPAR | \$49 | \$44 | \$35 | \$36 | \$47 |
| Occupancy Variance to Base Year 12/13 | | 7.7% | 27.6% | 17.9% | -6.1% |
| ADR Variance to Base Year 12/13 | | 2.8% | 0.0% | 9.7% | 8.9% |
| RevPAR Variance to Base Year 12/13 | | 10.2% | 28.6% | 26.5% | 4.1% |



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Dec 31, 2012

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,699 Units ('MTRIP Census'*)

| | | 2012/13 | 2011/12 | Year over Year % Diff |
|---|-------------------------|---------|---------|--------------------------|
| a. Last Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for last month (December) changed by (6.6%) | Occupancy (December) : | 43.2% | 40.5% | 6.6% |
| North Lake Tahoe Average Daily Rate for last month (December) changed by (5.0%) | ADR (December) : | \$306 | \$292 | 5.0% |
| North Lake Tahoe RevPAR for last month (December) changed by (12.0%) | RevPAR (December) : | \$132 | \$118 | 12.0% |
| b. Next Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for next month (January) changed by (13.3%) | Occupancy (January) | 37.6% | 33.2% | 13.3% |
| North Lake Tahoe Average Daily Rate for next month (January) changed by (8.9%) | ADR (January) : | \$269 | \$248 | 8.9% |
| North Lake Tahoe RevPAR for next month (January) changed by (23.4%) | RevPAR (January) : | \$101 | \$82 | 23.4% |
| c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the prior 6 months changed by (1.5%) | Occupancy | 46.8% | 46.1% | 1.5% |
| North Lake Tahoe Average Daily Rate for the prior 6 months changed by (2.9%) | ADR | \$215 | \$209 | 2.9% |
| North Lake Tahoe RevPAR for the prior 6 months changed by (4.4%) | RevPAR | \$101 | \$96 | 4.4% |
| d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the upcoming 6 months changed by (8.2%) | Occupancy | 19.6% | 18.1% | 8.2% |
| North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (2.8%) | ADR | \$248 | \$241 | 2.8% |
| North Lake Tahoe RevPAR for the upcoming 6 months changed by (11.3%) | RevPAR | \$49 | \$44 | 11.3% |
| e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Dec. 31, 2012 vs. Previous Year | | | | |
| Rooms Booked during last month (December, 2012) compared to Rooms Booked during the same period last year (December, 2011) for all arrival dates has changed by (75.9%) | Booking Pace (December) | 7.1% | 4.0% | 75.9% |

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

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

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

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

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

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RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Dec 31, 2011

Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,727 Units ("MTRIP Census"*)

| | | 2011/12 | 2010/11 | Year over Year % Diff |
|--|-------------------------|---------|---------|--------------------------|
| a. Last Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for last month (December) changed by (-19.3%) | Occupancy (December) : | 40.5% | 50.2% | -19.3% |
| North Lake Tahoe Average Daily Rate for last month (December) changed by (2.7%) | ADR (December) : | \$292 | \$284 | 2.7% |
| North Lake Tahoe RevPAR for last month (December) changed by (-17.1%) | RevPAR (December) : | \$118 | \$143 | -17.1% |
| b. Next Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for next month (January) changed by (5.4%) | Occupancy (January) | 33.2% | 31.5% | 5.4% |
| North Lake Tahoe Average Daily Rate for next month (January) changed by (-1.5%) | ADR (January) : | \$248 | \$251 | -1.5% |
| North Lake Tahoe RevPAR for next month (January) changed by (3.8%) | RevPAR (January) : | \$82 | \$79 | 3.8% |
| c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the prior 6 months changed by (-1.4%) | Occupancy | 46.7% | 47.3% | -1.4% |
| North Lake Tahoe Average Daily Rate for the prior 6 months changed by (0.1%) | ADR | \$211 | \$211 | 0.1% |
| North Lake Tahoe RevPAR for the prior 6 months changed by (-1.3%) | RevPAR | \$98 | \$100 | -1.3% |
| d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the upcoming 6 months changed by (28.2%) | Occupancy | 18.1% | 14.2% | 28.2% |
| North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-2.8%) | ADR | \$241 | \$248 | -2.8% |
| North Lake Tahoe RevPAR for the upcoming 6 months changed by (24.6%) | RevPAR | \$44 | \$35 | 24.6% |
| e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Dec. 31, 2011 vs. Previous Year | | | | |
| Rooms Booked during last month (December, 2011) compared to Rooms Booked during the same period last year (December, 2010) for all arrival dates has changed by (-42.4%) | Booking Pace (December) | 4.1% | 7.2% | -42.4% |

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

** **Destination Census:** The total number of rooms available for rental within the community as established by the Transient Inventory Study of July 2009 and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

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

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

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

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RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Dec 31, 2009

Executive Summary

Data based on a sample of 1729 units in the North Lake Tahoe Community

| | | 2009/10 | 2008/09 | Year over Year % Diff |
|---|---------------------------|---------|---------|--------------------------|
| a. Last Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for last month (December) changed by (10.4%) | Occupancy (December) : | 43.1% | 39.0% | 10.4% |
| North Lake Tahoe Average Daily Rate for last month (December) changed by (-1.3%) | ADR (December) : | \$286 | \$290 | -1.3% |
| North Lake Tahoe RevPAR for last month (December) changed by (8.9%) | RevPAR (December) : | \$123 | \$113 | 8.9% |
| b. Next Month Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for next month (January) changed by (2.0%) | Occupancy (January) | 34.5% | 33.8% | 2.0% |
| North Lake Tahoe Average Daily Rate for next month (January) changed by (-2.7%) | ADR (January) : | \$253 | \$260 | -2.7% |
| North Lake Tahoe RevPAR for next month (January) changed by (-0.8%) | RevPAR (January) : | \$87 | \$88 | -0.8% |
| c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the prior 6 months changed by (-7.6%) | Occupancy | 42.8% | 46.3% | -7.6% |
| North Lake Tahoe Average Daily Rate for the prior 6 months changed by (-2.1%) | ADR | \$213 | \$218 | -2.1% |
| North Lake Tahoe RevPAR for the prior 6 months changed by (-9.7%) | RevPAR | \$92 | \$102 | -9.7% |
| d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD | | | | |
| North Lake Tahoe Occupancy for the upcoming 6 months changed by (-22.7%) | Occupancy | 16.1% | 20.8% | -22.7% |
| North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-0.8%) | ADR | \$224 | \$226 | -0.8% |
| North Lake Tahoe RevPAR for the upcoming 6 months changed by (-23.3%) | RevPAR | \$36 | \$47 | -23.3% |
| e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Dec. 31, 2009 vs. Previous Year | | | | |
| Rooms Booked during last month (December, 2009) compared to Rooms Booked during the same period last year (December, 2008) for all arrival dates has changed by (20.1%) | Booking Pace (December) : | 6.3% | 5.2% | 20.1% |

Supporting Data Tables are provided in the last section of this Report, and provide a full set of supporting information. While neither as easy or convenient as the Summary or Charts, the Tables offer the most complete presentation of data that is available to MTRIP Subscribers.

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

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

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

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Staff Report for Board

Subject: Memorandum of Agreement with Placer County Visitors Bureau

From: Sandy Evans Hall; Reviewed by Executive Committee, Jennifer Merchant

Decision Considerations:

- This MOU provides visitor display space and distribution of marketing materials through the California Welcome Center in Auburn.
- NLTRA has been requested by Placer County to provide \$40,000 in funding for the Visitors Bureau.
- Additional services from the Visitors Bureau include promoting North Lake Tahoe through the Placer County Fair and tradeshow such as the Bay Area Travel Adventure Show.
- The Visitors Bureau will also provide promotion of events and activities through printed materials, public relations efforts and social media.
- Metrics such as trade show attendance, visitor center calls and walk-ins, and a report of additional promotional efforts will be provided to NLTRA
- It is recommended that the NLTRA board advise Placer County that the current funding level is more than the current level of services would justify and that future funding or services be adjusted accordingly.

Staff Recommendation: Approve



**MEMORANDUM OF AGREEMENT
BETWEEN THE NORTH LAKE TAHOE CHAMBER/CVB/RESORT
ASSOCIATION AND THE PLACER COUNTY VISITORS BUREAU FOR USE
OF TOT FUNDS
FISCAL YEAR 2012-13**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Visitors Bureau (PCVB) regarding use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the PCVB program known as the Placer County Visitors Bureau Marketing Program for the North Lake Tahoe Resort Association.

This agreement confirms the PCVB commitment to follow the program scope of work, as defined in this agreement, report any necessary changes to the program scope, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon program completion, including the return, if applicable, of any unspent funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and PCVB do here by agree as follows:

1. The NLTRA and PCVB agree that the program goal is to enhance the economic development of North Lake Tahoe area of Placer County through increases in visitor spending, including the Placer County TOT.
2. The PCVB agrees to help promote the North Lake Tahoe Area as a year-round visitor destination through a year-round supportive marketing effort including trade and travel shows, public relations, special promotions, web site marketing and direct sales. Specific program elements to be provided by the PCVB will include the following, as appropriate:
 - California Welcome Center space dedicated specifically for NLTRA for display of North Lake Tahoe promotional exhibits and materials.
 - Direct marketing of NLTRA and North Lake Tahoe at visitor industry trade and travel shows to include Bay Area Travel Adventure Show and Long Beach Travel and Adventure Show (2014).
 - Distribution of marketing materials provided by the NLTRA at the PCVB California State Fair booth.

- Provide space and necessary power/Internet access in the California Welcome Center to allow TV/video promotion of North Lake Tahoe visitor attractions and special events, and to represent and respond to visitor inquiries for information.
- Assist NLTRA with promotion of visitor-interest events/attractions through communication of such to member partners, printed information for visitors to the California Welcome Center, brochure display, social media and PR efforts.
- Provide the NLTRA with metrics that include visitor center visitation numbers by week and trade and travel show attendance numbers.

3. The NLTRA and PCVB agree that the Placer County Office of Economic Development is designated as the Administrator of this Agreement and shall receive and process all reports and requests for payment on behalf of both parties. The Agreement Administrator will provide copies of all reports and payment requests to the NLTRA. All correspondence shall be sent to the following addresses:

Memorandum of Agreement
 County of Placer
 Office of Economic Development
 175 Fulweiler Ave.
 Auburn, CA 95603

CEO/Executive Director
 North Lake Tahoe Resort Assn.
 PO Box 5954
 Tahoe City, CA 96145

4. For the occurrence of program elements described herein, the NLTRA agrees to pay the PCVB the sum or \$40,000 upon receipt of a Request for Reimbursement from the PCVB and approved by the Agreement Administrator. These funds, as approved by the NLTRA Board of directors and Placer County Board of Supervisors on November 20, 2012, will be used for support of PCVB general operations and promotional activities for Fiscal Year 2012-2013.

5. The PCVB agrees to submit reports from shows and meetings providing a review of effectiveness of lead generation as well as updates of all other items described above on behalf of the NLTRA for the period covered by this Agreement. These reports will be submitted by March 15 and June 30, 2013.

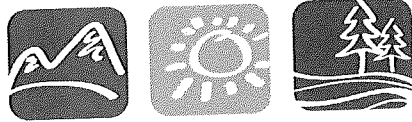
6. It is expressly understood and agreed that this Memorandum of Agreement constitutes the entire agreement between PCVB and NLTRA. In no event shall PCVB be entitled to any compensation, benefits, reimbursements or ancillary services other than as expressly provided in this Agreement. PCVB acknowledges that it is an independent contractor for the purposes of this Agreement and is not an employee or agent of the NLTRA in the performance of the services under this Agreement.

7. The PCVB agrees to be responsible for the payment of any taxes and withholding required by law, due to the performance of this Agreement.

8. the NLTRA and PCVB agree that this Agreement may be amended or modified only by written agreement of both parties.

**Attachment A1
Task Checklist
FY 2012-2013**

| Tasks | Date Due |
|--|------------------------|
| Submit proposal for revised quarterly progress reports, including potential changes to metrics and reporting frequency. | Feb. 1, 2013 DONE |
| Complete Scope of Work agreement for services provided at the Auburn Visitor Center. | Jan. 9, 2013 DONE |
| Create and implement an annual Board-approved legislative platform consistent with Placer County policies, and approved by the County Executive Officer. Future contracts will have a Sept. 1 completion date to coincide with legislative session opportunities. | Feb. 6, 2013 DONE |
| All board members and executive director shall submit conflict of interest forms for County Executive Office review, | Feb. 6, 2013 DONE |
| Undergo a review of the joint Infrastructure and Transportation Committee and recommend any changes to the committee structure to the County Executive Office. | Before June 30, 2013 |
| An analysis shall be undertaken to determine fair share operational commitments from jurisdictions/businesses served. The analysis will consider full operational expenses, create a methodology for annual operational plans and adjustments, as necessary, to ensure equity among jurisdictions and/or businesses served by various NLTE routes, and result in annual approval of a full program budget by the Transportation Committee and Resort Association Board of Directors, and concurrence by the County Executive Office. | Prior to June 30, 2013 |



north lake tahoe

Chamber | CVB | Resort Association

February 6, 2013

Subject: Resort Triangle Transportation Vision Coalition Update and Cost Scenarios
Funding Request
From: Ron Treabess, Director of Community Partnerships and Planning

Resort Triangle Transportation Vision Coalition (RTTVC) Update:

- NLTRA Board and Board of Supervisors approved Joint Committee funding recommendation and Transit Summit was held Friday, October 26, 2012
- Most of over 60 in attendance verbally committed to continuing and participating in the detailed development of the vision
- The RTTVC (organizations that committed at Summit) met January 3rd and agreed to a vision statement, elements essential for vision inclusion, next steps necessary to the process, and formed committees to achieve the next steps. (See attached RTTVC meeting results)

Decision Considerations:

- One of the immediate next steps requiring funding is for the Coalition to approve a consultant Scope of Work to develop a concept plan including operational and capital cost scenarios
- These will be general, not specific funding strategies, which are beyond the proposed Scope.
- The resulting document will give guidance to the Coalition in selecting the more detailed direction to follow in furthering the transit vision.
- At the request of the Coalition, LSC Transportation Consultants has submitted the attached proposal to prepare the North Tahoe Transit Vision Concept Plan with concept cost estimates.
- The LSC estimate to complete this Scope is not to exceed \$10,000. TOT funds are available in the NLTRA 2012-13 Transportation Research and Planning budget.
- The Joint Committee, at its January 28th meeting voted unanimously to endorse the Resort Triangle Transportation Vision Coalition and the use of up to \$10,000 of Transportation Research and Planning funds to prepare the North Tahoe Transit Vision Concept Plan with concept cost estimates.
- Other Committee comments: 1) The Vision Concept Plan must reference the need to include technical innovation in the development of all transportation services; 2) insure that the Committee reviews the Vision Concept Plan results; and 3) staff should seek funding contributions from Coalition partners.

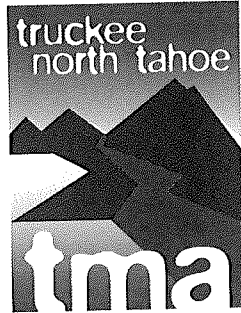
Tourism Master Plan/Strategic Goals:

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

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

Staff Recommendation:

After review and discussion, staff requests that the NLTRA Board endorse the Resort Triangle Transportation Vision Coalition and approve expenditure of up to \$10,000 of transportation research and planning funds to develop a general North Tahoe Transit Vision Concept Plan. The Scope of Work, to also be approved by the Coalition, includes determination of cost scenarios enabling the Coalition to move forward with the Vision.



Resort Triangle Transportation Vision Coalition

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

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

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

Tactics:

Frequency

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

Capital Improvements

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

Operations

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

Amenities

- Wi-Fi on buses
- Environmentally clean fuel systems
- Multi-lingual signage for International visitors
- Use of technology to communicate to passengers

- Easy connection to other forms of transportation – train, boat, airplane, bicycle
- Front door delivery to recreation sites

Governance and Funding

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

Next Steps:

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

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

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

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

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

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

Future Agenda Topics to Cover in addition to above items:

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

March – TTD to present on Trans Sierra coalition funding concept

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

April – Results from TTD polling



**TRANSPORTATION PLANNING AND
TRAFFIC ENGINEERING CONSULTANTS**

2690 Lake Forest Road, Suite C
Post Office Box 5875
Tahoe City, California 96145
(530) 583-4053 FAX: (530) 583-5966
info@lsctahoe.com • www.lsctrans.com

January 18, 2013

Mr. Ron Treabess, Director of Community Partnerships and Planning
NLTRA
PO Box 5459
Tahoe City CA 96145

RE: North Tahoe Transit Vision Concept Plan

Dear Mr. Treabess:

Per our meetings, LSC Transportation Consultants, Inc. is pleased to present our proposal to develop a conceptual plan for a long-range public transportation services in the North Tahoe / Truckee region. The overall strategy would be to connect the region (North Shore, West Shore, Sand Harbor, Squaw Valley, Northstar, Truckee, Donner Summit) with the type of transit service that destination resort visitors have become accustomed to at competing mountain resort regions.

This work will build upon the results of the Transportation Summit held on October 26, 2012, as well as subsequent meetings of the Vision Coalition. Our work will focus on fleshing out the operational, capital and cost details of the concepts that the Coalition has been developing. This will consist of developing the following:

- **Service Concept Plan** – Separate plans will be developed for winter, summer and offseason. These plans will also vary between daytime and evening service levels. In addition to local services, express services will be identified as part of the winter and summer daytime service plans. The daily and annual vehicle-hours and vehicle-miles of service will be estimated.
- **Capital Concept Plan** – The number of buses needed to operate the service plan will be calculated (including the necessary spare units). The potential for park-and-ride activity will be discussed, and used to identify appropriate locations/sizes for new facilities. Existing available passenger counts and plans for new bus shelters will be used to identify the location of new shelters needed to support this vision plan. The ability of the existing transit operations/maintenance facility at Cabin Creek to accommodate the expanded transit program will be assessed, and the additional bus parking area and maintenance bays identified.

- **Conceptual Cost Estimates** – Operating costs will be estimated based on two options: provision of service by Placer County, and provision of service by a separate transit service contractor. These costs will be estimated for the region as a whole, and also for the three key counties (Placer, Washoe and Nevada) within the region. Capital costs will be estimated based on current unit costs. In addition, capital costs will be annualized and added to annual operating costs to identify the yearly funding level required for the overall program.

Potential ridership will be discussed at a qualitative level, though detailed ridership estimates are outside this proposed work scope. Specific funding strategies (including allocation of funding responsibilities) are also outside this proposed work scope.

LSC will prepare a technical memorandum presenting the results of our analysis. We will then attend up to two meetings to present and discuss our analysis, and make one round of modifications based upon staff comments. This resulting document can then be used to decide on “next steps” in furthering the transit vision, beyond this limited scope. It should be noted that additional planning work would be required for actual implementation of new services and capital improvements, or to provide the level of detail needed to support a tax initiative.

As shown in Table A, we estimate that this work scope will require a total of \$10,000 to complete. Please note that the rates shown are lower than our standard 2011 rates, reflecting our longstanding relationship with the NLTRA.

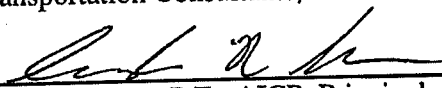
LSC would be willing to undertake this work on a time-and-materials basis, with a total contract amount of \$10,000 that would not be exceeded without your prior written approval.

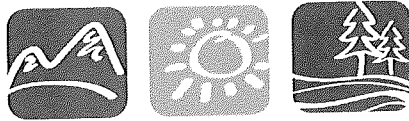


We would be happy to discuss any changes to the scope or contractual arrangements that you feel would be appropriate. Thank you for the opportunity to make this proposal. We look forward to working with the NLTRA in advancing this exciting project for the North Tahoe region.

Respectfully Submitted,

LSC Transportation Consultants, Inc.

by: 
Gordon R. Shaw, P.E., AICP, Principal



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February 6, 2013

Subject: Free Skier Shuttle Report
From: Ron Treabess, Director of Community Partnerships and Planning

Regional Coordinated Free Ski Shuttle Program

- Tahoe Transportation District has contracted with Amador Transit for the 5-bus service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA is managing the service. Service began December 24th.
- The Placer County Board of Supervisors approved the NLTRA recommendation for TOT funding of 26% total costs. (\$65,900) The total budget for the program is \$253,100. (See attached Exhibit B)
- For the first 21 days of service, total ridership has been 1721 passengers. Overall ridership per day has averaged 82. (See attached passenger counts)
- Program Management Overview
 - Ambassadors to acquaint bus drivers, welcome riders, provide info
 - Ski Shuttle collateral distributed to partners
 - Park and Ride lot coordination each day until 10:00 a.m.
 - Northstar donation of Blue lot for Park & Ride
 - Passenger logs review and reporting
 - Work with operator and lodging regarding service interruptions and on-going improvements
 - Provide each rider with survey card (See attached)
 - Make survey available on website
 - Onboard passenger interviews during Presidents weekend
 - Prepare end of season performance analysis and recommendations for 2013/14 season (See attached Criteria Guidelines for Evaluating TOT Funded Transit Services)

**EXHIBIT B: 2012-13 North Tahoe / Truckee Regional
Skier Shuttle Program Annual Budget**

Costs

| | |
|--------------------------------------|-----------|
| Operating Cost (1) | \$173,548 |
| Administrative Costs | \$15,000 |
| Monitoring/Reporting | \$8,000 |
| Marketing | \$25,000 |
| Snow Removal (Truckee Park and Ride) | \$3,000 |
| Legal Costs | \$5,000 |
| <i>Subtotal</i> | \$229,548 |
| Contingency | \$23,552 |
| Total Annual Costs | \$253,100 |

Revenues

| | | <u>% of Total Revenues</u> |
|-------------------------------------|-----------|--------------------------------|
| <u>Lodging</u> | | |
| NLTRA | \$65,900 | 26% |
| Town of Truckee | \$5,000 | 2% |
| Other Lodging Outside Placer County | \$7,500 | 3% |
| <i>Subtotal</i> | \$78,400 | 31% |
| <u>Participating Ski Resorts</u> | | |
| Squaw Valley/Alpine Meadows | \$169,000 | 67% |
| Homewood Mtn Resort | \$5,700 | 2% |
| <i>Subtotal</i> | \$174,700 | 69% |
| Total Annual Revenues | \$253,100 | 100% |

Note 1: 789 vehicle service hours at \$219.96 per hr.



Summary Report December 22, 2012 - January 27, 2013

| Route: Hyatt to Squaw - Bus #1 | | | | | | | |
|--------------------------------|-----------|-----------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 22 | 24.53 | 36.91 | 18.45 | 16.55 | \$13.29 |
| Saturday | 5 | 10 | 11.15 | 41.00 | 20.50 | 18.39 | \$11.96 |
| Sunday | 5 | 10 | 11.15 | 41.20 | 20.60 | 18.48 | \$11.91 |
| TOTAL | 21 | 42 | 46.83 | 38.90 | 19.45 | 17.45 | \$12.61 |

| Route: Hyatt to Squaw - Bus #2 | | | | | | | |
|--------------------------------|-----------|-----------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 22 | 25.08 | 24.55 | 12.27 | 10.77 | \$20.43 |
| Saturday | 5 | 10 | 11.4 | 23.00 | 11.50 | 10.09 | \$21.80 |
| Sunday | 5 | 10 | 11.4 | 22.00 | 11.00 | 9.65 | \$22.80 |
| TOTAL | 21 | 42 | 47.88 | 23.57 | 11.79 | 10.34 | \$21.28 |

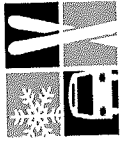
| Route: West Shore - Squaw | | | | | | | |
|---------------------------|-----------|------------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 66 | 61.38 | 13.09 | 2.18 | 2.35 | \$93.76 |
| Saturday | 5 | 30 | 27.9 | 8.80 | 1.47 | 1.58 | \$139.47 |
| Sunday | 5 | 30 | 27.9 | 7.00 | 1.17 | 1.25 | \$175.34 |
| TOTAL | 21 | 126 | 117.18 | 10.62 | 1.77 | 1.90 | \$115.58 |

| Route: Squaw to Northstar | | | | | | | |
|---------------------------|-----------|-----------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 44 | 39.27 | 5.64 | 1.41 | 1.58 | \$139.32 |
| Saturday | 5 | 20 | 17.85 | 4.00 | 1.00 | 1.12 | \$196.31 |
| Sunday | 5 | 20 | 17.85 | 3.20 | 0.80 | 0.90 | \$245.39 |
| TOTAL | 21 | 84 | 74.97 | 4.67 | 1.17 | 1.31 | \$168.27 |

| Route: Northstar to Squaw | | | | | | | |
|---------------------------|-----------|-----------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 44 | 38.28 | 5.09 | 1.27 | 1.46 | \$150.36 |
| Saturday | 5 | 20 | 17.4 | 2.00 | 0.50 | 0.57 | \$382.73 |
| Sunday | 5 | 20 | 17.4 | 4.40 | 1.10 | 1.26 | \$173.97 |
| TOTAL | 21 | 84 | 73.08 | 4.19 | 1.05 | 1.20 | \$182.67 |

| ALL ROUTES | | | | | | | |
|--------------|-----------|------------|---------------|---------------|---------------|---------------|-----------------|
| | # Days | Runs | Veh. Svc. Hrs | Ridership/Day | Ridership/Run | Ridership/VSH | *Cost/Passenger |
| Weekday | 11 | 198 | 188.65 | 85.27 | 4.74 | 4.97 | \$44.24 |
| Saturday | 5 | 90 | 85.75 | 78.80 | 4.38 | 4.59 | \$47.87 |
| Sunday | 5 | 90 | 85.75 | 77.80 | 4.32 | 4.54 | \$48.49 |
| TOTAL | 21 | 378 | 360.15 | 81.95 | 4.55 | 4.78 | \$46.03 |

*Cost per passenger based on operator cost only



freeski shuttle
NORTH TAHOE-TRUCKEE

North Tahoe - Truckee Skier Shuttle Daily Ridership

12/22/12 - 1/27/13

**No Service 12/22 & 12/23 due to weather and safety issues.

| Date | Incline-Squaw 1 | | | Incline-Squaw 2 | | | West Shore - Squaw | | | Squaw - Northstar | | | Northstar-Squaw | | | Daily Total - All Routes | | |
|---------------------------|-----------------|------------|------------|-----------------|------------|------------|--------------------|------------|------------|-------------------|-----------|-----------|-----------------|-----------|-----------|--------------------------|-------------|-------------|
| | AM | PM | Total | AM | PM | Total | AM | PM | Total | AM | PM | Total | AM | PM | Total | AM | PM | Total |
| Monday 12/24 | 8 | 20 | 28 | 1 | 11 | 12 | 0 | 6 | 6 | 2 | 1 | 3 | 2 | 0 | 2 | 13 | 38 | 51 |
| Tuesday 12/25 | 2 | 8 | 10 | 9 | 13 | 22 | 2 | 4 | 4 | 2 | 2 | 4 | 0 | 0 | 0 | 15 | 25 | 40 |
| Wednesday 12/26 | 4 | 16 | 20 | 11 | 19 | 30 | 2 | 2 | 2 | 1 | 1 | 1 | 0 | 0 | 0 | 17 | 36 | 53 |
| Thursday 12/27 | 16 | 17 | 33 | 5 | 11 | 16 | 3 | 6 | 6 | 1 | 0 | 1 | 1 | 0 | 1 | 26 | 31 | 57 |
| Friday 12/28 | 10 | 27 | 37 | 13 | 23 | 36 | 8 | 14 | 14 | 1 | 1 | 9 | 1 | 0 | 1 | 40 | 57 | 97 |
| Saturday 12/29 | 7 | 13 | 20 | 8 | 8 | 16 | 1 | 8 | 8 | 4 | 3 | 7 | 5 | 0 | 5 | 25 | 31 | 56 |
| Sunday 12/30 | 7 | 25 | 32 | 4 | 10 | 14 | 6 | 12 | 12 | 0 | 4 | 4 | 4 | 0 | 8 | 25 | 45 | 70 |
| Monday 12/31 | 18 | 27 | 45 | 10 | 17 | 27 | 9 | 21 | 21 | 2 | 4 | 6 | 11 | 6 | 17 | 50 | 66 | 116 |
| Tuesday 1/1 | 19 | 31 | 50 | 1 | 17 | 18 | 1 | 7 | 7 | 0 | 0 | 0 | 6 | 0 | 6 | 27 | 54 | 81 |
| Wednesday 1/2 | 15 | 28 | 43 | 4 | 21 | 25 | 11 | 13 | 24 | 2 | 13 | 15 | 8 | 1 | 9 | 40 | 76 | 116 |
| Thursday 1/3 | 13 | 31 | 44 | 4 | 21 | 25 | 17 | 16 | 33 | 4 | 13 | 17 | 8 | 0 | 8 | 46 | 81 | 127 |
| Friday 1/4 | 14 | 24 | 38 | 11 | 21 | 32 | 10 | 12 | 22 | 1 | 4 | 5 | 9 | 1 | 10 | 45 | 62 | 107 |
| Saturday 1/5 | 21 | 44 | 65 | 12 | 14 | 26 | 3 | 11 | 14 | 5 | 0 | 5 | 0 | 0 | 0 | 41 | 69 | 110 |
| Sunday 1/6 | 22 | 34 | 56 | 3 | 23 | 26 | 4 | 6 | 10 | 0 | 4 | 4 | 2 | 0 | 2 | 31 | 67 | 98 |
| Sunday 1/12 | 10 | 21 | 31 | 2 | 20 | 22 | 0 | 0 | 0 | 6 | 2 | 8 | 2 | 2 | 4 | 20 | 45 | 65 |
| Sunday 1/13 | 10 | 41 | 51 | 3 | 19 | 22 | 2 | 3 | 5 | 1 | 2 | 3 | 4 | 4 | 8 | 20 | 69 | 89 |
| Saturday 1/19 | 12 | 25 | 37 | 5 | 22 | 27 | 5 | 11 | 11 | 0 | 0 | 0 | 1 | 0 | 1 | 23 | 53 | 76 |
| Sunday 1/20 | 9 | 17 | 26 | 5 | 18 | 23 | 4 | 1 | 5 | 1 | 3 | 4 | 3 | 0 | 3 | 22 | 39 | 61 |
| Monday 1/21 | 17 | 41 | 58 | 2 | 25 | 27 | 0 | 5 | 5 | 0 | 1 | 1 | 2 | 0 | 2 | 21 | 72 | 93 |
| Saturday 1/26 | 13 | 39 | 52 | 3 | 21 | 24 | 11 | 0 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 60 | 87 |
| Sunday 1/27 | 5 | 36 | 41 | 0 | 25 | 25 | 0 | 3 | 3 | 0 | 1 | 1 | 0 | 1 | 1 | 5 | 66 | 71 |
| Subtotal: Saturday | 63 | 142 | 205 | 30 | 85 | 115 | 20 | 24 | 44 | 15 | 5 | 20 | 8 | 2 | 10 | 136 | 258 | 394 |
| Subtotal: Sunday | 53 | 153 | 206 | 15 | 95 | 110 | 16 | 19 | 35 | 2 | 14 | 16 | 17 | 5 | 22 | 103 | 286 | 389 |
| Subtotal: Weekday | 136 | 270 | 406 | 71 | 199 | 270 | 63 | 81 | 144 | 22 | 40 | 62 | 48 | 8 | 56 | 340 | 598 | 938 |
| TOTAL | 252 | 565 | 817 | 116 | 379 | 495 | 99 | 124 | 223 | 39 | 59 | 98 | 73 | 15 | 88 | 579 | 1142 | 1721 |

Skier Shuttle Passenger Counts

Days of Service:

December 24, 25, 26, 27, 28, 29, 30, 31

January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27

Hyatt - Squaw Bus #1 AM Runs

| Stop | Service Time | | Passengers | |
|---|--------------|-----------|------------|------------|
| | Scheduled | Departing | Boarding | Departing |
| Hyatt | Dep | 7:45 AM | 54 | |
| Crystal Bay | Dep | 8:00 AM | 2 | |
| Kings Beach East (Caliente) | Dep | 8:06 AM | 46 | |
| Kings Beach Central (Daves ski Shop) | Dep | 8:07 AM | 27 | |
| Kings Beach West (Safeway TART Stop) | Dep | 8:08 AM | 13 | 2 |
| Tahoe Vista East (Firelite Lodge) | Dep | 8:09 AM | 18 | 5 |
| Tahoe Vista Central (TART Stop after Anderson Rd) | Dep | 8:10 AM | 3 | |
| Tahoe Vista West (Cedar Glen Lodge) | Dep | 8:11 AM | 17 | |
| Carmelian Bay (TART Stop at 7-11/CB's Pizza) | Dep | 8:15 AM | 27 | 8 |
| Dollar Hill (TART Stop - across from 7-11) | Dep | 8:18 AM | 17 | 4 |
| Peppertree Inn | Dep | 8:21 AM | 9 | 17 |
| Americas Best Value Inn | Dep | 8:22 AM | 6 | 2 |
| Bank of America - TART Stop just before | Dep | 8:23 AM | 6 | |
| Tahoe City Transit Center (Bay 5) | Arr | | | 18 |
| Tahoe City Transit Center | Dep | 8:32 AM | 6 | |
| River Ranch | Dep | 8:40 AM | 1 | 3 |
| Deer Park (Alpine Meadows) | Dep | 8:41 AM | | 51 |
| Squaw Valley | Arr | 8:52 AM | | 142 |
| Totals: | | | 252 | 252 |

Squaw - Hyatt Bus #1 PM Runs

| Stop | Service Time | | Passengers | |
|--|--------------|-----------|------------|------------|
| | Scheduled | Departing | Boarding | Departing |
| Squaw Valley | Dep | 4:00 PM | 357 | |
| Deer Park (Alpine Meadows) | Dep | 4:10 PM | 99 | |
| River Ranch Parking Lot | Dep | 4:11 PM | 6 | 4 |
| Tahoe City Transit Center (Bay 4) | Arr | | 1 | 57 |
| Tahoe City Transit Center | Dep | 4:20 PM | 24 | |
| Tahoe City - Tahoe Marina Lodge (TART Stop) | Dep | 4:22 PM | 24 | 26 |
| Tahoe City - Across from Americas Best Value Inn | Dep | 4:23 PM | | 6 |
| Tahoe City - Across from Pepper Tree | Dep | 4:24 PM | 40 | 52 |
| Dollar Hill (7-11) | Dep | 4:29 PM | 2 | 86 |
| Carmelian Bay (Ganwoods) | Dep | 4:33 PM | | 49 |
| Tahoe Vista West (Tahoe Sands) | Dep | 4:36 PM | | 25 |
| Tahoe Vista Central (Mourelatos) | Dep | 4:37 PM | 4 | 10 |
| Tahoe Vista East (TART Stop - E. of National) | Dep | 4:38 PM | 4 | 27 |
| Kings Beach West (Red Wolf Lodge) | Dep | 4:40 PM | | 22 |
| Kings Beach Central (Ferrari Crown) | Dep | 4:45 PM | | 33 |
| Kings Beach East (TART stop - Across from | Dep | 4:46 PM | 2 | 72 |
| Crystal Bay (TART Stop) | Dep | 4:50 PM | 2 | 39 |
| Hyatt | Dep | 5:10 PM | | 57 |
| Totals: | | | 565 | 565 |

Skier Shuttle Passenger Counts

Days of Service:

December 24, 25, 26, 27, 28, 29, 30, 31

January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27

Hyatt - Squaw Bus #2 AM Runs

| Stop | Service Time Scheduled | | Passengers | |
|---|------------------------|---------|------------|------------|
| | Dep | Arr | Boarding | Departing |
| Hyatt | Dep | 8:18 AM | 54 | |
| Crystal Bay | Dep | 8:33 AM | 3 | |
| Kings Beach East (Calliente) | Dep | 8:39 AM | 19 | |
| Kings Beach Central (Daves ski Shop) | Dep | 8:40 AM | 1 | |
| Kings Beach West (Safeway TART Stop) | Dep | 8:41 AM | 4 | |
| Tahoe Vista East (Firelite Lodge) | Dep | 8:42 AM | 2 | |
| Tahoe Vista Central (TART Stop after Anderson Rd) | Dep | 8:43 AM | 2 | |
| Tahoe Vista West (Cedar Glen Lodge) | Dep | 8:44 AM | 9 | |
| Carmelian Bay (TART Stop at 7-11/CB's Pizza) | Dep | 8:48 AM | 6 | |
| Dollar Hill (TART Stop - across from 7-11) | Dep | 8:51 AM | 1 | |
| Peppertree Inn | Dep | 8:54 AM | 2 | |
| Americas Best Value Inn | Dep | 8:55 AM | 5 | |
| Bank of America - TART Stop just before | Dep | 8:56 AM | 2 | |
| Tahoe City Transit Center (Bay 5) | AIT | | | 7 |
| Tahoe City Transit Center | Dep | 9:05 AM | 6 | |
| River Ranch | Dep | 9:10 AM | | |
| Deer Park (Alpine Meadows) | Dep | 9:11 AM | | 32 |
| Squaw Valley | AIT | 9:25 AM | | 77 |
| Totals: | | | 116 | 116 |

Squaw - Hyatt Bus #2 PM Runs

| Stop | Service Time Scheduled | | Passengers | |
|--|------------------------|---------|------------|------------|
| | Dep | Arr | Boarding | Departing |
| Squaw Valley | Dep | 4:53 PM | 329 | |
| Deer Park (Alpine Meadows) | Dep | 5:03 PM | 21 | 3 |
| River Ranch Parking Lot | Dep | 5:04 PM | 4 | |
| Tahoe City Transit Center (Bay 4) | AIT | | 2 | 38 |
| Tahoe City Transit Center | Dep | 5:13 PM | | 4 |
| Tahoe City - Tahoe Marina Lodge (TART Stop) | Dep | 5:15 PM | | 16 |
| Tahoe City - Across from Americas Best Value Inn | Dep | 5:16 PM | | 25 |
| Tahoe City - Across from Pepper Tree | Dep | 5:17 PM | 16 | 30 |
| Dollar Hill (7-11) | Dep | 5:22 PM | | 30 |
| Carmelian Bay (Garwoods) | Dep | 5:26 PM | | 33 |
| Tahoe Vista West (Tahoe Sands) | Dep | 5:29 PM | 1 | 44 |
| Tahoe Vista Central (Mourelatos) | Dep | 5:30 PM | | 2 |
| Tahoe Vista East (TART Stop - E. of National) | Dep | 5:31 PM | | 15 |
| Kings Beach West (Red Wolf Lodge) | Dep | 5:35 PM | 5 | 12 |
| Kings Beach Central (Ferrari Crown) | Dep | 5:38 PM | | 38 |
| Kings Beach East (TART stop - Across from | Dep | 5:39 PM | | 41 |
| Crystal Bay (TART Stop) | Dep | 5:43 PM | 1 | 6 |
| Hyatt | AIT | 6:00 PM | | 42 |
| Totals: | | | 379 | 379 |

Skier Shuttle Passenger Counts

Days of Service:

December 24, 25, 26, 27, 28, 29, 30, 31

January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27

Homewood - Squaw AM Runs

| Stop | Service Time | | Passengers | |
|---------------------------------------|--------------|-----------|------------|-----------|
| | Scheduled | Departing | Boarding | Departing |
| Tahoma Post Office | Dep | 7:50 AM | 5 | |
| TART Stop - Across from Tahoma Meadow | Dep | 7:51 AM | | |
| Homewood Mt. Resort - TART Stop | Dep | 8:00 AM | | 2 |
| Sunnyside - TART Stop | Dep | 8:10 AM | 3 | |
| Granlibakken - Porte Cochere | Dep | 8:15 AM | 30 | |
| Tahoe City Transit Center (Bay 5) | Arr | | 1 | 2 |
| Tahoe City Transit Center | Dep | 8:25 AM | 4 | |
| River Ranch | Dep | 8:30 AM | 3 | |
| Deer Park (Alpine Meadows) | Dep | 8:31 AM | | 6 |
| Squaw Valley | Arr | | | 34 |
| Squaw Valley | Dep | 8:45 AM | 3 | |
| Deer Park (Alpine Meadows) | Dep | 8:49 AM | 1 | |
| River Ranch | Dep | 8:50 AM | 1 | |
| Tahoe City Transit Center (Bay 4) | Arr | | 1 | |
| Tahoe City Transit Center | Dep | 9:16 AM | 2 | |
| Granlibakken | Dep | 9:20 AM | 21 | |
| Sunnyside | Dep | 9:25 AM | | |
| Homewood | Dep | 9:30 AM | | 27 |
| Tahoma | Dep | 9:40 AM | 1 | |
| Homewood | Dep | 9:50 AM | | 1 |
| Sunnyside | Dep | 10:05 AM | | |
| Granlibakken | Dep | 10:10 AM | 15 | |
| Tahoe City Transit Center (Bay 5) | Arr | | | |
| Tahoe City Transit Center | Dep | 10:15 AM | | |
| River Ranch | Dep | 10:20 AM | 2 | |
| Deer Park (Alpine Meadows) | Dep | 10:21 AM | 6 | |
| Squaw Valley | Arr | 10:35 AM | | 27 |
| Totals: | | | 99 | 99 |

Squaw - Homewood PM Runs

| Stop | Service Time | | Passengers | |
|-----------------------------------|--------------|-----------|------------|-----------|
| | Scheduled | Departing | Boarding | Departing |
| Squaw Valley | Dep | 3:38 PM | 33 | |
| Deer Park (Alpine Meadows) | Dep | 3:50 PM | 12 | 1 |
| River Ranch Parking Lot | Dep | 3:51 PM | | |
| Tahoe City Transit Center | Arr | | 1 | 20 |
| Tahoe City Transit Center (Bay 5) | Dep | 4:03 PM | 1 | |
| Granlibakken | Dep | 4:08 PM | | 15 |
| Sunnyside | Dep | 4:13 PM | | 5 |
| Homewood | Dep | 4:28 PM | 23 | 2 |
| Tahoma | Dep | 4:38 PM | | 6 |
| Homewood | Dep | 4:48 PM | 13 | 5 |
| Sunnyside | Dep | 4:58 PM | | 4 |
| Granlibakken | Dep | 5:03 PM | | 12 |
| Tahoe City Transit Center | Arr | | | 13 |
| Tahoe City Transit Center (Bay 5) | Dep | 5:13 PM | 1 | |
| Deer Park (Alpine Meadows) | Dep | 5:20 PM | | 1 |
| River Ranch Parking Lot | Dep | 5:21 PM | | |
| Squaw Valley | Arr | | 13 | |
| Squaw Valley | Dep | 5:33 PM | 25 | |
| Deer Park (Alpine Meadows) | Dep | 5:40 PM | | 1 |
| River Ranch Parking Lot | Dep | 5:41 PM | | |
| Tahoe City Transit Center | Arr | | 2 | 8 |
| Tahoe City Transit Center (Bay 5) | Dep | 5:53 PM | | 2 |
| Granlibakken | Dep | 5:58 PM | | 29 |
| Sunnyside | Dep | 6:03 PM | | |
| Homewood | Dep | 6:18 PM | | |
| Tahoma | Arr | 6:28 PM | | |
| Totals: | | | 124 | 124 |

Skier Shuttle Passenger Counts

Days of Service:

December 24, 25, 26, 27, 28, 29, 30, 31

January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27

Squaw - Northstar - Squaw PM Runs

| Stop | Service Time Scheduled | Passengers Boarding | Passengers Departing |
|---------------------------|------------------------|---------------------|----------------------|
| | | | |
| Squaw Valley | 4:46 PM | 50 | |
| Truckee Middle School | 5:10 PM | | 30 |
| Truckee Train Depot | 5:15 PM | 1 | 15 |
| Cedar House Sport Hotel | 5:17 PM | | |
| Larkspur Hotel | 5:18 PM | | 3 |
| Hampton Inn | 5:19 PM | | 7 |
| Truckee Tahoe Airport | 5:20 PM | | |
| Northstar Castle Peak Lot | | | 4 |
| Northstar Castle Peak Lot | 5:30 PM | 4 | |
| Ritz Carlton | 5:37 PM | | |
| Northstar Castle Peak Lot | | | |
| Northstar Castle Peak Lot | 5:44 PM | | |
| Truckee Tahoe Airport | 5:50 PM | | |
| Hampton Inn | 5:52 PM | | |
| Larkspur Hotel | 5:53 PM | 4 | |
| Cedar House Sport Hotel | 5:54 PM | | |
| Truckee Train Depot | 6:04 PM | | |
| Truckee Middle School | 6:09 PM | | |
| Squaw Valley | 6:27 PM | | |
| Totals: | | 59 | 59 |

Squaw - Northstar - Squaw AM Runs

| Stop | Service Time Scheduled | Passengers Boarding | Passengers Departing |
|-----------------------------|------------------------|---------------------|----------------------|
| | | | |
| Squaw Valley (Village East) | 7:45 AM | 3 | |
| Truckee Middle School | 8:03 AM | 1 | |
| Truckee Train Depot | 8:08 AM | 6 | |
| Cedar House Sport Hotel | 8:10 AM | 3 | |
| Larkspur Hotel | 8:11 AM | 4 | |
| Hampton Inn | 8:12 AM | 1 | |
| Truckee Tahoe Airport | 8:13 AM | | |
| Northstar Castle Peak Lot | | | 16 |
| Northstar Castle Peak Lot | 8:32 AM | 1 | |
| Ritz Carlton | 8:39 AM | | |
| Northstar Castle Peak Lot | | | |
| Northstar Castle Peak Lot | 8:46 AM | | |
| Truckee Tahoe Airport | 8:51 AM | 8 | |
| Hampton Inn | 8:52 AM | | |
| Larkspur Hotel | 8:53 AM | 5 | |
| Cedar House Sport Hotel | 8:54 AM | | |
| Truckee Train Depot | 9:11 AM | 2 | 13 |
| Truckee Middle School | 9:20 AM | 5 | |
| Squaw Valley | 9:38 AM | | 10 |
| Totals: | | 39 | 39 |

Skier Shuttle Passenger Counts

Days of Service:

December 24, 25, 26, 27, 28, 29, 30, 31

January 1, 2, 3, 4, 5, 6, 12, 13, 19, 20, 21, 26, 27

Northstar - Squaw - Northstar AM Runs

| Stop | Service Time Scheduled | | Passengers | |
|---------------------------|------------------------|---------|------------|-----------|
| | Dep | Arr | Boarding | Departing |
| Ritz Carlton | Dep | 8:00 AM | | |
| Northstar Castle Peak Lot | Arr | | | |
| Northstar Castle Peak Lot | Dep | 8:07 AM | 2 | |
| Truckee Tahoe Airport | Dep | 8:12 AM | | |
| Hampton Inn | Dep | 8:13 AM | 9 | |
| Larkspur Hotel | Dep | 8:14 AM | 1 | |
| Cedar House Sports Hotel | Dep | 8:15 AM | | |
| Truckee Train Depot | Dep | 8:30 AM | 19 | |
| Truckee Middle School | Dep | 8:35 AM | 18 | |
| Squaw Valley | Arr | | | 38 |
| Squaw Valley | Dep | 8:58 AM | 10 | 1 |
| Truckee Middle School | Arr | | | |
| Truckee Middle School | Dep | 9:16 AM | 1 | |
| Truckee Train Depot | Dep | 9:25 AM | 3 | |
| Cedar House Sports Hotel | Dep | 9:27 AM | | |
| Larkspur Hotel | Dep | 9:28 AM | 1 | |
| Hampton Inn | Dep | 9:29 AM | 9 | |
| Truckee Tahoe Airport | Dep | 9:30 AM | | |
| Northstar Castle Peak Lot | Arr | 9:50 AM | | 34 |
| Totals: | | | 73 | 73 |

Northstar - Squaw - Northstar PM Runs

| Stop | Service Time Scheduled | | Passengers | |
|---------------------------|------------------------|---------|------------|-----------|
| | Dep | Arr | Boarding | Departing |
| Northstar Castle Peak Lot | Dep | 4:44 PM | 13 | |
| Truckee Tahoe Airport | Dep | 4:50 PM | | |
| Hampton Inn | Dep | 4:52 PM | 1 | |
| Larkspur Hotel | Dep | 4:54 PM | | |
| Cedar House Sport Hotel | Dep | 4:56 PM | | |
| Truckee Train Depot | Dep | 5:04 PM | 1 | 1 |
| Truckee Middle School | Dep | 5:10 PM | | 1 |
| Squaw Valley | Arr | | | 13 |
| Squaw Valley | Dep | 5:33 PM | | |
| Truckee Middle School | Arr | | | |
| Truckee Middle School | Dep | 5:51 PM | | |
| Truckee Train Depot | Dep | 5:56 PM | | |
| Cedar House Sport Hotel | Dep | 6:00 PM | | |
| Larkspur Hotel | Dep | 6:02 PM | | |
| Hampton Inn | Dep | 6:04 PM | | |
| Truckee Tahoe Airport | Dep | 6:05 PM | | |
| Northstar Castle Peak Lot | Arr | | | |
| Northstar Castle Peak Lot | Dep | 6:16 PM | | |
| Ritz Carlton | Arr | 6:23 PM | | 15 |
| Totals: | | | 15 | 15 |

Tahoe Skier Shuttle

1. How many people traveled in your group on the shuttle?

2. How did you get to your bus stop in the morning?

- Walked
- Drove and parked
- Dropped off
- Connecting bus

3. Are you a visitor to the Tahoe/Truckee region or a resident?

- Overnight visitor
- Day visitor
- Seasonal resident
- Full time resident

4. What community, neighborhood or lodging property did you stay in on the night prior to your shuttle trip?

5. If you are a visitor, what is your home zip code in the US, or country of residence?

6. What ski resort did you travel to?

- Squaw Valley
- Alpine Meadows
- Homewood
- Northstar
- Sugar Bowl
- Boreal
- Royal Gorge

Tahoe Skier Shuttle Survey

- Donner Ski Ranch
- Tahoe City Winter Sports Park

Other ski resort:

7. How did you hear about the service?

- Internet/Social Media
- Newspaper/Flyer
- Family/Friends
- Lodging staff
- Saw the stop or shuttle

Other (please specify)

8. Please give us your opinion on various aspects of the service. On a scale of 1 (poor) to 5 (excellent), please rank the following:

| | 1 (Poor) | 2 | 3 | 4 | 5 (Excellent) |
|-------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Convenience of schedule | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| On-time performance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Location/quality of bus stops | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Days of service | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Availability of information | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Driver | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Condition of Bus | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

9. Should the Skier Bus run in future years?

- Yes
- No

10. What suggestions do you have for improving the service?

10-11

CRITERIA GUIDELINES
For
EVALUATING TOT FUNDED TRANSIT SERVICES

The North Lake Tahoe Resort Association has been successful in providing TOT funding for on-going transit services, as well as for both planning and start-up funds for various transit service expansions in the North Lake Tahoe area. Through its Transportation Committee, partnerships with Placer County, the TNT-TMA, TTD, and participation in other public forums, many of the transit goals in the 2004 NLTRA Master Plan and the 2003 TART Systems Plan are being achieved. Both of these plans, which have been approved by the Placer County Board of Supervisors, outline transit needs for North Lake Tahoe that will improve the visitor experience, the mobility of residents, and the quality of the environment.

In order to ensure that TOT funds allocated for transit operations are done so in a cost-effective manner that provides measurable return on investment while continuing to meet the intent of the plans, the following Criteria Guidelines will be utilized to evaluate the success of on-going transit services and, to the extent possible, the potential success of recommended service expansions. These Guidelines should assist the Resort Association in allocating resources for successful services or to assist in making decisions on one service versus another if necessary. This should also provide a tool for maintaining consistency among different operating models, which should further improve ridership and return on investment. The Guidelines will be considered collectively with flexibility, and no one criteria will be used singularly to determine the success or failure of a route or service. Quantifiable factors, including dollar amounts, should allow a phased approach for achievement, and should be reviewed regularly to reflect annual cost changes.

Ridership Guidelines-

- Passengers per vehicle service hour: First and second years- 5.6 p/vsh, third year- 8 p/vsh, ongoing growth to exceed 10 p/vsh (From TART Plan) (TART Routes range from 10.75 to 30.17 for FY 07/08)
- Visitor/employees serving visitors ridership

Fiscal Guidelines-

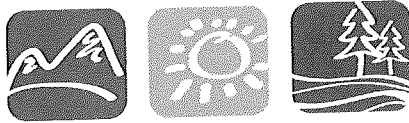
- Subsidy per passenger all funding sources: First and Second years- \$8, third year- \$5, ongoing not to exceed \$4 (TART 07/08 = \$5.44)

systemwide; West Shore is highest at \$9.47 and North Shore is lowest at \$2.65)

- Subsidy per passenger- TOT funding source- should not be more than 75% of all funding sources. This % should not be used to eliminate otherwise successful routes or services (compare to % of visitor/employees serving visitors ridership)
- Farebox ratio: First and second years-10%, third year-14%, ongoing 17%
- Long-term funding source(s) availability
- Multiple funding sources and equitability

Other Guidelines-

- Clearly identifiable signage and stops
- Coordinated marketing program targeted to employment and visitor user groups
- Span of service (Operating Hours)
- Regional connectivity/coordinated schedules
- Vehicle accessibility
- Bike Racks
- Complementary paratransit service, if required
- Maintenance standards
- Training standards



north lake tahoe

Chamber | CVB | Resort Association

February 6, 2013

Subject: Master Plan Resource Studies Funding Request
From: Ron Treabess, Director of Community Partnerships and Planning

Decision Considerations:

- Two resource studies have been prepared and updated periodically insuring that NLTRA planning documents remain current and responsive.
- These studies will, once again, require review and revisions to provide necessary data for the process of updating the 1995 and 2004 Master Plans into a 2013 North Lake Tahoe Tourism Development Master Plan. With the renewal of the TOT measure, this Master Plan, with updates through annual work plans, will provide NLTRA direction for the next 10 years
- The study data will also be valuable to the preparation of annual work plans during the budget processes.
- One resource study report to be revised is *The Economic Significance of Travel to the North Lake Tahoe Area 2003-2008p.* (See attached Report description). The estimated cost for consultant preparation is \$24,500. The recommended consultant is Dean Runyan Associates.
- The second resource study report will allow updating of the situational analysis section in the Master Plan. It involves reviewing recent (2008, 2011) visitor tracking and survey results for summary and adequacy, preparing current other destination competitive analyses, and a strategic discussion of North Lake Tahoe's destination competitiveness, including as related to funding. Subsequently, the work will then include reviewing the Funding Chapter and recommendations of potential funding options (See attached proposal letter). The estimated cost for consultant preparation is up to \$5200. The recommended consultant is Strategic Marketing Group.
- TOT Infrastructure Funding requiring NLTRA and BOS approval is up to \$29,700.
- The Joint Committee unanimously recommended the staff request for an infrastructure allocation of up to \$29,700. It was also recommended that better description of deliverables be included, as well as consideration of additional areas for competitive analysis.

Tourism Master Plan/Strategic Goals:

The revision of these resource studies will provide for a more complete update of the existing Master Plans into a new 2013 Master Plan. This will enable direction to move forward toward achieving all NLTRA Strategic Goals.

Staff Recommendation:

After review and discussion, staff requests the NLTRA Board approve and recommend to the Placer County Board of Supervisors a TOT Infrastructure allocation of up to \$29,700 to complete the two master plan resource studies, as described, which are necessary for a thorough Master Plan process.

Dean Runyan Associates
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Portland OR 97205
503.226.2973
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Proposal to Revise and Update
The Economic Significance of Travel to the North Lake Tahoe Area
2008—2013 Detailed Visitor Impact Estimates

Prepared for
North Lake Tahoe Chamber/CVB/Resort Association

The purpose of this study is to document the economic significance of the travel industry in the North Lake Tahoe Area. Detailed estimates of travel spending, the employment and earnings generated by this spending, and travel-generated tax receipts from 2008 through 2013 will be provided in this report. Dean Runyan Associates has previously prepared this study for the North Lake Tahoe Resort Association in 2002 and 2008. Dean Runyan Associates has specialized in research and planning services for the travel, tourism and recreation industry since 1984. With respect to economic impact analysis, the firm developed and currently maintains the Regional Travel Impact Model (RTIM), a proprietary computer model for analyzing travel economic impacts at the state, regional and local level. Dean Runyan Associates also has extensive experience in project feasibility analysis, market evaluation, survey research, and travel and tourism planning.

This report will describe the economic impacts of travel to the North Lake Tahoe Area from 2008 through 2013. The estimates for 2013 will be preliminary. In addition, this report will include estimates of the secondary (indirect and induced) impacts associated with visitor spending. A primary objective of this research is to provide reliable, detailed estimates, which allow for year-to-year comparisons to help guide decision making for planning, policy and marketing purposes. Specific objectives include:

- Provide an economic overview of the North Lake Tahoe Area.
- Estimate the direct economic impacts of visitor spending.
- Estimate the impact of secondary businesses that are supported by the North Lake Tahoe Area visitor industry.

With the exception of eliminating the Comparison of Mountain Resort Areas chapter, this report will follow the table of contents (attached) and a similar format as used in the 2003-2008p report.

Depending on the actual agreed upon Scope of Work, it is anticipated that the report will be complete by June 30th. The cost for Dean Runyan Associates to prepare this report will not exceed \$24,500.

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22 January 2013

Andy Chapman
Chief Marketing Officer
North Lake Tahoe Resort Association
P.O. Box 1757
Tahoe City, CA 96145

Dear Andy,

It was great to talk with you and Ron regarding the development of the new updated North Lake Tahoe Community Tourism Master Plan. I fully understand the direction you are seeking to re-emphasize tourism in the next version of the plan to that end I wanted to provide you with a potential scope of work for update revisions. (This scope is open to further discussion and refinement.)

Project Goal:

The scope is based on an overall goal to generating more travel spending to the North Lake Tahoe region which in turn will generate more revenue for related businesses, improve employment and tax revenues which will further enhance the quality of life for local residents.

Project Elements:

I. Information Review

This step includes a review of existing data including the following:

- North Lake Tahoe Tourism and Community Investment Master Plan 2004
- 2008/09 NLTRA Website Survey
- 2011 North Lake Tahoe Ad Tracking Full Report
- The Economic Significance of Travel to The north Lake Tahoe area 2003-2008
- Placer County Travel Industry Assessment and Detailed Economic Impact Estimates 2002-2008
- Lew Edwards group Market Opinion Research 2011-2012
- Eastern Placer County Community Survey 2009

Deliverable: Once this information review is completed SMG will make recommendations with regard to what from the existing information can be used as well as needed additional information.

II. Destination Competitive Analysis

This step includes a review of the following seasonal destination competitors:

- **Winter Destinations**
 - Mammoth Lakes
 - Park City
 - Summit County, Colorado
 - South Lake Tahoe
- **Summer Destinations**
 - Napa-Sonoma
 - Yosemite
 - Santa Cruz
 - Monterey
 - San Diego
 - Mammoth Lakes

Within each of these destinations we will seek to develop the following competitive framework:

- Public Investments in the past 5 years.
- Define market positioning
- Major attractions
- New elements within the past five years
- Potential key issues

Deliverable: Summary competitive set information.

III. Destination Competitiveness

Ultimately this information is designed to help answer several questions including the following:

1. Is the North Lake Tahoe "product" competitive with the competitive set? If yes why, if no, why not?
2. Looking ahead to: What customer segments does North Lake Tahoe want to attract, and does the destination have, from a visitor experience perspective, what they want?

Deliverable: Strategic discussion on the competitive dynamics including recommendations for North Lake Tahoe to consider for increasing its competitiveness and attracting its desired target segment(s).

Project Costs:

The cost to complete this project is as follows:

- | | | |
|---|-----------------|----------------|
| • Information Review | 7 Hours | |
| ○ Review of information, identify potential information needs | | |
| • Destination Competitive Analysis | 12 Hours | |
| ○ Com Set information collection and competitive framework | | |
| • Destination Competitiveness | | |
| ○ Recommendations to destination questions | 5 Hours | |
| • Miscellaneous meetings, calls etc. | 3 Hours | |
| Estimated total costs | 27 Hours | \$4,050 |

Note: This does not include any additional research that may be needed. If additional research is deemed important and needed, SMG will provide a supplemental project estimate for approval by the NLTRA.

Project Completion:

It is estimated this project will take approximately 60-90 days to complete. SMG will keep you apprised of the project with periodic project updates.

Please let me know if you would like to move ahead with the project or if you would like to discuss or revise any part of this proposal.

Sincerely,



Carl Ribaud
President
Strategic Marketing Group



Staff Report for Board

Subject: Approval of Community Marketing Grants for the West Shore Association (WSA)

From: Deanna Frumentti, recommendation of approval from the Business Association and Chamber Collaborative (BACC)

Decision Considerations:

- The WSA has requested \$10,000 in Community Marketing Grant money to produce a new brochure for distribution by Certified Folder Display. From the 2013 grant monies \$2,000 will be used for the Brochure plus a \$4,474 carryover from 2011 & 2012 grants.
- \$1,000 of the 2013 Community Marketing Grant will be used for website updates for the grant funded events web pages.
- The Following Events will be funded through the Community Marketing Grant:
 - Olympic Heritage Celebration (\$3,000)
 - Opening Day at the Lake (\$3,000)
 - Big Band in the Park (\$1,500)
 - June Seaplane Fly In (\$1,500)

Strategic Plan/Master Plan Alignment: By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

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

Staff Recommendation: Approve Community Marketing Grant Request

WSA Is/Does

This year :

1. WSA Brochure/Web Site/Advertising/In Market Channels
2. Product:
 - a. Cleanup (Friday of Memorial Day Weekend – members and Homeowners clean up West from Bridge Tender to Sugar Pine Point State Park
 - b. Olympic Trails - purchase equipment and participate in grooming of trails. Conduct events and promotions to showcase history associated with Olympic Heritage in the Park.
3. Events

OHC (January Shoulder and Branding) 1/10/2013 to 1/21/2013

Opening Day (Shoulder and Business showcase) 5/24/13 to 5/27/13

Meeks Bay Fly In (Shoulder and venue) June 21, 22, 23, 2013

Music in the park (Shoulder and venue) August 16, 2013.

Last Year Performance:

- WSA Marketing
- a. Local Distribution Pushes to Web Site Promoting West Shore Business and activities (product)
 - b. Web Site
 - i. redesign focus on West Shore as a destination,
 - ii. individual business as part of a destination product
 - iii. Events and activity listing as a West Shore Destination
 - c. Advertising. Consolidated representation for West Shore business in in-market publications (Sierra Sun, Weekly, Tahoe Quarterly, Visitor guides)
 - d. Email.

WSA – Business shared lists, Homeowner Association Lists.

NLTRA PR

2. Product:
 - a. Cleanup
 - b. Olympic Trails
 - c. Sunny Side 25th Anniversary
3. Events: (OHC, Opening Day, Fly-In, Big Band Jazz

Opening Day (Shoulder and Business showcase)

West Shore Expenditures 2012

| Item | Eligible Expenses 11-12 Advertising/promotion | Other Expenses |
|----------------------------------|--|-----------------------------|
| Olympic Heritage Celebration | \$2967.72 | \$3000 (groomer OHC Trails) |
| Web Site | \$1442.01 | |
| Opening Day at the Lake | \$2750.38 | \$1491.00 |
| Big Band Jazz | \$1206.8- | \$1418.04 |
| | | |
| Detail Expenses | | |
| | | |
| Atomic Printing Posters | \$143 | |
| Sierra Nevada Media | \$626 | |
| Eagle Wings – PR Program | \$500 – KOLO TV, Pray for Snow | |
| Olympic Trails Restoration Fund | \$280 | |
| Rob West on Reimbursement | \$47.62 (Fliers) | |
| West Shore Café | \$480.00 | |
| Snowfest OHC | \$250 – Partner State Parks | |
| Sierra Media | \$291.10 | |
| Postage | 48.00 | |
| The Weekly | \$350 | |
| | \$2967.72 | |
| | | |
| Opening Day at the Lake | | |
| Homewood Mtn. Resort | \$200 | |
| The Weekly | \$780 | |
| Priority Printing Posters | \$86.94 | |
| Paper Trail (Email List MGMT) | \$290 | |
| Obexer's – Seaplane crew | \$268.44 | |
| The Store Fliers | \$55.00 | |
| Sierra Nevada Media 3 papers | \$1560 | |
| Paper Trails Emails | \$122 | |
| | \$3093.94 | |
| | | |
| Big Band Jazz in the Park | Moved to September 250 | |
| Atomic Printing/ Posters | \$185.32 | |
| Marynell reimbursement Fliers | \$71.00 | |
| Paper Trail Email | \$144.00 | |
| Weekly/Sierra Nevada Media | \$806.50 | |
| | \$1206.82 | |
| | | |

West Shore Association Grant Request 2013

The goal of the organization is to create a healthy and prosperous community while preserving the uniqueness of the West Shore. The West Shore request \$10,000 to continue promoting and publicizing events and activities on the West Shore. We request that the \$4474 carry over from prior years be combined with dollar for 2013 to produce a new West Shore brochure total.

The West Shore Association is the gateway to year round recreational use of the Lake Tahoe's shoreline mountain parks, and scenic trails. The West Shore Association's goal is to present opportunities for recreation, lodging, dining and other business services to visitors of North lake Tahoe.

We use electronic media, print advertising, and special events to highlight the historic nature of our area, to encourage recreation, and to promote various business services available in all seasons. The West shore has been a popular destination since the late 1800's for those seeking nature's grandeur from Fanny Bridge to Emerald Bay

Electronic Media

We maintain a website, Tahoe WSA.com a more "user friendly" modified address than our prior Tahoe West Shore Assoc. com where we identify street side businesses and links to other services. We post our seasonal events, history and map of where are, items to soliti use and enjoyment of the West Shore.

We email announcements of events, our meeting agendas and our meeting minutes to members. We have an email data base for promoting events that comes from lists at Lodging Suppliers and from West Shore Homeowner's Association. The list contains more than 100,000 emails and is used to promote each of our events.

The Association produces events which showcase the history and the beauty of the West Shore.
*Starting with the **Olympic Heritage Celebration** the second week in January which honors the Olympic Heritage of the 1960 Winter Olympics Nordic events held in Sugar Pine Point State Park in 1960. The celebration invites today's visitors to enjoy the spirit of the Olympics and to sample the trails that have been restored in Sugar Pine Point State Park.

* **Opening Day at the Lake** (which announces that West Shore Businesses and the Lake Front Businesses are open and ready for summer) Deck opening parties (Sunnyside, West Shore Café, Bridge tender. North Shore Lake Front Restaurants have been invited to join the West Shore businesses with parties. Businesses are encouraged to special drinks, special food offerings for the Memorial Day Weekend..

***The Annual Mike Brown, Splash In**, an EAA seaplane gathering has been moved from May to June to make it possible for more Sea planes to participate in the Splash In, and for the planes to be sequestered in the quiet Meeks Bay for the weekend rather than flying in quickly and turning around quickly. This year's events are scheduled for June 21,22,23, 2013. Planes will be landing in open water and will taxi into the Bay. Smaller planes will be moored on the beach, larger planes will be moored to temporary buoys. (An aside note a seaplane has about the same beach footprint as a kayak or canoe when pulled ashore.) Flight crews will set up displays at each plane. Friday dinner BBQ, Saturday, educational talks in a tent provided by Meeks Bay with subjects such as "Operating at a High Elevation"; "Transiting the North Atlantic in a 1930 aircraft"; "Restoring a Seabee" and more. Sunday Seaplanes will depart.

***Jazz in the Park** is in its third year of providing a twenty pieces free Big Band concert in the Sugar Pine State Park carrying on the a tradition of picnics in the front of Ehrman Mansion and Music by the lake in August.

The Association promotes the historic aspects of the West Shore and works to keep a healthy economic base. and to promote the business organization designed to represent the interests of the local business and residents on the West Shore.

2013 Grant Request: \$10,000

Combine\$4474 carryover from 2011 & 2012 to produce a new brochure for distribution by Certified folder. Funds required from West Shore Association Budget to cover distribution.

OHC –2014 will be an Olympic Year – plans are in the works to make it a bigger event – 1960 Olympians are returning, Squaw Valley will be a larger participant. **Grant \$3000**

Opening Day at the Lake – Grant Request \$3000 –enlarge event to include all of the North Shore.

Website – up-dates for events expanded pages for each event - **\$1000**

Big Band in the Park - \$1500

June Fly in - \$1500

Total 10,000



February 6, 2013

Subject: Membership Update

From: Deanna Frumenti, Membership Manager

Decisions and Considerations:

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

For the month of December we had 5 new members:

| <u>Name</u> | <u>City</u> | <u>Type of Business</u> |
|---------------------------------|-----------------|------------------------------|
| Master Your Network | Incline Village | Coaching Company |
| Sierra Sitters | Homewood | Nanny/Sitters |
| Truckee Donner Lodge | Truckee | Lodging |
| PSIA-AASI | Truckee | Professional Ski Instructors |
| Cherished Events & Celebrations | Tahoe City | Clergy |

3 write-offs

| <u>Name</u> | <u>Type</u> | <u>Reason</u> |
|--------------------------|-------------|-----------------|
| Filmed at Tahoe | Film | Out of Business |
| Icebox Kitchens | Catering | Non-Payment |
| Big Brothers Big Sisters | Non-Profit | Non-Payment |

5 renewing members:

Fallon Multimedia
Hyatt Regency
High Sierra Marine
Sierra Nevada College
Bella Affaire Catering

January Focus

The focus January was to start meeting with each member. Most appointments are conducted at the member's place of business and often include a tour. This enables the Chamber to be educated on all aspects of the member's business and to identify opportunities of referral and promotion in the upcoming year.

Interesting Discussions

With the seasonality of the area, many business owners have expressed the question of when and how to advertise effectively during shoulder season when income is lower.

Focus Groups

Each quarter we will conduct a focus group of a specific segment of our membership in an effort to learn how we could better provide value. The first focus group will be the wedding industry.

Shop Local

The Business Association and Chamber Collaborative (BACC) worked together to increase the marketing and participation of the Shop Local Program in North Lake Tahoe. Previously the North Tahoe Business Association, Tahoe Downtown Association, and the Incline Community Business Association were the only participants in the Shop Local program. For the first time the North Lake Tahoe Chamber, The Village at Northstar, and the Squaw Valley Business Association participated and promoted the event. The Chamber's roll was to coordinate communication between the business associations, create a website for the grand prizes and participating retailers, and purchased a domain name ShopLocalNorthTahoe.com.

As a result of this collaboration, the total cards turned in this year were 629. This was almost triple the number of cards turned in the previous year. The total tracked local revenue from the Shop Local program in 2011 was \$80,010 and in 2012 the total tracked local revenue was \$192, 225.

Community Awards Dinner

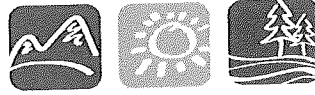
The Community Awards Dinner will be on March 28, 2013. Contract negotiations are in their final stages for the venue and menu.

North Lake Tahoe Bridal Faire

The North Lake Tahoe Chamber and Squaw Valley will be collaborating on a North Lake Tahoe Bridal Fair. The event will be from noon until four o'clock on Saturday, April 13, 2013. Booths are \$100 for members and free for caterers providing samples. Both Squaw and the North Lake Tahoe Chamber are adding this event to bridal websites and are partnering up with local (Tahoe, Sacramento, and Bay Area) wedding blogs, magazines, and websites for promotion of the event.

Legislative Luncheon

Join fellow Chamber members on Thursday, April 25th, as the North Lake Tahoe Chamber/CVB/Resort Association hosts the 2013 Legislative Luncheon.



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Event and Education Schedule

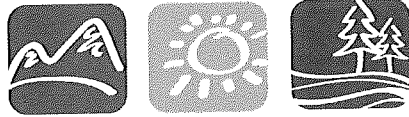
February

- | | | |
|----|---|-------------|
| 1 | First Friday: Romance in Tahoe Visitor Information Center, Tahoe City | 5:30-7pm |
| 8 | ChamberEd: Legal Update for California Business Leaders and Managers Cedar Sport Hotel, Truckee | 9am-12 |
| 12 | Networking Event: Corks and Connections Visitor Information Center | 5:30-6:30pm |

March

- | | | |
|----|--|-----------|
| 1 | First Friday: Dogs of Winter Tahoe City Visitor Information Center | 5:30-7pm |
| 12 | Networking Event: Lunch Bunch Tahoe City Visitor Information Center | 12-1pm |
| 19 | ChamberEd: QuickBooks Training Tahoe City Visitor Information Center | 9am-4pm |
| 20 | ChamberEd: Internet Marketing Tahoe City Visitor Information Center | 12-2:30pm |
| 21 | ChamberEd: Selling Your Business? Tahoe City Visitor Information Center | 12-2:30pm |

- 27 ChamberEd: Create an Effective Business Plan
Tahoe City Visitor Information Center 12-2pm
- 28 ChamberEd: How to Start a Business 12-2pm
Tahoe City Visitor Information Center
- 28 Special Event: Community Awards Dinner 6-10pm
Resort at Squaw Creek



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday January 9, 2013 – 8:30 am – 11 am
Tahoe City Public Utility District
Preliminary Minutes

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

NOT PRESENT: Andy Wirth, Eric Sather,

STAFF IN ATTENDANCE: Sandy Evans Hall, Ron Treabess, Andy Chapman, Deanna Frumenti, Lisa de Roulet, Jeremy Jacobsen, Jason Neary, Greg Howey, Judy Laverty and Jessica Walker

OTHERS IN ATTENDANCE: Pam Pokorny, Ruth Schnabel, Mike Young, Gary Furmoto, Nileta & Dick Morton

A. CALL TO ORDER - ESTABLISH QUORUM

The meeting was called to order at 8:36am by Chair Ron Parson and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions
 1. Item 12 will not need a motion; it will just be an update.
2. Approval of Agenda

M/S/C (Brandt/Mourelatos) (8-0-0) to approve the agenda with items taken out of order if necessary and correction of item 12

C. PUBLIC FORUM

There was no Public Forum

D. REPORTS & ACTION ITEMS

Board Organization

3. Sandy Evans Hall updated the board on the proposed 2013 Board Slate.
 1. Chair, Phil GilanFarr
 2. Vice Chair, Kali Kopley
 3. Treasurer, Bill Rock
 4. Secretary, Valli Murnane

M/S/C (Mourelatos/Merchant) (8-0-0) to elect Phil GilanFarr, Kali Kopley, Bill Rock, and Valli Murnane to the positions outlined above.

4. Sandy discussed the Committee Members and positions for Board Members, which is written out on page 4-1 in the packet. The Marketing Committee does have 3 open positions and 4 applications. Sandy also discussed some of the other Task Forces. She would like to appoint Phil GilanFarr an alternate for the Golf Course Oversight Committee. Finally, Sandy mentioned the Whistle Blower Policy Compliance Officer, this is a position in our policy manual

but the position has not previously been appointed. She would like to appoint the Board Secretary, Valli Murnane for that position.
There was some discussion about the Executive Committee and who should be part of that and Board Members questioned what our By-Laws say.

M/S/C (Parson/Rock) (8-0-0) to approve Board Member positions on committees

ACTION – Add to next month's agenda a discussion and clarification of Executive Committee

4.1 There was a brief discussion about Joint Infrastructure Transportation (JIT) Committee and formally combining the two.

ACTION – it was recommended to add to next months JIT agenda.

The Finance Committee was discussed as presented on page 4-4 in the packet

Andy Chapman discussed the Marketing committee and the open seats on that committee. There are 3 Pools and Pool B is up for reappointment. There are 3 seats on the pool and 4 applicants, their applications are in the packet.

Ron Parson mentioned that there are 4 great applicants and it would be great to use all of them. Perhaps we could find one of the applicants a position on a different committee such as Lodging. Because there is a vacancy in Pool A another option is to appoint one of the applicants to pool A which will be a one year term.

M/S/C (Mourelatos/Parson) (8-0-0) to move to approve all 4 applicants to the Marketing Committee with one person being appointed to pool A to be determined by the Marketing Committee

M/S/C (Parson/Mourelatos) (8-0-0) to approve the remaining committee appointments as presented for Finance, JIT, Lodging, and Business Association and Chamber Collaborative Committees.

5. Sandy reminded the Board that their Conflict of Interest Forms are due today.

Marketing

6. Andy Chapman reported that since the packet came out, the December MTRiP report came out so he was able to report on the most current information.

- Bookings as of end of Nov for Jan were down 9%. Since then it has gone up to positive 6%.
- December ended up 7% over last year. ADR up 9% for Jan and RevPar is up 23%.
- The Pacing Report which show what was booked in the month of December d for month of December is way ahead.
- January showing 14.2% incremental increase compared to last year.
- Future 6 months occupancy is up 8.2%, ADR up 2.8 %, RevPar up 22%

ACTION – Bring to next meeting MTRiP comparison to winter of 10-11.

7. Andy Chapman presented the SnowFest! Funding request. Andy explained that we have been an active supporter of SnowFest! for many years, both in-kind and financially. Included in the packet are 6 documents to back up this request which Andy discussed.

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

Staff recommends that future funding allocations have the stipulation that event organizers consider a potential date change to create an event that may be more supported by the regions' ski resort properties. Staff also recommends that a strong correlation and reporting of events related to TOT generation and overnight visitation be included in all future funding requests. Another option would be to focus on the Lake Shore and generate winter TOT, while keeping the event at its current time of year.

Pam Porkony, Operations Manager for SnowFest gave a brief presentation of the event and its history.

- There are currently about 70 events during the festival. Funding last year was \$10,000 in cash and \$15,000 in-kind.
- This is the 32nd year of SnowFest! This is the longest event that happens during the winter in Tahoe. The event attracts visitors from all over the world. This event brings groups specifically for SnowFest! SnowFest! began as a marketing tool to attract people to the region.
- 42% of attendees were not locals. They also market the event out of area. She brought some examples of media and press that they have been part of.
- They are working hard with the ski resorts to bring them back in and get them more involved in the event.
- They are not opposed to changing the date, however they are not sure that would be beneficial as it is such an established event. The 2014 dates have already been set so a date change would not be possible until 2015.
- They do promotions all over, Comcast in Bay Area, Tahoe TV, certified folder displays, and a strong push with KTKE radio.
- SnowFest is committed to bringing Tourists and TOT to Tahoe. They would be grateful for any support whether it be in-kind through GTN.com or if there is any additional funding NLTRA can provide. They are also working on other avenues for funding.

The Board discussed at length the request for funding. The Board feels that SnowFest is a very important event but they do have some concerns.

- They would like better reporting from SnowFest! on what the economic benefits to the community are. They also feel that SnowFest! needs to begin the request for funding process earlier, preferably as soon as this year's event is over.
- The Board also emphasized that while they will most likely get the funding this year it important that SnowFest! knows that funding will likely tighten up in the future. SnowFest! needs to work towards a plan that allows them to stand on their own.
- Both sides of this, NLTRA and Snowfest! need to have a specific list of expectations from the other.

ACTION – Staff will assist SnowFest! with convening ski resort partners to discuss event future.

M/S/C (Parson/Auerbach) (6-3-0) to allocate 10k cash and 10k in kind, but need to reconsider what the target of SnowFest! is.

8. It was requested a few months back that the sales department give an update. Jason Neary, gave an overview on the conference sales department. He introduced Greg Howey, the new National Sales Manager, as a great addition to the team. Resorts give a \$550 fee to be part of the conference program. Larger properties are waived this fee as it is made up in commission. SLT is not included but we will generate leads for them. The big benefit participating resorts get is that the CVB gets leads of groups that want to come to NLT and send that out to all participating properties. Lisa discussed the return on revenue and departmental costs.

There was a lengthy discussion about how to improve the conference benefits to small lodging as the program does seem a bit biased towards larger properties. The Board does feel that putting more effort towards small groups such as weddings and reunions would help.

ACTION – Sales and Marketing staff to work with Lodging, Marketing, and Sales Directors Committees to get input on wedding and reunion strategy.

Jeremy then gave a report on leisure sales. His goals are to get independent travelers here. A big goal is to increase length of stay and get people here midweek. Jeremy works a lot with third party booking providers; receptives, OTA's, wholesale/tour operators, and travel agencies/retail.

Jeremy also does a lot of lead generating. He works with a lot of conferences and trade shows. Education is also a huge part of his focus. Jeremy conducts sales and media missions, FAM visits, online training, press releases and social media and consumer direct.

9. Lake Tahoe Sports Organizing Committee is a new effort underway. The committee is working on a bid for the X games. The Committee includes individuals from both sides of the lake.

Transportation/Infrastructure

10. Ron Treabess gave an update on the Transit Summit Next Steps. They have moved forward since initial summit. There was an initial meeting with key stakeholders, then a follow up meeting with 21 involved parties. The next steps are forming some committees, creating cost scenarios, and developing a scope of work with consultants.
11. Ron then gave an update on the Free Skier Shuttle. Ron provided the initial numbers of ridership as well as an article that AP got a hold of. The shuttle has run for 12 days. Overall ridership is about 100 riders a day. Xmas and NY day ridership was low. If the numbers continue at that rate it would be approximately 5,000 riders for the season which would equal a cost of about 40\$ per person.
12. Next Ron discussed the Master Plan Update Studies. Dec 14th was the last meeting. Staff has reviewed drafted revisions that incorporate the 1995 and 2004 plans. Staff is working with consultants to determine the extent of updates that are necessary to previous Master Plan Resource Studies and the cost to prepare updates. He will come to the Infrastructure meeting on January 28th with funding request for economic studies.
13. Ron then presented his request to the board for approval of funding for the Homewood Bike Trail. He mentioned that this is important next step. TCPUD is requesting up to \$600,000 of TOT Funding as part of a total project cost of \$1,557,970 to provide safe passage of the 1 mile path. There was unanimous approval from the Joint infrastructure Transportation Committee. TCPUD is working to secure full funding commitments by early 2013 but no expenditures will occur before 2014.

M/S/C (Parson/Kopley) (8-0-1 Auerbach) to fund the PUD with \$600,000 for approval by the board of supervisors with no expenditures to occur before 2014.

Membership (20 minutes)

14. Deanna gave a membership sales update.
 - In December there were 7 new members, 7 write offs, and 1 renewing member.
 - The December focus was database cleanup.
 - The Business Directory now includes Members only.
 - This month will be busy with about 80% of members renewing in January.
15. Deanna gave an update of the upcoming membership activities and events. The upcoming events are in packet.

E. DIRECTORS' COMMENTS

- Kristi Boosman reported that the TRPA regional plan passed on 12-12-12. She thanked Sandy for speaking and Jennifer Merchant for her letter. She also reported that the Homewood ruling that came back this week was really positive despite the preliminary news reports. The project should still move forward as planned.
- Ron Parson informed the group that starting this weekend ending MLK day is the Olympic Heritage Week. The event is scaled back this year but there will still be great events including Native American Dancers at the Visitor Center in Tahoe City this Sunday.

- Valli Murnane said that the Tahoe City Winter Sports Park is participating in Olympic Heritage Week. Also the Sports Park is open and initial feedback is good. She will come back with a more complete report next month. Also the Lake Tahoe Nordic Festival will be February 8-10.
- Phil GilanFarr thanked Ron Parson for his service as Board Chair over the last year and also thanked everyone for supporting him in taking on the role this year. He had one comment about the Homewood ruling, he is concerned that in EIS review exposes the project to a lot more scrutiny. He hopes that TRPA will tread lightly on the process.

F. CONSENT CALENDAR – MOTIONS (5 min)

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

16. Board Meeting Minutes – December 5, 2012

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

17. Joint Infrastructure/Transportation Committee – December 3, 2012

18. Marketing Committee – No meeting in December

19. Membership Advisory Committee – No meeting in December

20. Lodging Committee – No meeting in December

21. Conference Sales Directors Committee – No meeting in December

22. Finance Committee – December 20, 2012

23. Financial Reports for November 2012

i. Financial Analysis – Project Updates

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

24. Conference Sales Reports

25. Infrastructure/Transportation Activity Report – December

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

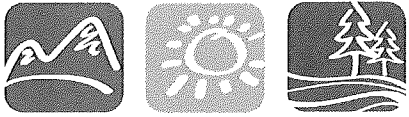
G. MEETING REVIEW AND STAFF DIRECTION

- At the next meeting there will be a discussion about Executive Committee.
- Compile a 2 year comparison of MTRiP results.
- Facilitate a meeting with all SnowFest stakeholders.
- Work with three committees to come up with a strategy for weddings and small lodging and come back to the Board.
- Sandy expressed at recent TMA that TART staff maybe should not have Xmas day off. It was suggested that she take this to Peter Kraatz with DPW to pursue a change.

J. ADJOURNMENT

The meeting adjourned at 11:26 am.

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



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Staff Action Items

Board Meeting 1-9-13

Sandy – Add to February agenda a discussion of the Executive Committee to clarify role
DONE

Andy – Present an MTRiP comparison of current winter with 10/11 winter months

Sandy/Andy/Judy – Assist SnowFest! with convening a group of ski resort, lodging and business partners to discuss the future of the event **APRIL**

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**

Ron – Add to January Joint Infrastructure/Transportation committee agenda a discussion about formally combining the two committees into one

Left from Board Meeting 12-5-12

Andy – Validate or reconsider Snowfest funding and add as agenda item to January Board Meeting **DONE**

Sandy/Ron – Add more frequent meetings with NTPUD to Key Partner Communication Plan **DONE**

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

Ron – Work with Infrastructure committee to define criteria and create a policy for use of Infrastructure Maintenance funds **FEBRUARY/MARCH**

Ron – Develop with the County a funding strategy for future plowing of the pathway between Fanny Bridge and the Tahoe City Transit Center

Deanna – Add a reason for dropping membership to board report **DONE**

Deanna – For future Winter Expo event, consider later timing (week of Dec. 15), promote heavily to front line employees, clarify purpose and measurement of success, focus on winter activities, ski areas, etc. as booths – less non-winter oriented businesses
NOVEMBER

Left from Board Meeting 11-7-12

Deanna, Ron, Sandy – Keep transportation focus on agenda with the Business Association and Chamber Collaborative **ONGOING**

Ron – Evaluate Skier Shuttle monthly, create awareness and measure service and report to the board each month **DONE**

Left from Board Meeting 10-3-12

Ron – Develop a cost analysis of adding a stop at Tahoe Cross Country area for the Free Skier Shuttle in year 2, and report back to the board in May 2013 on the program success

Left from Board Meeting 4-4-12

Ron – Obtain from the county a breakdown of 2011 facility maintenance expenses

Left from Board Meeting 3-7-12

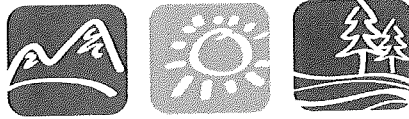
Lodging Committee/Andy – Develop strategy for leisure travel promotion for small lodging, means of representing data from small lake lodging, strategies for retaining and raising ADR

Andy – Develop 3 year measureable goals for coop

Left from Board Meeting 8-3-11

Sandy/Ron – When recommending restructure of committees, consider disallowing county from appointing members to the Infrastructure committee – **IN PROGRESS**

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 Committee

MEETING DATE: January 28, 2013

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

ACTION ITEMS TAKEN:

MOTIONS MADE/VOTE:

M/S/C (Bergman/Pang) (14-0-0) to approve the Joint Infrastructure/Transportation Committee Minutes of December 3, 2012 with the correction of dates.

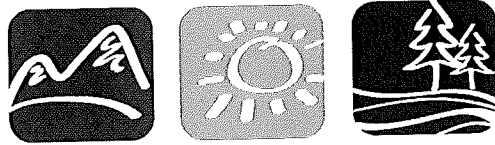
M/S/C (Coyler/Garner) (14-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for January 28th, 2013.

M/S/C (Mourelatos/Pang) (14-0-0) to keep Wally Auerbach as Chair and Gary Davis as vice chair.

M/S/C (Mourelatos/Pang) (14-0-0) to recommend to the Board, approval of an expenditure of up to \$10,000 of research and planning funds to develop a general North Tahoe Transit Vision Concept Plan as well as a formal endorsement by the Joint Committee of the Resort Associations role in the coalition.

M/S/C (Pang/GilanFarr) (14-0-0) to recommend to the board a TOT infrastructure allocation of up to \$29,700 to complete the two master plan resource studies necessary for a thorough Master Plan process with the understanding that Ron will look into other options for the competitive analysis part of the study.

BOARD APPROVAL/DIRECTION REQUESTED:



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COMMITTEE: Marketing
MEETING DATE: January 29, 2013
BOARD MEMBERS PRESENT: Eric Brandt

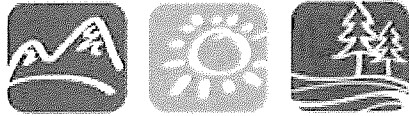
ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Ratchford/Brandt) (6/0) to approve the agenda as presented.
- 4.1 M/S/C (Hickey/Murmane) (6/0) to approve the Marketing meeting minutes from October 30, 2012.
- 5.1 M/S/C (Murmane/Hickey) (6/0) to approve the Marketing meeting minutes from November 27, 2012.
- 6.2 M/S/C (Ratchford/Brandt) (6/0) to elect Heather Allison as 2013 Marketing Chair.
- 8.2 M/S/C (Brandt/Murmane) (7/0) to elect Les Pedersen and Julie Maurer as the NLT Chamber/CVB/Resort Association Marketing Cooperative Members for 2013.

BOARD APPROVAL/DIRECTION REQUESTED:

Action: Chuck Maas with Lake Tahoe Accommodations volunteered to a 2 year term for Pool A.



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: January 9, 2013

BOARD MEMBERS PRESENT: Kali Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

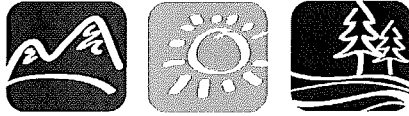
MOTIONS MADE/VOTE:

M/S/C (Hoch/Sharp) (6-0-0) to approve the Membership Advisory Committee minutes of October 10, 2012 and November 14, 2012.

M/S/C (Doyle/Hoch) (5-0-1 abstention Williams) to recommend to allocation of the Community Marketing Grant to the WSA.

BOARD APPROVAL/DIRECTION REQUESTED:

The Collaborative requests the board approves the allocation of the Community Marketing Grant to the West Shore Association.



north lake tahoe

Chamber | CVB | Resort Association

COMMITTEE: Lodging
MEETING DATE: January 10, 2013
BOARD MEMBERS PRESENT: Alex Mourelatos

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to staff (Andy/Sandy): Research 3 to 4 reservation models along with a cost comparison structure by next Lodging Committee meeting in March.

Action to staff (Shelley Fallon/Andy): How does a property update information on our website?

MOTIONS MADE/VOTE:



COMMITTEE: Finance
MEETING DATE: January 24, 2013
BOARD MEMBERS PRESENT: Bill Rock, Phil GilanFarr, Ron Parson, and Jennifer Merchant

ACTION ITEMS TAKEN:

Lisa de Roulet will prepare a 6-month reforecast for FY 2012/13.

Staff will determine a plan for solving for projected expense overages.

Lisa de Roulet will send RFP letters to all potential audit firms on her list except the two who do not do audits (and will include Bullard Macy).

Andy Chapman will check Co-op budget numbers for accuracy.

Staff will clarify the meaning of "booked" revenue on the dashboard.

Lisa de Roulet will add a percentage change column to the visitors information statistics on the dashboard.

Lisa de Roulet will refine the skier shuttle graphs to differentiate between pick-ups and drop-offs.

MOTIONS MADE / VOTE:

M/S/C (Merchant/Frushon) (6/0) to approve the agenda as presented.

M/S/C (Parson/Frushon) (6/0) to approve the Finance Committee minutes of December 20, 2012.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (Parson/Salmon) (6/0) to recommend the Board of Directors approve the December 2012 Financial Statements.

M/S/C (Parson/Frushon) (6/0) to recommend the Board of Directors approve the 2011/12 Audited Financial Statements.

NLT Chamber/CVB/ Resort Association
Financial Statements
For the Six Months Ending December 31, 2012



January 24, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the December 2012 Financial Statements

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

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

North Lake Tahoe Resort Association

BALANCE SHEET

Dec 31, 2012

| Assets | December 31, | | June 30, |
|---|---------------------|----------------------|------------------|
| | 2012 | 2011 | 2012 |
| Current Assets | | | |
| Petty Cash | \$ 500 | \$ 500 | 500 |
| Cash - Operations Acct #6712 | \$ 488,965 | \$ 776,596 | 698,840 |
| Cash - Payroll Account #7421 | \$ 3,393 | \$ 5,147 | 16,479 |
| Marketing Cooperative Cash | \$ (17,878) | \$ 169,483 | 217,829 |
| Cash - FSA Account | \$ 0 | \$ 268 | 0 |
| Cash - Infrastructure #8163 | \$ 75,907 | \$ 18,123 | 40,939 |
| UBS Cash | \$ 8,587 | \$ 9,040 | 8,557 |
| Operations Money Market BW | \$ 44,848 | \$ 244,308 | 244,608 |
| Citizens Bank CDs | \$ 0 | \$ 207,621 | 0 |
| Cash in Drawer | \$ 66 | \$ 0 | 355 |
| Accounts Receivable | \$ 54,781 | \$ 50,938 | 121,951 |
| A/R - Sales Estimates | \$ 377 | \$ 0 | 4,064 |
| A/R - TOT Funding | \$ 1,617,938 | \$ 2,633,078 | 443,558 |
| AR 2010 2011 | \$ 0 | \$ 2,654 | 0 |
| Undeposited Funds | \$ 71 | \$ 0 | 28 |
| WebLink Accounts Receivable | \$ 10,340 | \$ 0 | 0 |
| Inventory Asset | \$ 21,180 | \$ 4,406 | 13,108 |
| AR TOT Transportation | \$ 1,146,556 | \$ 343,241 | 103,200 |
| AR TOT Infrastructure | \$ 5,887,284 | \$ 7,545,770 | 4,962,993 |
| Total Current Assets | \$ 9,342,914 | \$ 12,011,174 | 6,877,008 |
| Property and Equipment | | | |
| Furniture & Fixtures | \$ 64,991 | \$ 64,991 | 64,991 |
| Accum. Depr. - Furn & Fix | \$ (57,548) | \$ (49,213) | (53,388) |
| Computer Equipment | \$ 41,344 | \$ 60,000 | 41,344 |
| Accum. Depr. - Computer Equip | \$ (39,221) | \$ (65,448) | (37,923) |
| Computer Software | \$ 30,050 | \$ 54,619 | 20,187 |
| Accum. Amort. - Software | \$ (21,876) | \$ (54,620) | (20,188) |
| Leasehold Improvements | \$ 24,284 | \$ 23,284 | 23,284 |
| Accum. Amort - Leasehold Impr | \$ (23,367) | \$ (22,119) | (23,284) |
| Total Property and Equipment | \$ 18,656 | \$ 21,494 | 15,024 |
| Other Assets | | | |
| Prepaid Expenses | \$ 47,239 | \$ 44,094 | 49,888 |
| Prepaid Insurance | \$ 9,140 | \$ 5,610 | 4,709 |
| Total Other Assets | \$ 56,379 | \$ 49,704 | 54,597 |
| Total Assets | \$ 9,417,950 | \$ 12,082,371 | 6,946,629 |
| Liabilities and Net Assets | | | |
| | 2012 | 2011 | 2012 |
| Current Liabilities | | | |
| Accounts Payable | \$ 293,182 | \$ 15,905 | 869,182 |
| Accounts Payable 2010/11 | \$ 0 | \$ 223,639 | 0 |
| Salaries / Wages Payable | \$ 35,874 | \$ 49,056 | 59,843 |
| Empl. Federal Tax Payable | \$ 1,496 | \$ 8,665 | 1,496 |
| State Taxes Payable | \$ 0 | \$ 1,635 | 0 |
| FUTA Taxes Payable | \$ 48 | \$ 87 | 48 |
| FSA Payable | \$ 0 | \$ 90 | 0 |
| 401 (k) Plan | \$ (2,959) | \$ 114 | 701 |
| 401k Profit Sharing | \$ 15,434 | \$ 7,155 | 15,434 |
| Estimated PTO Liability | \$ 56,143 | \$ 67,410 | 60,883 |
| Sales and Use Tax Payable | \$ 1,130 | \$ 1,150 | 2,425 |
| Ski Tahoe North lift tickets | \$ 6,108 | \$ 8,329 | 2,857 |
| Marketing Cooperative Liabil | \$ (17,878) | \$ 169,483 | 217,829 |
| Intra-Company Borrowings | \$ (148) | \$ (159) | (962) |
| AFW Suspense Account | \$ (90) | \$ 0 | (4,590) |
| Marketing Co-op | \$ 0 | \$ (5,072) | 0 |
| Payroll Liabilities | \$ 8,892 | \$ (155) | 4,350 |
| Gift Certificates Outstanding | \$ (19) | \$ 0 | 0 |
| Gift Cards Outstanding | \$ (70) | \$ 0 | 0 |
| Deferred Rev - Membership Dues | \$ 32,661 | \$ 49,618 | 71,321 |
| Def Revenue - Other | \$ 13,456 | \$ 0.00 | 13,456 |
| Unbilled Purchases | \$ 904 | \$ 0 | 0 |
| Deferred Support | \$ 1,125,178 | \$ 2,189,520 | 0 |
| Deferred Support-Transportation | \$ 573,280 | \$ 240,041 | 0 |
| Deferred Support - Infra | \$ 5,945,549 | \$ 8,020,337 | 4,648,436 |
| Deferred Sup- Infra Maint. Res | \$ 150,000 | \$ 0 | 150,000 |
| Total Current Liabilities | \$ 8,238,170 | \$ 11,046,846 | 6,112,711 |
| Long-Term Liabilities | | | |
| Total Liabilities | \$ 8,238,170 | \$ 11,046,846 | 6,112,711 |
| Net Assets | | | |
| Fund Balance - General | \$ 0 | \$ 4,592,495 | 0 |
| Fund Balance Restricted | \$ 0 | \$ 243,110 | 0 |
| Temp. Restricted Net Assets 5 | \$ 0 | \$ (4,217,078) | 0 |
| Temp. Restricted Net Assets 4 | \$ 0 | \$ 49,415 | 0 |
| Unrestricted Net Assets | \$ 442,264 | \$ 29,477 | 305,763 |
| Designated Marketing Reserve | \$ 293,110 | \$ 0 | 293,110 |
| Designated Infra Maint Reserve | \$ 98,544 | \$ 0 | 98,544 |
| Net Income | \$ 345,863 | \$ 338,105 | 136,500 |
| Total Net Assets | \$ 1,179,780 | \$ 1,035,525 | 833,918 |
| Total Liabilities and Net Assets | \$ 9,417,950 | \$ 12,082,371 | 6,946,629 |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 2 quarters ended Dec 31, 2012
Consolidated Departments

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year To Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|---------------------------|----------------------|---------------------------------|---------------------|---------------------|-------------------|---------------------------|------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| \$ 316,202 | \$ 316,202 | Placer County TOT Funding | \$ 2,375,177 | \$ 1,897,213 | \$ 477,964 | \$ 1,879,920 | \$ 5,158,272 | 46% |
| 9,556 | 10,355 | Membership | 56,698 | 62,133 | \$ (5,435) | 51,764 | 124,265 | 46% |
| 490 | 720 | Revenues-Membership Activities | 17,488 | 16,548 | \$ 940 | 23,469 | 53,833 | 32% |
| 619 | 744 | Revenue-Tue AM Breakfast Club | 4,444 | 4,463 | \$ (19) | 6,779 | 8,927 | 50% |
| - | - | Special Events Autumn Food&Wine | - | - | \$ - | 78,947 | - | - |
| - | - | Revenues - Retail - Nontaxable | - | - | \$ - | 297 | - | - |
| 200 | - | Non-retail VIC income | 600 | - | \$ 600 | - | - | - |
| 3,446 | 1,667 | Commissions | 43,660 | 44,657 | \$ (997) | 75,492 | 107,000 | 41% |
| 4,383 | 5,000 | Merchandise Sales | 53,153 | 50,500 | \$ 2,653 | 14,565 | 79,000 | 67% |
| - | 2,536 | Miscellaneous | 75 | 15,216 | \$ (15,141) | (43) | 35,000 | 0% |
| 334,896 | 337,224 | Total Revenue | 2,551,295 | 2,090,730 | \$ 460,565 | \$ 2,131,190 | 5,566,297 | 46% |
| Operating Expenses | | | | | | | | |
| 64,427 | 105,597 | Salaries & Wages | 614,413 | 620,470 | 6,057 | 595,100 | 1,238,204 | 50% |
| 16,868 | 14,841 | Rent | 95,282 | 89,045 | (6,237) | 61,416 | 178,091 | 54% |
| 3,650 | 1,647 | Telephone | 20,272 | 13,424 | (6,848) | 13,382 | 23,309 | 87% |
| 400 | 281 | Mail - USPS | 1,735 | 1,685 | (50) | 1,865 | 3,370 | 51% |
| 1,244 | 790 | Insurance/Bonding | 6,609 | 4,742 | (1,867) | 4,668 | 9,485 | 70% |
| 413 | 1,159 | Supplies | 9,597 | 6,956 | (2,641) | 7,584 | 13,918 | 69% |
| 110 | - | Visitor Communications - Other | 278 | - | (278) | 25 | - | - |
| 1,217 | 1,147 | Depreciation | 7,230 | 6,882 | (348) | 6,925 | 13,762 | 53% |
| 794 | 928 | Equipment Support & Maintenance | 6,508 | 5,570 | (938) | 8,633 | 11,140 | 58% |
| (4) | 475 | Taxes, Licenses & Fees | 1,666 | 2,084 | 418 | 1,803 | 3,334 | 50% |
| - | 171 | Miscellaneous Expense | 371 | 342 | (29) | - | 684 | 54% |
| 1,445 | 1,403 | Equipment Rental/Leasing | 10,616 | 8,416 | (2,200) | 7,592 | 16,828 | 63% |
| 575 | 42 | Training Seminars | 755 | 950 | 195 | 1,248 | 3,100 | 24% |
| - | 1,009 | Public Outreach | - | 1,867 | 1,867 | - | 3,735 | 0% |
| 2,160 | 1,000 | Professional Fees | 16,908 | 20,475 | 3,567 | 25,870 | 26,975 | 63% |
| - | - | Research & Planning Membership | 3,000 | 3,000 | - | 3,000 | 5,000 | 60% |
| 6,892 | 11,833 | Research & Planning | 46,848 | 40,998 | (5,850) | 13,204 | 82,000 | 57% |
| 21,500 | 382,333 | Transportation Projects | 250,593 | 721,000 | 470,407 | 146,356 | 977,000 | 26% |
| 9,549 | - | Infrastructure Projects | 518,339 | - | (518,339) | 189,184 | 1,363,831 | 38% |
| 10,000 | - | Programs | 9,600 | 100,000 | 90,400 | - | 196,600 | 5% |
| - | - | Autumn Food & Wine | - | - | - | 75,827 | - | - |
| 3,500 | - | Special Events | 26,488 | 28,500 | 2,012 | 19,111 | 190,153 | 14% |
| 1,541 | 2,100 | Membership Activities | 7,465 | 16,482 | 9,017 | 6,763 | 45,580 | 16% |
| - | 500 | Tuesday Morning Breakfast Club | 2,769 | 3,000 | 231 | 4,561 | 6,000 | 46% |
| - | - | Classified Ads | - | - | - | 2,361 | - | - |
| - | - | Promotions/Giveaways | 627 | - | (627) | - | - | - |
| - | - | Market Study Reports/Research | 33 | 5,000 | 4,967 | - | 18,000 | 0% |
| 80,762 | 80,548 | Marketing Cooperative/Media | 484,572 | 483,285 | (1,287) | 492,000 | 966,566 | 50% |
| - | - | Media/Collateral/Production | - | - | - | 73,089 | - | - |
| 1,795 | 598 | Miscellaneous Programs | 21,033 | 30,806 | 9,773 | - | 88,731 | 24% |
| - | - | Conference - PUD | - | - | - | - | 10,000 | 0% |
| 2,184 | 2,500 | Cost of Goods Sold | 22,776 | 18,500 | (4,276) | 8,564 | 33,000 | 69% |
| 150 | 540 | Associate Relations | 496 | 1,687 | 1,191 | 984 | 3,075 | 16% |
| 590 | 417 | Board Functions | 2,416 | 2,500 | 84 | 4,986 | 5,000 | 48% |
| 514 | 367 | Credit Card Fees | 2,896 | 1,700 | (1,196) | 1,382 | 3,400 | 85% |
| 421 | 922 | Automobile Expenses | 3,689 | 5,529 | 1,840 | 3,673 | 11,058 | 33% |
| 41 | 183 | Meals/Meetings | 1,961 | 1,000 | (961) | 1,146 | 2,160 | 91% |
| 524 | 275 | Dues & Subscriptions | 3,513 | 3,212 | (301) | 9,027 | 5,172 | 68% |
| 2,180 | 631 | Travel | 4,357 | 3,787 | (570) | 3,028 | 8,238 | 53% |
| 235,442 | 614,237 | Total Operating Expenses | 2,205,711 | 2,252,894 | 47,183 | 1,794,357 | 5,566,499 | 40% |
| 99,454 | (277,013) | Operating Income (Loss) | 345,584 | (162,164) | 507,748 | \$ 336,833 | (202) | - |
| Other Income | | | | | | | | |
| 12 | 183 | Revenues- Interest & Investment | 278 | 1,100 | (822) | 1,271 | 2,200 | 13% |
| 99,466 | (276,830) | Net Income (Loss) | 345,862 | (161,064) | 506,926 | 338,104 | 1,998 | - |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 2 quarters ended Dec 31, 2012
All Departments excl Infrastructure

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year To Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (42%) |
|---------------------------|----------------------|---------------------------------|---------------------|---------------------|--------------------|---------------------------|------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| \$ 299,699 | \$ 299,699 | Placer County TOT Funding | \$ 1,798,195 | \$ 1,798,195 | \$ - | \$ 1,625,234 | \$ 3,596,401 | 50% |
| 9,556 | 10,355 | Membership | 56,698 | 62,133 | \$ (5,435) | 51,764 | 124,265 | 46% |
| 490 | 720 | Revenues-Membership Activities | 17,488 | 16,548 | \$ 940 | 23,469 | 53,833 | 32% |
| 619 | 744 | Revenue-Tue AM Breakfast Club | 4,444 | 4,463 | \$ (19) | 6,779 | 8,927 | 50% |
| - | - | Special Events Autumn Food&Wine | - | - | \$ - | 78,947 | - | - |
| - | - | Revenues - Retail - Nontaxable | - | - | \$ - | 297 | - | - |
| 200 | - | Non-retail VIC income | 600 | - | \$ 600 | - | - | - |
| 3,446 | 1,667 | Commissions | 43,660 | 44,657 | \$ (997) | 75,492 | 107,000 | 41% |
| 4,383 | 5,000 | Merchandise Sales | 53,153 | 50,500 | \$ 2,653 | 14,565 | 79,000 | 67% |
| - | 2,536 | Miscellaneous | 75 | 15,216 | \$ (15,141) | (43) | 35,000 | 0% |
| | | | | | \$ - | | | |
| | | | | | \$ - | | | |
| 318,393 | 320,721 | Total Revenue | 1,974,313 | 1,991,712 | \$ (17,399) | \$ 1,876,504 | 4,004,426 | 49% |
| Operating Expenses | | | | | | | | |
| 59,431 | 98,285 | Salaries & Wages | 573,414 | 578,400 | 4,986 | 555,911 | 1,154,183 | 50% |
| 16,167 | 14,213 | Rent | 91,535 | 85,281 | (6,254) | 57,059 | 170,563 | 54% |
| 3,379 | 1,551 | Telephone | 18,676 | 12,561 | (6,115) | 12,255 | 21,869 | 85% |
| 400 | 280 | Mail - USPS | 1,727 | 1,677 | (50) | 1,860 | 3,355 | 51% |
| 1,207 | 724 | Insurance/Bonding | 6,365 | 4,342 | (2,023) | 4,287 | 8,685 | 73% |
| 407 | 1,034 | Supplies | 9,296 | 6,206 | (3,090) | 7,248 | 12,418 | 75% |
| 110 | - | Visitor Communications - Other | 278 | - | (278) | 25 | - | - |
| 1,120 | 1,055 | Depreciation | 6,652 | 6,330 | (322) | 6,411 | 12,658 | 53% |
| 778 | 868 | Equipment Support & Maintenance | 6,204 | 5,210 | (994) | 8,200 | 10,420 | 60% |
| (4) | 375 | Taxes, Licenses & Fees | 1,608 | 1,484 | (124) | 1,075 | 2,234 | 72% |
| - | - | Miscellaneous Expense | 371 | - | (371) | - | - | - |
| 1,315 | 1,283 | Equipment Rental/Leasing | 9,675 | 7,696 | (1,979) | 6,919 | 15,388 | 63% |
| 575 | - | Training Seminars | 755 | 700 | (55) | 870 | 2,600 | 29% |
| - | 859 | Public Outreach | - | 1,717 | 1,717 | - | 3,435 | 0% |
| 2,160 | 1,000 | Professional Fees | 16,908 | 20,475 | 3,567 | 25,870 | 26,975 | 63% |
| - | - | Research & Planning Membership | 3,000 | 3,000 | - | 3,000 | 5,000 | 60% |
| 5,808 | 7,500 | Research & Planning | 15,848 | 15,000 | (848) | 5,655 | 30,000 | 53% |
| 21,500 | 382,333 | Transportation Projects | 250,593 | 721,000 | 470,407 | 146,158 | 977,000 | 26% |
| 10,000 | - | Programs | 9,600 | 100,000 | 90,400 | - | 196,600 | 5% |
| - | - | Autumn Food & Wine | - | - | - | 75,827 | - | - |
| 3,500 | - | Special Events | 26,488 | 28,500 | 2,012 | 19,111 | 190,153 | 14% |
| 1,541 | 2,100 | Membership Activities | 7,373 | 16,482 | 9,109 | 6,763 | 45,580 | 16% |
| - | 500 | Tuesday Morning Breakfast Club | 2,769 | 3,000 | 231 | 4,561 | 6,000 | 46% |
| - | - | Classified Ads | - | - | - | 2,192 | - | - |
| - | - | Promotions/Giveaways | 627 | - | (627) | - | - | - |
| - | - | Market Study Reports/Research | 33 | 5,000 | 4,967 | - | 18,000 | 0% |
| - | - | Marketing Cooperative/Media | 484,572 | 483,285 | (1,287) | 492,000 | 966,566 | 50% |
| 80,762 | 80,548 | Media/Collateral/Production | - | - | - | 73,089 | - | - |
| - | - | Miscellaneous Programs | 21,033 | 30,806 | 9,773 | - | 88,731 | 24% |
| 1,795 | 598 | Conference - PUD | - | - | - | - | 10,000 | 0% |
| 2,184 | 2,500 | Cost of Goods Sold | 22,776 | 18,500 | (4,276) | 8,564 | 33,000 | 69% |
| 150 | 515 | Associate Relations | 490 | 1,637 | 1,147 | 972 | 2,975 | 16% |
| 590 | 417 | Board Functions | 2,416 | 2,500 | 84 | 4,986 | 5,000 | 48% |
| 514 | 367 | Credit Card Fees | 2,896 | 1,700 | (1,196) | 1,382 | 3,400 | 85% |
| 382 | 755 | Automobile Expenses | 3,184 | 4,529 | 1,345 | 2,895 | 9,058 | 35% |
| 41 | 158 | Meals/Meetings | 1,859 | 950 | (909) | 1,134 | 2,060 | 90% |
| 524 | 250 | Dues & Subscriptions | 3,495 | 3,162 | (333) | 8,991 | 5,072 | 69% |
| 2,180 | 631 | Travel | 4,357 | 3,787 | (570) | 3,028 | 8,238 | 53% |
| 218,516 | 600,699 | Total Operating Expenses | 1,606,873 | 2,174,917 | 568,044 | 1,548,298 | 4,047,216 | 40% |
| 99,877 | (279,978) | Operating Income (Loss) | 367,440 | (183,205) | 550,645 | \$ 328,206 | (42,790) | - |
| Other Income | | | | | | | | |
| 12 | 150 | Revenues- Interest & Investment | 278 | 900 | (622) | 932 | 1,800 | 15% |
| \$ (3,508) | \$ (3,582) | Allocated | \$ (21,047) | \$ (21,494) | 447 | \$ (20,779) | \$ (42,988) | 0% |
| 103,397 | (276,246) | Net Income (Loss) | 388,765 | (160,811) | 549,576 | 349,917 | 1,998 | - |

North Lake Tahoe Resort Association
Departmental Summary
For the 2 Quarters Ending Dec 31, 2012

| | Marketing | Conference | Visitor Information | Marketing Subtotal | Transportation | Membership | Administration | Subtotal | Infrastructure | TOTAL |
|---------------------------------|----------------|----------------|---------------------|--------------------|----------------|----------------|------------------|----------------|-----------------|------------------|
| Revenue | | | | | | | | | | |
| Placer County TOT Funding | \$ 892,182 | \$ 176,101 | \$ 156,636 | \$ 1,224,919 | \$ 573,276 | \$ - | \$ - | \$ 573,276 | \$ 576,982 | \$ 2,375,177 |
| Membership | - | 4,230 | - | 4,230 | - | 52,468 | - | 52,468 | - | 56,698 |
| Revenues-Membership Activities | - | - | - | - | - | 17,488 | - | 17,488 | - | 17,488 |
| Revenue-Tue AM Breakfast Club | - | - | - | - | - | 4,444 | - | 4,444 | - | 4,444 |
| Non-retail VIC income | - | - | 600 | 600 | - | - | - | - | - | 600 |
| Commissions | 301 | 43,360 | - | 43,660 | - | - | - | - | - | 43,660 |
| Merchandise Sales | - | - | 53,153 | 53,153 | - | - | 75 | 75 | - | 53,153 |
| Miscellaneous | - | - | - | - | - | - | - | - | - | 75 |
| Total Revenue | 892,483 | 223,691 | 210,389 | 1,326,562 | 573,276 | 74,400 | 75 | 647,751 | 576,982 | 2,551,295 |
| Operating Expenses | | | | | | | | | | |
| Salaries & Wages | 140,398 | 105,278 | 108,544 | 354,219 | 35,655 | 37,164 | 146,375 | 219,194 | 41,000 | 614,413 |
| Rent | 10,518 | 5,330 | 56,329 | 72,178 | 3,746 | 3,746 | 11,865 | 19,358 | 3,746 | 95,282 |
| Telephone | 5,933 | 1,688 | 2,910 | 10,531 | 1,531 | 2,072 | 4,542 | 8,145 | 1,596 | 20,272 |
| Mail - USPS | 600 | 413 | 231 | 1,244 | 8 | 130 | 345 | 483 | 8 | 1,735 |
| Insurance/Bonding | 1,307 | 1,200 | 1,546 | 4,053 | 244 | 589 | 1,480 | 2,313 | 243 | 6,609 |
| Supplies | 1,741 | 443 | 4,311 | 6,495 | 263 | 1,154 | 1,385 | 2,801 | 301 | 9,597 |
| Visitor Communications - Other | 75 | - | 203 | 278 | - | - | - | - | - | 278 |
| Depreciation | 1,808 | 940 | 940 | 3,688 | 578 | 578 | 1,808 | 2,964 | 578 | 7,230 |
| Equipment Support & Maintenance | 1,651 | 848 | 1,145 | 3,644 | 304 | 304 | 1,951 | 2,560 | 304 | 6,508 |
| Taxes, Licenses & Fees | 380 | 94 | 588 | 1,062 | 58 | 58 | 430 | 546 | 58 | 1,666 |
| Miscellaneous Expense | 22 | - | - | 22 | - | - | 349 | 349 | - | 371 |
| Equipment Rental/Leasing | 1,245 | 1,096 | 2,966 | 5,306 | 941 | 1,969 | 1,459 | 4,369 | 941 | 10,616 |
| Training Seminars | 425 | - | - | 425 | - | 180 | 150 | 330 | - | 755 |
| Professional Fees | - | - | 3,188 | 3,188 | - | 160 | 13,560 | 13,720 | - | 16,908 |
| Research & Planning Membership | - | - | - | - | 3,000 | - | - | 3,000 | - | 3,000 |
| Research & Planning | - | - | - | - | 15,848 | - | - | 15,848 | 31,000 | 46,848 |
| Transportation Projects | - | - | - | - | 250,593 | - | - | 250,593 | - | 250,593 |
| Infrastructure Projects | 9,600 | - | - | 9,600 | - | - | - | - | - | 9,600 |
| Programs | 26,488 | - | - | 26,488 | - | - | - | - | - | 26,488 |
| Special Events | 93 | 93 | 93 | 278 | 93 | 6,909 | 93 | 7,095 | 93 | 7,465 |
| Membership Activities | - | - | - | - | - | 2,769 | - | 2,769 | - | 2,769 |
| Tuesday Morning Breakfast Club | - | - | - | - | - | - | - | - | - | 627 |
| Promotions/Giveaways | - | 627 | - | 627 | - | - | - | - | - | 33 |
| Market Study Reports/Research | 33 | - | - | 484,572 | - | - | - | - | - | 484,572 |
| Marketing Cooperative/Media | 417,576 | 66,996 | - | 21,033 | - | - | - | - | - | 21,033 |
| Miscellaneous Programs | 21,033 | - | 22,776 | 22,776 | - | - | - | - | - | 22,776 |
| Cost of Goods Sold | - | - | 75 | 75 | - | 25 | 390 | 415 | 6 | 496 |
| Associate Relations | - | - | - | - | - | - | 2,416 | 2,416 | - | 2,416 |
| Board Functions | - | - | 1,799 | 1,799 | - | 1,097 | - | 1,097 | - | 2,896 |
| Credit Card Fees | - | - | 918 | 2,483 | 502 | - | 199 | 701 | 505 | 3,689 |
| Automobile Expenses | 1,160 | 405 | 363 | 1,458 | 13 | 62 | 325 | 401 | 102 | 1,961 |
| Meals/Meetings | 978 | 117 | - | 1,412 | 18 | 516 | 1,549 | 2,083 | 18 | 3,513 |
| Dues & Subscriptions | 597 | 815 | - | 4,357 | - | - | - | - | - | 4,357 |
| Travel | 4,357 | - | - | - | - | - | - | - | - | - |
| Total Operating Expenses | 648,018 | 186,383 | 208,925 | 1,043,324 | 313,395 | 59,482 | 190,671 | 563,550 | 598,838 | 2,205,711 |
| Operating Income (Loss) | 244,465 | 37,308 | 1,464 | 283,238 | 259,881 | 14,918 | (190,596) | 84,201 | (21,856) | 345,584 |
| Revenues- Interest & Investment | - | - | - | - | - | - | 278 | 278 | - | 278 |
| Allocated | 67,071 | 40,995 | 23,776 | 131,842 | 16,925 | 17,474 | (187,287) | (152,889) | 21,047 | - |
| Net Income (Loss) | 177,394 | (3,687) | (22,312) | 151,396 | 242,956 | (2,556) | (3,031) | 237,368 | (42,903) | 345,862 |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 2 Quarters Ended Dec 31, 2012
Marketing

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|----------------------|----------------------|---------------------------------|---------------------|---------------------|---------------|---------------------------|------------------------|--------------------------------------|
| | | Revenue | | | | | | |
| \$ 148,697 | \$ 148,697 | Placer County TOT Funding | \$ 892,182 | \$ 892,182 | \$ - | \$ 981,576 | \$ 1,784,362 | 50% |
| - | - | Special Events Autumn Food&Wine | - | - | - | 78,947 | - | - |
| 301 | 1,250 | Commissions | 301 | 1,250 | (949) | 2,197 | 7,000 | 4% |
| 148,998 | 149,947 | Total Revenue | 892,483 | 893,432 | (949) | 1,062,720 | 1,791,362 | |
| | | Operating Expenses | | | | | | |
| 16,216 | 23,957 | Salaries & Wages | 140,398 | 141,013 | 615 | 158,664 | 282,026 | 50% |
| 1,992 | 1,631 | Rent | 10,518 | 9,789 | (729) | 12,219 | 19,577 | 54% |
| 1,082 | 300 | Telephone | 5,933 | 2,688 | (3,245) | 4,511 | 4,488 | 132% |
| 280 | 85 | Mail - USPS | 600 | 510 | (90) | 667 | 1,020 | 59% |
| 236 | 200 | Insurance/Bonding | 1,307 | 1,200 | (107) | 1,152 | 2,400 | 54% |
| 40 | 383 | Supplies | 1,741 | 2,298 | 557 | 2,024 | 4,601 | 38% |
| 75 | - | Visitor Communications - Other | 75 | - | (75) | - | - | - |
| 304 | 286 | Depreciation | 1,808 | 1,716 | (92) | 1,784 | 3,430 | 53% |
| 197 | 150 | Equipment Support & Maintenance | 1,651 | 900 | (751) | 2,846 | 1,800 | 92% |
| - | - | Taxes, Licenses & Fees | 380 | 233 | (147) | 204 | 233 | 163% |
| - | - | Miscellaneous Expense | 22 | - | (22) | - | - | - |
| 144 | 167 | Equipment Rental/Leasing | 1,245 | 1,002 | (243) | 945 | 2,000 | 62% |
| 425 | - | Training Seminars | 425 | - | (425) | 870 | - | - |
| 10,000 | - | Programs | 9,600 | 100,000 | 90,400 | - | 196,600 | 5% |
| - | - | Autumn Food & Wine | - | - | - | 75,827 | - | - |
| 3,500 | - | Special Events | 26,488 | 28,500 | 2,012 | 19,111 | 190,153 | 14% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Market Study Reports/Research | 33 | 5,000 | 4,967 | - | 18,000 | 0% |
| 69,596 | 69,104 | Marketing Cooperative/Media | 417,576 | 414,624 | (2,952) | 405,500 | 829,243 | 50% |
| - | - | Media/Collateral/Production | - | - | - | 66,209 | - | - |
| 1,795 | - | Miscellaneous Programs | 21,033 | 30,000 | 8,967 | - | 87,675 | 24% |
| - | 300 | Associate Relations | - | 350 | 350 | 36 | 400 | 0% |
| - | 125 | Credit Card Fees | - | 250 | 250 | 233 | 500 | 0% |
| - | 150 | Automobile Expenses | 1,160 | 900 | (260) | 811 | 1,800 | 64% |
| 41 | 100 | Meals/Meetings | 978 | 600 | (378) | 980 | 1,200 | 82% |
| 524 | - | Dues & Subscriptions | 597 | 750 | 153 | 6,812 | 1,500 | 40% |
| 2,180 | 631 | Travel | 4,357 | 3,787 | (570) | 2,724 | 7,574 | 58% |
| 108,627 | 97,569 | Total Operating Expenses | 648,018 | 746,110 | 98,092 | 764,129 | 1,656,220 | 39% |
| 40,371 | 52,378 | Operating Income (Loss) | 244,465 | 147,322 | 97,143 | 298,591 | 135,142 | 181% |
| 11,179 | 11,262 | Allocated | 67,071 | 67,571 | 500 | 75,032 | 135,142 | 50% |
| 11,179 | 11,262 | Total Other Expenses | 67,071 | 67,571 | 500 | 75,032 | 135,142 | 50% |
| 29,192 | 41,116 | Net Income (Loss) | 177,394 | 79,751 | 97,643 | 223,559 | - | - |

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

Conference

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|----------------------|----------------------|---------------------------------|---------------------|---------------------|----------|---------------------------|------------------------|--------------------------------------|
| | | Revenue | | | | | | |
| \$ 29,350 | \$ 29,350 | Placer County TOT Funding | \$ 176,101 | \$ 176,101 | \$ - | \$ 173,333 | \$ 352,202 | 50% |
| 662 | 541 | Membership | 4,230 | 3,249 | \$ 981 | 2,614 | 6,497 | 65% |
| 3,146 | - | Commissions | 43,360 | 40,907 | \$ 2,453 | 73,295 | 95,000 | 46% |
| 33,158 | 29,891 | Total Revenue | 223,691 | 220,257 | \$ 3,434 | 249,242 | 453,699 | 49% |
| | | Operating Expenses | | | | | | |
| 9,784 | 16,829 | Salaries & Wages | 105,278 | 99,171 | (6,107) | 81,482 | 198,340 | 53% |
| 1,001 | 835 | Rent | 5,330 | 5,007 | (323) | 6,225 | 10,014 | 53% |
| 308 | 246 | Telephone | 1,688 | 1,929 | 241 | 1,823 | 3,408 | 50% |
| 64 | 65 | Mail - USPS | 413 | 390 | (23) | 462 | 780 | 53% |
| 236 | 100 | Insurance/Bonding | 1,200 | 600 | (600) | 578 | 1,200 | 100% |
| 30 | 149 | Supplies | 443 | 891 | 448 | 893 | 1,782 | 25% |
| 158 | 150 | Depreciation | 940 | 900 | (40) | 905 | 1,800 | 52% |
| 278 | 108 | Equipment Support & Maintene | 848 | 650 | (198) | 822 | 1,300 | 65% |
| - | - | Taxes, Licenses & Fees | 94 | 130 | 36 | 106 | 130 | 72% |
| 144 | 142 | Equipment Rental/Leasing | 1,096 | 850 | (246) | 793 | 1,700 | 64% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Classified Ads | - | - | - | 50 | - | - |
| - | - | Promotions/Giveaways | 627 | - | (627) | - | - | - |
| 11,166 | 11,444 | Marketing Cooperative/Media | 66,996 | 68,661 | 1,665 | 86,500 | 137,323 | 49% |
| - | - | Conference - PUD | - | - | - | - | 10,000 | 0% |
| - | 42 | Associate Relations | - | 250 | 250 | 219 | 500 | 0% |
| 147 | 80 | Automobile Expenses | 405 | 479 | 74 | 71 | 958 | 42% |
| - | - | Meals/Meetings | 117 | - | (117) | 23 | - | - |
| - | - | Dues & Subscriptions | 815 | 840 | 25 | 890 | 1,500 | 54% |
| 23,316 | 30,190 | Total Operating Expenses | 186,383 | 180,748 | (5,635) | 181,842 | 370,735 | 50% |
| 9,842 | (299) | Operating Income (Loss) | 37,308 | 39,509 | 2,201 | 67,400 | 82,964 | 45% |
| | | Other Expenses | | | | | | |
| 6,832 | 6,914 | Allocated | 40,995 | 41,483 | 488 | 42,502 | 82,965 | 49% |
| 6,832 | 6,914 | Total Other Expenses | 40,995 | 41,483 | 488 | 42,502 | 82,965 | 49% |
| 3,010 | (7,213) | Net Income (Loss) | (3,687) | (1,974) | (1,713) | 24,898 | (1) | |

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

Transportation

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|---------------------------|----------------------|---------------------------------|---------------------|---------------------|----------------|---------------------------|------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| \$ 95,546 | \$ 95,546 | Placer County TOT Funding | \$ 573,276 | \$ 573,276 | \$ - | \$ 309,600 | \$ 1,146,566 | 50% |
| 95,546 | 95,546 | Total Revenue | 573,276 | 573,276 | - | 309,600 | 1,146,566 | 50% |
| Cost of Goods Sold | | | | | | | | |
| 95,546 | 95,546 | Gross Profit | 573,276 | 573,276 | - | 309,600 | 1,146,566 | 50% |
| Operating Expenses | | | | | | | | |
| 4,551 | 6,953 | Salaries & Wages | 35,655 | 40,119 | 4,464 | 38,765 | 80,239 | 44% |
| 701 | 586 | Rent | 3,746 | 3,517 | (229) | 4,357 | 7,034 | 53% |
| 270 | 171 | Telephone | 1,531 | 1,304 | (227) | 1,127 | 2,328 | 66% |
| 2 | - | Mail - USPS | 8 | - | (8) | - | - | - |
| 37 | 67 | Insurance/Bonding | 244 | 400 | 156 | 386 | 800 | 31% |
| 6 | 67 | Supplies | 263 | 400 | 137 | 336 | 800 | 33% |
| 97 | 92 | Depreciation | 578 | 552 | (26) | 518 | 1,104 | 52% |
| 15 | 56 | Equipment Support & Maintenan | 304 | 335 | 31 | 383 | 670 | 45% |
| - | - | Taxes, Licenses & Fees | 58 | 100 | 42 | 65 | 100 | 58% |
| 130 | 117 | Equipment Rental/Leasing | 941 | 700 | (241) | 673 | 1,400 | 67% |
| - | 443 | Public Outreach | - | 886 | 886 | - | 1,773 | 0% |
| - | - | Research & Planning Membersf | 3,000 | 3,000 | - | 3,000 | 5,000 | 60% |
| 5,808 | 7,500 | Research & Planning | 15,848 | 15,000 | (848) | 5,655 | 30,000 | 53% |
| 21,500 | 382,333 | Transportation Projects | 250,593 | 721,000 | 470,407 | 146,158 | 977,000 | 26% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Classified Ads | - | - | - | 169 | - | - |
| - | 13 | Associate Relations | - | 75 | 75 | 12 | 150 | 0% |
| 39 | 350 | Automobile Expenses | 502 | 2,100 | 1,598 | 779 | 4,200 | 12% |
| - | - | Meals/Meetings | 13 | - | (13) | 12 | 100 | 13% |
| - | - | Dues & Subscriptions | 18 | 72 | 54 | 36 | 72 | 25% |
| 33,156 | 398,748 | Total Operating Expenses | 313,395 | 789,560 | 476,165 | 202,431 | 1,112,770 | 28% |
| 62,390 | (303,202) | Operating Income (Loss) | 259,881 | (216,284) | 476,165 | 107,169 | 33,796 | 769% |
| - | - | Total Other Income | - | - | - | - | - | - |
| Other Expenses | | | | | | | | |
| 2,821 | 2,816 | Allocated | 16,925 | 16,898 | (27) | 18,280 | 33,796 | 50% |
| 2,821 | 2,816 | Total Other Expenses | 16,925 | 16,898 | (27) | 18,280 | 33,796 | 50% |
| 59,569 | (306,018) | Net Income (Loss) | 242,956 | (233,182) | 476,138 | 88,889 | - | - |

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

for the 2 quarters ended Dec 31, 2012

Visitor Information

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year To Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|---------------------------|----------------------|---------------------------------|---------------------|---------------------|-----------------|---------------------------|------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| \$ 26,106 | \$ 26,106 | Placer County TOT Funding | \$ 156,636 | \$ 156,636 | - | \$ 160,725 | \$ 313,271 | 50% |
| - | - | Revenues - Retail - Nontaxable | - | - | - | 297 | - | - |
| 200 | - | Non-retail VIC income | 600 | - | 600 | - | - | - |
| 4,383 | 5,000 | Merchandise Sales | 53,153 | 50,500 | 2,653 | 14,565 | 79,000 | 67% |
| - | 2,536 | Miscellaneous | - | 15,216 | (15,216) | 30 | 35,000 | 0% |
| 30,689 | 33,642 | Total Revenue | 210,389 | 222,352 | (11,963) | \$ 175,617 | 427,271 | 49% |
| Operating Expenses | | | | | | | | |
| 12,092 | 18,183 | Salaries & Wages | 108,544 | 109,071 | 527 | 71,517 | 215,026 | 50% |
| 9,278 | 8,941 | Rent | 56,329 | 53,646 | (2,683) | 16,593 | 107,294 | 52% |
| 431 | 155 | Telephone | 2,910 | 1,395 | (1,515) | 870 | 2,328 | 125% |
| 15 | 15 | Mail - USPS | 231 | 90 | (141) | 77 | 180 | 128% |
| 311 | 83 | Insurance/Bonding | 1,546 | 500 | (1,046) | 578 | 1,000 | 155% |
| 178 | 83 | Supplies | 4,311 | 500 | (3,811) | 1,312 | 1,000 | 431% |
| 35 | - | Visitor Communications - Other | 203 | - | (203) | 25 | - | - |
| 158 | 149 | Depreciation | 940 | 894 | (46) | 905 | 1,788 | 53% |
| 25 | 150 | Equipment Support & Maintenance | 1,145 | 900 | (245) | 922 | 1,800 | 64% |
| - | - | Taxes, Licenses & Fees | 588 | 206 | (382) | 193 | 206 | 285% |
| 433 | 333 | Equipment Rental/Leasing | 2,966 | 2,000 | (966) | 2,064 | 4,000 | 74% |
| - | - | Training Seminars | - | 500 | 500 | - | 1,000 | 0% |
| - | 250 | Professional Fees | 3,188 | 3,225 | 37 | - | 4,975 | 64% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Classified Ads | - | - | - | 720 | - | - |
| - | - | Media/Collateral/Production | - | - | - | 6,880 | - | - |
| - | 42 | Miscellaneous Programs | - | 250 | 250 | - | 500 | 0% |
| 2,184 | 2,500 | Cost of Goods Sold | 22,776 | 18,500 | (4,276) | 8,564 | 33,000 | 69% |
| - | 29 | Associate Relations | 75 | 175 | 100 | 19 | 350 | 21% |
| 373 | 58 | Credit Card Fees | 1,799 | 350 | (1,449) | 412 | 700 | 257% |
| - | 25 | Automobile Expenses | 918 | 150 | (768) | 455 | 300 | 306% |
| - | - | Meals/Meetings | 363 | - | (363) | 51 | 60 | 605% |
| 25,513 | 30,996 | Total Operating Expenses | 208,925 | 192,352 | (16,573) | 112,157 | 375,507 | 56% |
| 5,176 | 2,646 | Operating Income (Loss) | 1,464 | 30,000 | (28,536) | \$ 63,460 | 51,764 | 3% |
| 3,963 | 3,814 | Allocated | 23,776 | 22,882 | (894) | 32,641 | 45,764 | 0% |
| 3,963 | 3,814 | Total Other Expenses | 23,776 | 22,882 | (894) | 32,641 | 45,764 | - |
| 1,213 | (1,168) | Net Income (Loss) | (22,312) | 7,118 | (29,430) | 30,819 | 6,000 | -372% |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 2 Quarters Ended Dec 31, 2012
Infrastructure

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|----------------------|----------------------|---------------------------------|---------------------|---------------------|------------------|---------------------------|------------------------|--------------------------------------|
| | | Revenue | | | | | | |
| \$ 16,503 | \$ 16,503 | Placer County TOT Funding | \$ 576,982 | \$ 99,018 | 477,964 | \$ 254,686 | \$ 1,561,871 | 37% |
| 16,503 | 16,503 | Total Revenue | 576,982 | 99,018 | 477,964 | 254,686 | 1,561,871 | 37% |
| | | Operating Expenses | | | | | | |
| 4,995 | 7,312 | Salaries & Wages | 41,000 | 42,070 | 1,070 | 39,188 | 84,021 | 49% |
| 701 | 627 | Rent | 3,746 | 3,764 | 18 | 4,357 | 7,528 | 50% |
| 270 | 96 | Telephone | 1,596 | 862 | (734) | 1,127 | 1,440 | 111% |
| - | 1 | Mail - USPS | 8 | 8 | - | 5 | 15 | 53% |
| 37 | 67 | Insurance/Bonding | 243 | 400 | 157 | 381 | 800 | 30% |
| 6 | 125 | Supplies | 301 | 750 | 449 | 336 | 1,500 | 20% |
| 97 | 92 | Depreciation | 578 | 552 | (26) | 514 | 1,104 | 52% |
| 15 | 60 | Equipment Support & Maintenance | 304 | 360 | 56 | 433 | 720 | 42% |
| - | 100 | Taxes, Licenses & Fees | 58 | 600 | 542 | 728 | 1,100 | 5% |
| - | 171 | Miscellaneous Expense | - | 342 | 342 | - | 684 | 0% |
| 130 | 120 | Equipment Rental/Leasing | 941 | 720 | (221) | 673 | 1,440 | 65% |
| - | 42 | Training Seminars | - | 250 | 250 | 378 | 500 | 0% |
| - | 150 | Public Outreach | - | 150 | 150 | - | 300 | 0% |
| 1,084 | 4,333 | Research & Planning | 31,000 | 25,998 | (5,002) | 7,549 | 52,000 | 60% |
| - | - | Transportation Projects | - | - | - | 198 | - | - |
| 9,549 | - | Infrastructure Projects | 518,339 | - | (518,339) | 189,184 | 1,363,831 | 38% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Classified Ads | - | - | - | 169 | - | - |
| - | 25 | Associate Relations | 6 | 50 | 44 | 12 | 100 | 6% |
| 39 | 167 | Automobile Expenses | 505 | 1,000 | 495 | 779 | 2,000 | 25% |
| - | 25 | Meals/Meetings | 102 | 50 | (52) | 12 | 100 | 102% |
| - | 25 | Dues & Subscriptions | 18 | 50 | 32 | 36 | 100 | 18% |
| 16,923 | 13,538 | Total Operating Expenses | 598,838 | 77,976 | (520,862) | 246,059 | 1,519,283 | 39% |
| (420) | 2,965 | Operating Income (Loss) | (21,856) | 21,042 | (42,898) | 8,627 | 42,588 | -51% |
| | | Other Income | | | | | | |
| - | 33 | Revenues- Interest & Investment | - | 200 | \$ (200) | 339 | 400 | |
| - | 33 | Total Other Income | - | 200 | \$ (200) | 339 | 400 | |
| | | Other Expenses | | | | | | |
| 3,508 | 3,582 | Allocated | 21,047 | 21,494 | 447 | 20,779 | 42,988 | 49% |
| 3,508 | 3,582 | Total Other Expenses | 21,047 | 21,494 | 447 | 20,779 | 42,988 | 49% |
| (3,928) | (584) | Net Income (Loss) | (42,903) | (252) | (42,651) | (11,813) | - | |

North Lake Tahoe Resort Association

BUDGET TO ACTUAL

For the 2 Quarters Ended Dec 31, 2012

Membership

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|---------------------------|----------------------|---------------------------------|---------------------|---------------------|----------------|---------------------------|------------------------|--------------------------------------|
| Revenue | | | | | | | | |
| 8,894 | 9,814 | Membership | 52,468 | 58,884 | \$ (6,416) | 49,150 | 117,768 | 45% |
| 490 | 720 | Revenues-Membership Activitie | 17,488 | 16,548 | 940 | 23,469 | 53,833 | 32% |
| 619 | 744 | Revenue-Tue AM Breakfast Clu | 4,444 | 4,463 | (19) | 6,779 | 8,927 | 50% |
| - | 417 | Commissions | - | 2,500 | (2,500) | - | 5,000 | 0% |
| 10,003 | 11,695 | Total Revenue | 74,400 | 82,395 | (7,995) | 79,398 | 185,528 | |
| Operating Expenses | | | | | | | | |
| 6,196 | 6,716 | Salaries & Wages | 37,164 | 38,927 | 1,763 | 40,473 | 78,352 | 47% |
| 701 | 589 | Rent | 3,746 | 3,534 | (212) | 4,373 | 7,068 | 53% |
| 339 | 196 | Telephone | 2,072 | 1,462 | (610) | 1,156 | 2,640 | 78% |
| - | 50 | Mail - USPS | 130 | 300 | 170 | 136 | 600 | 22% |
| 112 | 65 | Insurance/Bonding | 589 | 393 | (196) | 381 | 785 | 75% |
| 6 | 83 | Supplies | 1,154 | 500 | (654) | 542 | 1,000 | 115% |
| 97 | 92 | Depreciation | 578 | 552 | (26) | 514 | 1,104 | 52% |
| 15 | 79 | Equipment Support & Maintenanr | 304 | 475 | 171 | 483 | 950 | 32% |
| - | - | Taxes, Licenses & Fees | 58 | 65 | 7 | 65 | 65 | 89% |
| 289 | 242 | Equipment Rental/Leasing | 1,969 | 1,450 | (519) | 1,372 | 2,900 | 68% |
| - | - | Training Seminars | 180 | 200 | 20 | - | 1,000 | 18% |
| 160 | - | Professional Fees | 160 | - | (160) | - | - | - |
| 1,541 | 2,100 | Membership Activities | 6,909 | 16,482 | 9,573 | 6,763 | 45,580 | 15% |
| - | 500 | Tuesday Morning Breakfast Clul | 2,769 | 3,000 | 231 | 4,561 | 6,000 | 46% |
| - | - | Classified Ads | - | - | - | 169 | - | - |
| - | 556 | Miscellaneous Programs | - | 556 | 556 | - | 556 | 0% |
| - | 31 | Associate Relations | 25 | 188 | 163 | 212 | 375 | 7% |
| 141 | 183 | Credit Card Fees | 1,097 | 1,100 | 3 | 737 | 2,200 | 50% |
| - | 125 | Automobile Expenses | - | 750 | 750 | 723 | 1,500 | 0% |
| - | 25 | Meals/Meetings | 62 | 150 | 88 | 23 | 300 | 21% |
| - | 250 | Dues & Subscriptions | 516 | 500 | (16) | 552 | 1,000 | 52% |
| - | - | Travel | - | - | - | - | 664 | 0% |
| 9,597 | 11,882 | Total Operating Expenses | 59,482 | 70,584 | 11,102 | 63,235 | 154,639 | 38% |
| 406 | (187) | Operating Income (Loss) | 14,918 | 11,811 | 3,107 | 16,163 | 30,889 | 48% |
| 2,912 | 2,907 | Allocated | 17,474 | 17,445 | (29) | 18,684 | 34,889 | 50% |
| 2,912 | 2,907 | Total Other Expenses | 17,474 | 17,445 | (29) | 18,684 | 34,889 | 50% |
| (2,506) | (3,094) | Net Income (Loss) | (2,556) | (5,634) | 3,078 | (2,521) | (4,000) | 64% |

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 2 Quarters Ended Dec 31, 2012
Administration

| Current Month Actual | Current Month Budget | | Year to Date Actual | Year to Date Budget | Variance | Prior Year to Date Actual | Total 2012 2013 Budget | Percent of YTD Budget Consumed (50%) |
|----------------------|----------------------|---------------------------------|---------------------|---------------------|-----------------|---------------------------|------------------------|--------------------------------------|
| | | Revenue | | | | | | |
| - | - | Miscellaneous | 75 | - | 75 | (73) | - | - |
| - | - | Total Revenue | 75 | - | 75 | (73) | - | - |
| | | Operating Expenses | | | | | | |
| 10,592 | 74,728 | Salaries & Wages | 146,375 | 150,099 | 3,724 | 165,011 | 300,200 | 49% |
| 2,494 | 4,894 | Rent | 11,865 | 9,788 | (2,077) | 13,292 | 19,577 | 61% |
| 949 | 1,447 | Telephone | 4,542 | 3,783 | (759) | 2,769 | 6,676 | 68% |
| 38 | 194 | Mail - USPS | 345 | 387 | 42 | 518 | 775 | 45% |
| 274 | 625 | Insurance/Bonding | 1,480 | 1,250 | (230) | 1,212 | 2,500 | 59% |
| 147 | 809 | Supplies | 1,385 | 1,618 | 233 | 2,141 | 3,235 | 43% |
| 304 | 858 | Depreciation | 1,808 | 1,716 | (92) | 1,784 | 3,432 | 53% |
| 247 | 975 | Equipment Support & Maintenance | 1,951 | 1,950 | (1) | 2,744 | 3,900 | 50% |
| (4) | 375 | Taxes, Licenses & Fees | 430 | 750 | 320 | 441 | 1,500 | 29% |
| - | - | Miscellaneous Expense | 349 | - | (349) | - | - | - |
| 173 | 847 | Equipment Rental/Leasing | 1,459 | 1,694 | 235 | 1,072 | 3,388 | 43% |
| 150 | - | Training Seminars | 150 | - | (150) | - | 600 | 25% |
| - | 416 | Public Outreach | - | 831 | 831 | - | 1,662 | 0% |
| 2,000 | 17,250 | Professional Fees | 13,560 | 17,250 | 3,690 | 25,870 | 22,000 | 62% |
| - | - | Membership Activities | 93 | - | (93) | - | - | - |
| - | - | Classified Ads | - | - | - | 1,084 | - | - |
| 150 | 300 | Associate Relations | 390 | 600 | 210 | 475 | 1,200 | 33% |
| 590 | 1,250 | Board Functions | 2,416 | 2,500 | 84 | 4,986 | 5,000 | 48% |
| 197 | 75 | Automobile Expenses | 199 | 150 | (49) | 56 | 300 | 66% |
| - | 100 | Meals/Meetings | 325 | 200 | (125) | 46 | 400 | 81% |
| - | - | Dues & Subscriptions | 1,549 | 1,000 | (549) | 701 | 1,000 | 155% |
| - | - | Travel | - | - | - | 304 | - | - |
| 18,301 | 105,143 | Total Operating Expenses | 190,671 | 195,566 | 4,895 | 224,506 | 377,345 | 51% |
| (18,301) | (105,143) | Operating Income (Loss) | (190,596) | (195,566) | 4,970 | (224,579) | (377,345) | 51% |
| | | Other Income | | | | | | |
| 12 | 450 | Revenues- Interest & Investment | 278 | 900 | \$ (622) | 932 | 1,800 | |
| 12 | 450 | Total Other Income | 278 | 900 | \$ (622) | 932 | 1,800 | 15% |
| | | Other Expenses | | | | | | |
| (31,215) | (93,886) | Allocated | (187,287) | (187,773) | 486 | (207,918) | (375,545) | 50% |
| (31,215) | (93,886) | Total Other Expenses | (187,287) | (187,773) | 486 | (207,918) | (375,545) | 50% |
| 12,926 | (10,807) | Net Income (Loss) | (3,031) | (6,893) | 3,862 | (15,729) | - | - |

KEY METRICS DECEMBER 31, 2012

| Fiscal TOT Collections | 2012/13 | 2011/12 | 2010/2011 |
|------------------------|---------------------|---------------------|---------------------|
| Quarter 1 (JAS) | \$ 3,753,831 | \$ 3,575,545 | \$ 3,145,195 |
| Quarter 2 (OND) | | \$ 1,706,628 | \$ 2,027,191 |
| Quarter 3 (JFM) | | \$ 3,078,629 | \$ 3,694,470 |
| Quarter 4 (AMJ) | | \$ 1,459,354 | \$ 1,270,140 |
| Total | \$ 3,753,831 | \$ 9,820,156 | \$10,136,996 |

| MTRIP Lodging Reservations Activity | FY 12/13 | FY 11/12 | Variance |
|-------------------------------------|----------|----------|----------|
| Occupancy during December | 43.2% | 40.5% | 6.6% |
| ADR December (Average Daily Rate) | \$ 306 | \$ 292 | 5.0% |
| Occupancy forecast January | 37.6% | 33.2% | 13.3% |
| ADR January | \$ 269 | \$ 248 | 8.9% |
| Occupancy (prev 6 mo) | 46.8% | 46.1% | 1.5% |
| ADR (prev 6 mo) | \$ 215 | \$ 209 | 2.9% |
| Occupancy (next 6 mo) | 19.6% | 18.1% | 8.2% |
| ADR (next 6 mo) | \$ 248 | \$ 241 | 2.8% |
| Incremental Pacing for December | 7.1% | 4.0% | 75.9% |

| Conference Revenue Statistics July - December | | | |
|---|--------------|--------------|--------------|
| | 2012 | 2011 | YOY % Change |
| Booked Business | \$ 633,993 | \$ 1,865,111 | -66% |
| Booked Room Nights | 4,077 | 8,003 | -49% |
| Booked Annual Revenue Goal | \$ 2,500,000 | \$ 909,600 | 175% |
| Arrived Business | \$ 847,069 | \$ 705,236 | 20% |
| Arrived Room Nights | 6,075 | 4,967 | 22% |
| Arrived Revenue Annual Goal | \$ 1,750,000 | \$ 1,700,000 | 3% |

| VISITOR INFORMATION STATISTICS FOR 2012 2013 (JUL-DEC) | | | |
|--|-------|------|--------------|
| | 2012 | 2011 | YOY % Change |
| Tahoe City | | | |
| Walk In | 25017 | 8661 | 189% |
| Phone | 1939 | 1735 | 12% |
| Kings Beach (Walk In Only) | 3014 | 2995 | 1% |
| Reno (Walk in Only) | 2039 | 0 | - |

| Chamber Of Commerce Total Membership | |
|--------------------------------------|-----|
| April 2012 | 468 |
| December 2012 | 450 |

| Infrastructure Fund Balances Held by Placer County as of 12/31/12 | |
|---|---------------------|
| Contract 12477 2007-08 | \$ - |
| Contract 12659 2008-09 | \$ 682,527 |
| Contract 12818 2009-10 | \$ 789,928 |
| Contract 12945 2010-11 | \$ 1,390,235 |
| Contract 13054 2011-12 | \$ 1,249,520 |
| Contract 13235 2012-13 | \$ 1,357,037 |
| Total Fund Balances | \$ 6,320,034 |

| Unemployment | Nov-12 | Nov-11 | Oct-12 |
|----------------------|--------|--------|--------|
| Dollar Point | 10.2% | 11.4% | 10.3% |
| Kings Beach | 8.7% | 9.8% | 8.9% |
| Sunnyside/Tahoe City | 10.2% | 11.4% | 10.3% |
| Tahoe Vista | 14.6% | 16.8% | 14.7% |
| California | 9.6% | 10.9% | 9.8% |
| Placer County | 8.8% | 9.8% | 8.9% |

| Calendar Year Sales Tax Revenue - Tahoe | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|--------------|
| Quarter | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | YOY % Change |
| First (JFM) | \$ 575,721 | \$ 643,647 | \$ 521,787 | \$ 592,861 | \$ 469,504 | \$ 505,344 | 8% |
| Second (AMJ) | \$ 528,029 | \$ 486,809 | \$ 400,212 | \$ 376,497 | \$ 391,536 | \$ 476,098 | 22% |
| Third (JAS) | \$ 792,879 | \$ 791,449 | \$ 612,761 | \$ 687,963 | \$ 757,531 | - | - |
| Fourth (OND) | \$ 514,299 | \$ 431,607 | \$ 428,368 | \$ 448,294 | \$ 441,061 | - | - |
| Total | \$ 2,410,928 | \$ 2,353,512 | \$ 1,963,128 | \$ 2,105,615 | \$ 2,059,632 | \$ 981,442 | |

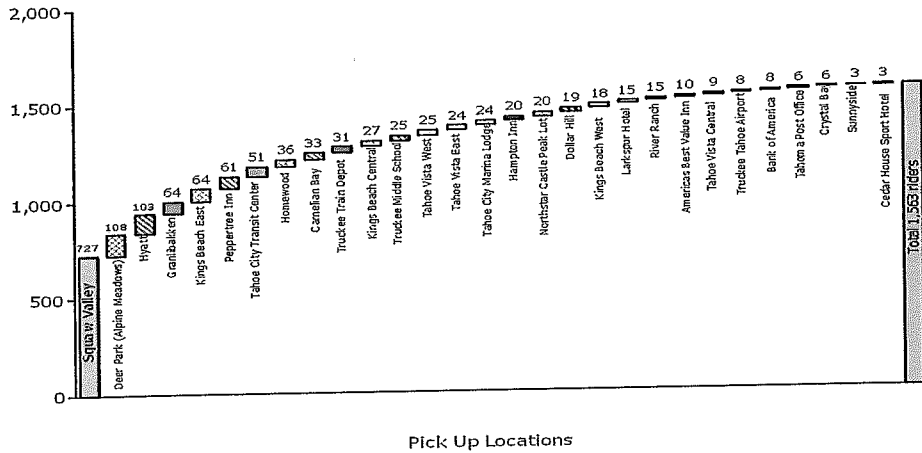
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012-2013 SEASON - 46 DAY SEASON

SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 19 Days - December 24, 2012 - January 21, 2013

Riders Per Pick up Location



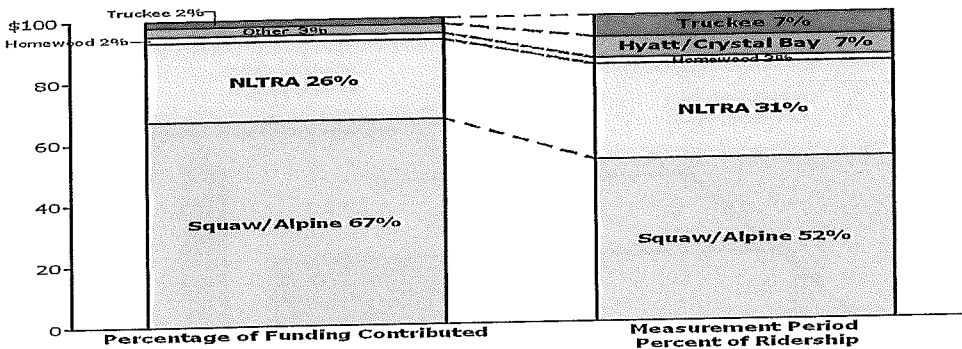
NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

2012 - 2013 SEASON - 46 DAY SEASON

PERCENTAGE OF FUNDING CONTRIBUTED VS PERCENTAGE OF RIDERSHIP

Measurement Period - December 24, 2012 - January 21, 2013

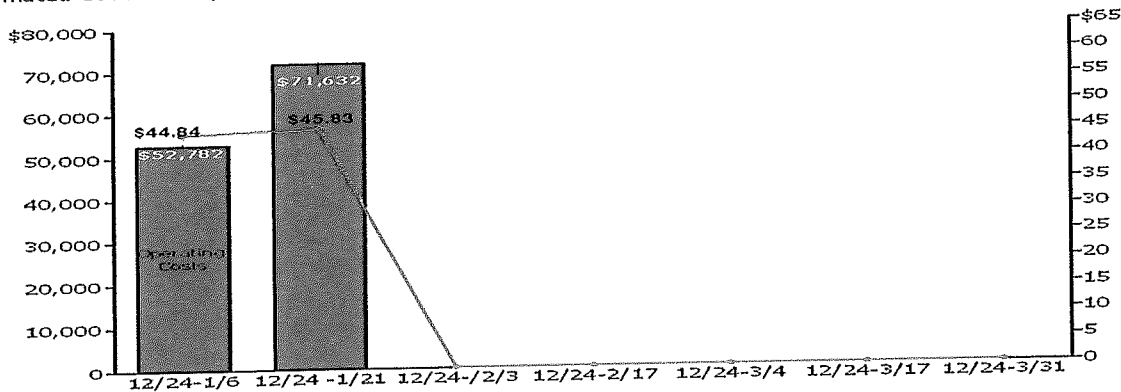
Percentage



Operating Costs Billed at Budgeted Rate of \$3,773 per day

Total Estimated Costs Per Operating Period

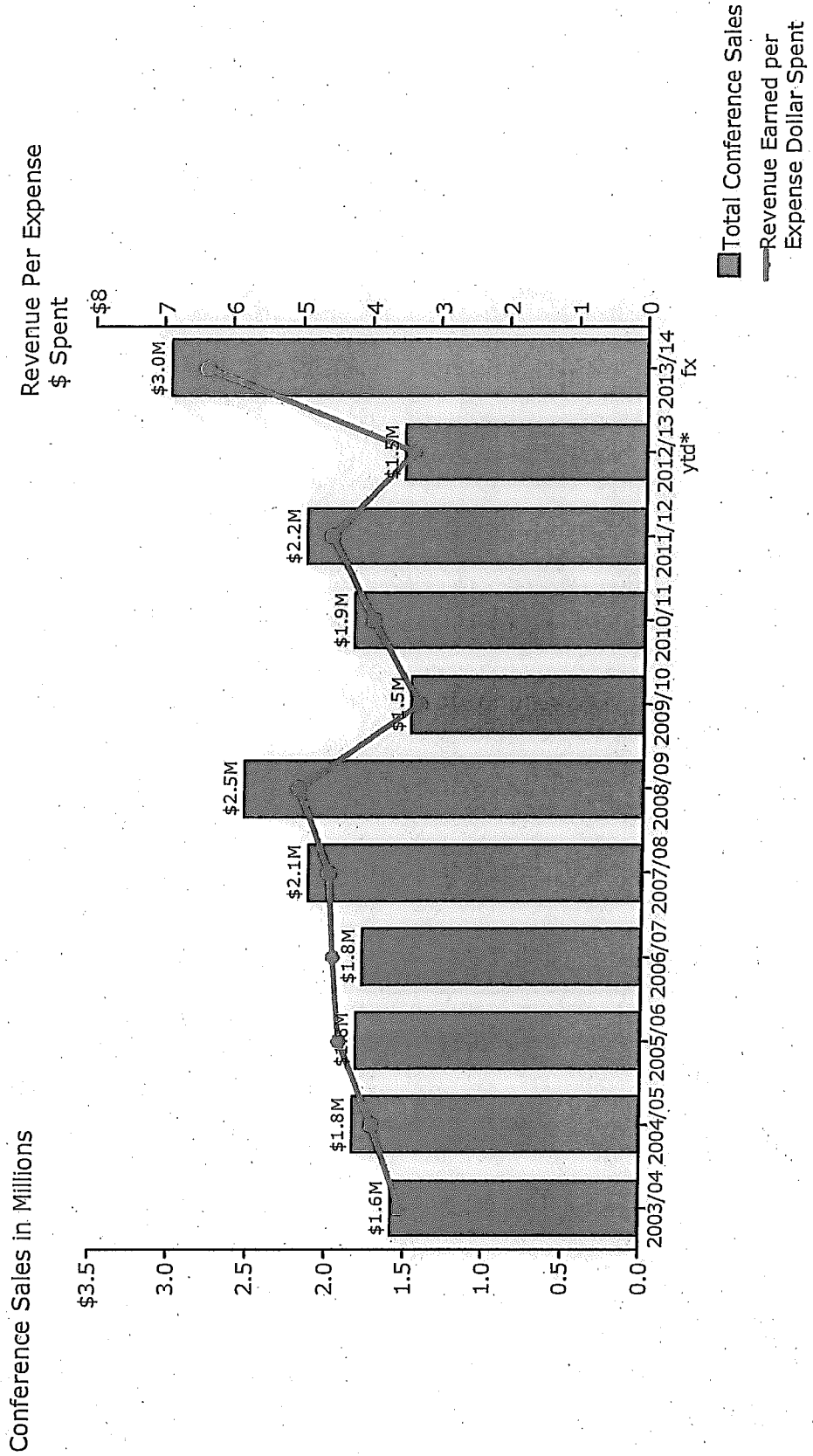
Average Cost Per Rider



— Operating cost per rider
 █ Operating Costs

TOTAL CONFERENCE ROOM REVENUE 2003 - 2013

Room Revenue per NLTRA dollar expended is trending toward a 10-year high



*expenses based on 12/13 budget

**NORTH LAKE TAHOE RESORT
ASSOCIATION**

**FINANCIAL STATEMENTS WITH
INDEPENDENT AUDITOR'S REPORT**

**YEARS ENDED
JUNE 30, 2012 AND 2011**

NORTH LAKE TAHOE RESORT ASSOCIATION

TABLE OF CONTENTS JUNE 30, 2012 AND 2011

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| Statements of Activities | 3 |
| Statements of Cash Flows | 4 |
| Notes to Financial Statements | 5 |

INDEPENDENT AUDITOR'S REPORT

**To the Board of Directors of
North Lake Tahoe Resort Association**

We have audited the accompanying statements of financial position of North Lake Tahoe Resort Association (Association) as of June 30, 2012 and 2011, and the related statements of activities and of cash flows for the years then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association as of June 30, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended, in conformity with accounting principles generally accepted in the United States of America.

GILBERT ASSOCIATES, INC.
Sacramento, California

January __, 2013

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF FINANCIAL POSITION JUNE 30, 2012 AND 2011

| | <u>2012</u> | <u>2011</u> |
|--|---------------------|---------------------|
| ASSETS | | |
| CURRENT ASSETS: | | |
| Cash and cash equivalents | \$ 1,010,306 | \$ 741,839 |
| Cash held on behalf of marketing cooperative | 217,829 | 170,636 |
| Accounts receivable | 126,015 | 113,163 |
| Prepaid expenses and other | 54,597 | 11,344 |
| Inventories | 13,107 | 4,406 |
| Placer County receivable | 1,397,554 | 518,901 |
| Infrastructure funds held by Placer County | <u>4,112,197</u> | <u>6,415,907</u> |
| Total current assets | 6,931,605 | 7,976,196 |
| NONCURRENT ASSETS: | | |
| Investments | | 213,197 |
| Property and equipment, net | <u>15,024</u> | <u>26,756</u> |
| TOTAL ASSETS | <u>\$ 6,946,629</u> | <u>\$ 8,216,149</u> |
| LIABILITIES AND NET ASSETS | | |
| CURRENT LIABILITIES: | | |
| Accounts payable | \$ 869,027 | \$ 224,863 |
| Accrued liabilities | 142,640 | 130,721 |
| Cash held on behalf of marketing cooperative | 217,829 | 170,636 |
| Deferred revenue - chamber dues | 71,321 | 73,947 |
| Deferred revenue - infrastructure funds | 4,798,436 | 6,890,474 |
| Deferred revenue - other | <u>13,456</u> | <u>28,090</u> |
| Total liabilities | <u>6,112,709</u> | <u>7,518,731</u> |
| NET ASSETS: | | |
| Unrestricted: | | |
| Invested in property and equipment | 15,024 | 26,756 |
| Designated marketing reserve | 337,694 | 293,110 |
| Designated maintenance reserve | 98,544 | 98,544 |
| Undesignated | <u>382,658</u> | <u>279,008</u> |
| Total net assets | <u>833,920</u> | <u>697,418</u> |
| TOTAL LIABILITIES AND NET ASSETS | <u>\$ 6,946,629</u> | <u>\$ 8,216,149</u> |

The accompanying notes are an integral part of these financial statements.

22-2-4

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF ACTIVITIES YEARS ENDED JUNE 30, 2012 AND 2011

| | <u>2012</u> | <u>2011</u> |
|--|-------------------|-------------------|
| REVENUES: | | |
| Placer County: | | |
| Operations funding | \$ 3,837,017 | \$ 3,545,774 |
| Infrastructure | 3,694,365 | 535,853 |
| Member services and special events | 148,724 | 121,767 |
| Commission and booking fees | 144,082 | 130,805 |
| Member dues | 107,375 | 114,662 |
| Advertising and retail sales | 27,125 | 24,469 |
| Interest and investment income | 1,427 | 3,250 |
| Miscellaneous | | 4,449 |
| Total revenues | <u>7,960,115</u> | <u>4,481,029</u> |
| EXPENSES: | | |
| Program services: | | |
| Infrastructure | 3,623,991 | 546,217 |
| Marketing (tourism promotion) | 2,017,343 | 1,793,523 |
| Visitor support and transportaion | 909,066 | 1,036,842 |
| Group sales and conferences | 387,290 | 414,447 |
| Visitor information | 327,881 | 152,242 |
| North Lake Tahoe Chamber of Commerce | 147,699 | 138,361 |
| Total program services | <u>7,413,270</u> | <u>4,081,632</u> |
| Supporting services: | | |
| General and administrative | 410,343 | 369,920 |
| Total expenses | <u>7,823,613</u> | <u>4,451,552</u> |
| INCREASE IN UNRESTRICTED NET ASSETS | <u>136,502</u> | <u>29,477</u> |
| NET ASSETS, Beginning of Year | <u>697,418</u> | <u>667,941</u> |
| NET ASSETS, End of Year | <u>\$ 833,920</u> | <u>\$ 697,418</u> |

The accompanying notes are an integral part of these financial statements.

22-2-5

NORTH LAKE TAHOE RESORT ASSOCIATION

STATEMENTS OF CASH FLOWS YEARS ENDED JUNE 30, 2012 AND 2011

| | <u>2012</u> | <u>2011</u> |
|--|---------------------|-------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES: | | |
| Increase in net assets | \$ 136,502 | \$ 29,477 |
| Reconciliation to net cash and equivalents provided by operating activities: | | |
| Depreciation | 13,395 | 17,907 |
| Loss on disposal of equipment | | 385 |
| Net realized and unrealized gain on investments | | (193) |
| Changes in: | | |
| Accounts receivable | (12,852) | (26,167) |
| Prepaid expenses and other | (43,253) | 3,677 |
| Inventories | (8,701) | (3,478) |
| Placer County receivable | (878,653) | (88,314) |
| Infrastructure funds held by Placer County | 2,303,710 | (975,703) |
| Accounts payable | 644,164 | 72,828 |
| Accrued liabilities | 11,919 | 7,016 |
| Deferred revenue - chamber dues | (2,626) | (5,756) |
| Deferred revenue - infrastructure funds | (2,092,038) | 1,001,737 |
| Deferred revenue - other | (14,634) | 1,662 |
| Net cash provided by operating activities | <u>56,933</u> | <u>35,078</u> |
| CASH FLOWS FROM INVESTING ACTIVITIES: | | |
| Purchases of investments | | (202,260) |
| Proceeds from sale of investments | 213,197 | 200,263 |
| Purchases of property and equipment | (1,663) | (1,845) |
| Net cash provided (used) by investing activities | <u>211,534</u> | <u>(3,842)</u> |
| NET INCREASE IN CASH | 268,467 | 31,236 |
| CASH AND CASH EQUIVALENTS, Beginning of Year | <u>741,839</u> | <u>710,603</u> |
| CASH AND CASH EQUIVALENTS, End of Year | <u>\$ 1,010,306</u> | <u>\$ 741,839</u> |

The accompanying notes are an integral part of these financial statements.

22-2-6

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

1. ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

The North Lake Tahoe Resort Association (Association) was incorporated in February 1996, upon consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The Association is organized under Section 501(c)(4) of the Internal Revenue Code as a non-profit public benefit corporation.

The primary function of the Association is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the North Lake Tahoe, California area.

The majority of the Association's revenue is derived from grants from Placer County to administer and invest portions of transient occupancy taxes collected in the North Lake Tahoe area. For the years ended June 30, 2012 and 2011, 95% and 91%, respectively, of total revenues were derived from Placer County funding. Additional sources of funding are received from Chamber membership fees, commissions and booking fees, retail sales, sales of advertising in Association publications, and revenue from special events.

The Association also serves as a partner with Placer County in the development and funding of infrastructure and transportation projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region.

Basis of presentation – The financial statements are prepared on the accrual basis of accounting and in conformity with professional standards applicable to not-for-profit entities.

Placer County contract – The Association's contract with Placer County is considered to be an exchange transaction. Accordingly, revenue earned from this contract is reported as unrestricted support. Funds received from this contract for infrastructure are recognized as revenue when the related expenditures are made. All other Placer County contract revenue is recognized as revenue during the contract year, unless specifically restricted by the contract.

Infrastructure funds held by Placer County represent contract amounts awarded for infrastructure projects that are held by Placer County for the Association. These funds are disbursed to the Association as requested to reimburse approved infrastructure expenditures incurred.

Deferred revenue represents infrastructure funds held by Placer County and the Association that has not yet been expended. Interest earned on infrastructure funds held by the Association is reflected as deferred income until expended.

Cash and cash equivalents – For financial statement purposes, the Association considers all investments with a maturity at purchase of three months or less to be cash equivalents.

Cash held on behalf of marketing cooperative – The Association receives and distributes funds on behalf of North Lake Tahoe Marketing Cooperative, a joint marketing effort between the Association and Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau. See note 6 for additional information.

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

Investments are stated at fair value.

Accounts receivable consist of amounts due from members for annual dues, cooperative advertising costs, commissions from group conference sales, and other miscellaneous receivables for services provided. The Association does not charge interest on delinquent receivables. Accounts are written off directly to bad debt expense when all attempts of collection are exhausted. Management estimates uncollectible amounts based on past experience and believes an allowance for doubtful accounts is unnecessary at June 30, 2012 and 2011.

Inventories consist primarily of retail goods and are stated at the lower of cost or market. Cost is determined by the first-in, first-out method.

Property and equipment are stated at cost and depreciated using the straight-line method over estimated useful lives of three to seven years. The Association's policy is to capitalize assets where costs have exceeded \$1,000.

Designated net assets – The Association has created a marketing reserve, pursuant to the 2003-04 contract with Placer County, to be used for any unforeseen fluctuations in collections of transit occupancy taxes. Use of the reserve is at the discretion of the Association's Board of Directors subject to compliance with an existing policy. The reserve totaled \$337,694 and \$293,110 at June 30, 2012 and 2011, respectively.

Pursuant to the 2010-11 contract with Placer County, the Association designated \$150,000 of its net assets for maintenance of tourism-serving infrastructure projects. Unspent funds designated for tourism-serving infrastructure projects totaled \$98,544 at June 30, 2012 and 2011.

Income taxes – The Association is exempt from federal income taxes under Internal Revenue Code Section 501 (c)(4) and Section 2370(f) of the California Tax Code. The Association has implemented the amended accounting principles related to accounting for uncertainty in income taxes and has determined that there is no material impact on the financial statements.

Functional allocation of expenses – The costs of providing the various programs and other activities have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Advertising costs are expensed as incurred.

Use of estimates – The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Subsequent events have been reviewed through January __, 2013, the date the financial statements were available to be issued.

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

2. INVESTMENTS

Investments at June 30, 2011 consist of certificates of deposits totaling \$206,945 and fixed income securities totaling \$6,252. There were no investments held at June 30, 2012.

The Association values its financial assets and liabilities based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. In determining fair value, the Association utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs to the extent possible. In order to increase consistency and comparability in fair value measurements, a fair value hierarchy that prioritizes observable and unobservable inputs is used to measure fair value into three broad levels, as follows:

- Level 1 Inputs Unadjusted quoted prices in active markets that are accessible at the measurement date for identical assets or liabilities.
- Level 2 Inputs Inputs other than quoted prices in active markets that are observable either directly or indirectly.
- Level 3 Inputs Unobservable inputs in which there is little or no market data, which require us to develop our own assumptions.

The Association's investments are classified within Level 2 of the hierarchy because they are valued using alternative pricing methods using observable inputs, such as current interest rates.

3. PROPERTY AND EQUIPMENT

Property and equipment consist of the following:

| | <u>2012</u> | <u>2011</u> |
|-------------------------------|------------------|------------------|
| Furniture and fixtures | \$ 64,991 | \$ 64,991 |
| Computer equipment | 41,344 | 58,337 |
| Software | 20,187 | 54,619 |
| Leasehold improvements | <u>23,284</u> | <u>23,284</u> |
| Total | 149,806 | 201,231 |
| Less accumulated depreciation | <u>(134,782)</u> | <u>(174,475)</u> |
| Total | <u>\$ 15,024</u> | <u>\$ 26,756</u> |

NORTH LAKE TAHOE RESORT ASSOCIATION

NOTES TO FINANCIAL STATEMENTS JUNE 30, 2012 AND 2011

4. OPERATING LEASE OBLIGATION

The Association leases office space and copiers at various locations under operating leases expiring through 2017. Total expense under the operating leases was \$121,663 and \$79,301 for the years ended June 30, 2012 and 2011, respectively.

Future minimum lease payments are as follows:

Year ending June 30:

| | |
|-------|-------------------|
| 2013 | \$ 142,637 |
| 2014 | 135,870 |
| 2015 | 135,870 |
| 2016 | 135,870 |
| 2017 | <u>113,609</u> |
| Total | <u>\$ 663,856</u> |

5. PROFIT SHARING PLAN

The Association sponsors a retirement plan under the provisions of IRC Section 401(k). The plan covers substantially all full-time employees that have completed three months of service with the Association. The Association made matching contributions up to 4% and 6% of eligible employee compensation for the years ended June 30, 2012 and 2011, respectively. The amount the Association contributed for the years ended June 30, 2012 and 2011 was \$36,502 and 44,020, respectively.

6. MARKETING COOPERATIVE AGREEMENT

During the year ended June 30, 2007, the Association established the North Lake Tahoe Marketing Cooperative (NLTMC) with Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau (Bureau) to cooperatively promote tourism based on shared objectives which are more effectively and efficiently accomplished collectively rather than independently. Under the terms of the NLTMC, the Association and Bureau are required to make annual contributions to fund its marketing efforts. The NLTMC remains in effect unless canceled by the Association or Bureau with a minimum of 12 months notice. In the event the NLTMC is dissolved, any deficiency of funds to cover expenses will be funded by the Association and Bureau on a pro rata share in accordance with their annual contributions to the NLTMC. The NLTMC had a net asset balance of \$42,337 and \$14,669 at June 30, 2012 and 2011, respectively. During the years ended June 30, 2012 and 2011, the Association contributed \$1,092,000 and \$1,085,712, respectively in connection with this marketing effort, which is included in marketing (tourism promotion) and group sales and conference expense in the statement of activities.

To the Board of Directors
and Management of
North Lake Tahoe Resort Association

In planning and performing our audit of the financial statements of North Lake Tahoe Resort Association (Association) as of and for the year ended June 30, 2012 in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the internal controls. Accordingly, we do not express an opinion on the effectiveness of the Association's internal controls.

A control deficiency exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis.

A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph and would not necessarily identify all deficiencies in internal control that might be significant deficiencies or material weaknesses and therefore, there can be no assurance that all deficiencies, significant deficiencies, or material weaknesses have been identified. As part of our audit, we generated the following recommendations that we consider to represent "best practices" and do not consider the absence of these safeguards to indicate a reportable control deficiency.

WRITTEN POLICIES AND PROCEDURES

The Association does not currently have formal documentation of its accounting policies and procedures. A formal accounting policies and procedures document helps to set standards of documentation, process, and behavior for an organization. Such documentation would also provide a great resource for individuals new to the organization. We recommend the Association create an accounting policies and procedures document in sufficient detail to allow an individual with suitable skill, but unfamiliar to the Association, to perform its accounting and financial reporting function.

22-2-11

TRACKING PROPERTY AND EQUIPMENT

During our audit, we identified several fully depreciated assets that had been disposed, but not removed from the general ledger. We recommend the Association implement procedures to ensure property and equipment balances are properly removed from the general ledger when disposed. We also recommend the Association consider doing an annual inventory of their property and equipment and reconcile the inventory to the general ledger.

We offer the following update to best practice recommendations generated in prior audits:

REVIEW PROCESS

The Association closes its books and reconciles the accounting records on a regular and timely basis. The Executive Director receives and reviews the bank statements before providing them to the Chief Financial Officer (CFO). Supporting documentation for journal entries and account reconciliations is filed and maintained in an orderly fashion. However, due to the small size of the accounting department, the majority of journal entries are prepared by the CFO and are not subject to a subsequent review by a person other than the preparer. Lack of review over journal entries can create the risk that errors and irregularities won't be detected in a timely manner.

We recommend the Association consider strengthening their review process by ensuring journal entries are reviewed and approved by the Executive Director.

2012 Status: Journal entries are now prepared by the Accounting Assistant and reviewed by the CFO. Recommendation appears properly implemented.

CONTROLS OVER CREDIT CARD AND EMPLOYEE REIMBURSEMENT TRANSACTIONS

The Association has strong controls over obtaining supporting information for credit card charges and employee reimbursement requests (such as receipts); however, we identified several areas where the review process could be strengthened:

- The CFO is responsible for the review of all corporate credit card holders' charges including the Executive Director's.
- Although employee reimbursements are reviewed and approved by each employee's supervisor, directors review and approve their own requests for reimbursement.

To the Board of Directors
and Management of
North Lake Tahoe Resort Association
Page 3 of 3

We recommend that the Association consider assigning the review of the Executive Director's credit card charges and reimbursement requests to a member of the Board of Directors or Finance Committee. Although we found no instances of abuse in our testing, we believe that this review is most appropriately performed by someone who is not in a subordinate position to the Executive Director. To make the review more convenient and eliminate urgency, documents could be provided to the Board or Finance Committee member quarterly, after the credit card balances and reimbursements have been paid. We also recommend that the review of the CFO's credit card charges and reimbursement request be performed by the Executive Director. We believe that implementation of this level of review represents best practices.

2012 Status: Recommendation appears properly implemented.

This communication is intended solely for the information and use of management, the Board of Directors and others within the organization and is not intended to be and should not be used by anyone other than these specified parties.

GILBERT ASSOCIATES, INC.
Sacramento, California

January __, 2013

22-2-13

COMMUNICATIONS WITH THOSE CHARGED WITH GOVERNANCE

In accordance with professional standards, we are providing the North Lake Tahoe Resort Association (Association) Finance Committee with information regarding the scope and results of the audit to assist the Finance Committee in overseeing management's financial reporting and disclosure process. Below we summarize these required communications.

| Area | Comments | Area | Comments |
|--|--|---|--|
| <p>Auditors' Responsibilities under Generally Accepted Auditing Standards (GAAS)</p> <p>As stated in our engagement letter, our responsibility, as described by professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. generally accepted accounting principles. Our audit of the financial statements does not relieve you or management of your responsibilities.</p> | <p>We plan to issue an unqualified opinion on the financial statements of the Association for the years ended June 30, 2012 and 2011.</p> | <p>Disagreements with Management</p> <p>For purposes of this letter, professional standards define a disagreement with management as a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report.</p> | <p>We are pleased to report that no such disagreements arose during the course of our audit.</p> |
| <p>Planned Scope and Timing of the Audit</p> | <p>We performed the audit according to the planned scope and timing previously communicated to you in our engagement letter.</p> | <p>Management Representations</p> | <p>We have requested certain representations from management that are included in their letter to us dated at report issuance.</p> |
| <p>Significant Accounting Policies</p> <p>Management is responsible for the selection and use of appropriate accounting policies. In accordance with the terms of our engagement letter, we will advise management about the appropriateness of accounting policies and their application.</p> | <p>The significant accounting policies used by the Association are described in notes to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2012. We noted no transactions entered into by the Association during the year for which there is a lack of authoritative guidance or consensus. We are not aware of any significant transactions that have been recognized in the financial statements in a different period than when the transaction occurred.</p> | <p>Management Consultations with Other Independent Accountants</p> <p>In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Association's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts.</p> | <p>To our knowledge, there were no such consultations with other accountants.</p> |
| | | <p>Serious Difficulties Encountered in Performing the Audit</p> | <p>We encountered no significant difficulties in dealing with management in performing and completing our audit. Management and staff were well prepared and very cooperative.</p> |

22-2-14

| Area | Comments |
|--|--|
| <p>Management Judgments and Accounting Estimates</p> <p>Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.</p> | <p>We considered the methodologies and judgments used in assessing the collectability of accounts receivable and selection of useful lives of property and equipment. We found the judgments used to be appropriate.</p> |

DRAFT

| Area | Comments |
|---|--|
| <p>Other Audit Findings or Issues</p> | <p>We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Association's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.</p> |
| <p>Significant Adjustments or Disclosures Not Reflected in the Financial Statements</p> <p>Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management.</p> | <p>Adjustments detected as a result of audit procedures not corrected by management are summarized as follows:</p> <ul style="list-style-type: none"> • Increase investments and decrease cash \$5,778 for fixed income securities included in cash and cash equivalents. • Decrease payroll expense and accrued payroll \$10,936 to reduce the accrual for bonuses to the actual amount paid. <p>Management, with our concurrence, has determined that the effect is immaterial to the financial statements taken as a whole.</p> |

Monthly Report December 2012

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

| | <u>FY 12/13</u> | <u>FY 11/12</u> | <u>Variance</u> |
|---|-----------------|-----------------|-----------------|
| Total Revenue Booked as of 12/31/12: | \$1,256,305 | \$1,621,693 | -23% |
| Forecasted Commission for this Revenue: | \$55,619 | \$103,744 | -46% |
| Number of Room Nights: | 7392 | 9969 | -26% |
| Number of Delegates: | 3393 | 4760 | -29% |
| Annual Revenue Goal: | \$1,750,000 | \$1,700,000 | |
| Annual Commission Goal: | \$75,000 | \$125,000 | |
| Number of Tentative Bookings: | 85 | 36 | 136% |

| <u>Monthly Detail/Activity</u> | <u>December-12</u> | | <u>December-11</u> | |
|---------------------------------|------------------------|-----------|------------------------|------|
| <u>Number of Groups Booked:</u> | 0 | | 1 | |
| Revenue Booked: | \$0 | | \$4,500 | |
| Projected Commission: | \$0 | | \$450 | |
| Room Nights: | 0 | | 50 | |
| Number of Delegates: | 0 | | 34 | |
| Booked Group Types: | | | 1 Smf. | |
| Lost Business, # of Groups: | 6 | | 6 | |
| <u>Arrived in the month</u> | <u>December-12</u> | *Est. | <u>December-11</u> | |
| Number of Groups: | 1 | | 1 | |
| Revenue Arrived: | \$3,770 | | \$4,176 | -10% |
| Projected Commission: | \$377 | | \$0 | |
| Room Nights: | 22 | | 48 | -54% |
| Number of Delegates: | 11 | | 18 | -39% |
| Arrived Group Types: | 1 Corp. | | 1 Govt. | |

| <u>Monthly Detail/Activity</u> | <u>November-12</u> | | <u>November-11</u> | |
|---------------------------------|---|--|------------------------|------|
| <u>Number of Groups Booked:</u> | 7 | | 3 | 133% |
| Revenue Booked: | \$211,573 | | \$54,885 | 285% |
| Projected Commission: | \$9,494 | | \$0 | |
| Room Nights: | 1119 | | 380 | 194% |
| Number of Delegates: | 591 | | 210 | 181% |
| Booked Group Types: | 2 Govt. 1 SMF 2 Assoc, 1 corp 1 DMC | | 1 Assn., 1 Film | |
| Lost Business, # of Groups: | 4 | | 3 | |
| <u>Arrived in the month</u> | <u>November-12</u> | | <u>November-11</u> | |
| Number of Groups: | 1 | | 1 | |
| Revenue Arrived: | \$14,643 | | \$13,352 | 10% |
| Projected Commission: | \$732 | | \$0 | |
| Room Nights: | 145 | | 105 | 38% |
| Number of Delegates: | 62 | | 60 | 3% |
| Arrived Group Types: | 1 Assoc. | | 1 Film Crew | |

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

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

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

| | <u>September-12</u> | <u>September-11</u> | |
|------------------------------------|------------------------|---------------------|------|
| <u>Arrived in the month</u> | | | |
| Number of Groups: | 8 | 4 | |
| Revenue Arrived: | \$124,013 | \$371,268 | -67% |
| Projected Commission: | \$13,900 | \$36,583 | -62% |
| Room Nights: | 689 | 541 | 27% |
| Number of Delegates: | 347 | 220 | 58% |
| Arrived Group Types: | 4 Corp., 2 Assoc., Smf | 1 Corp., 1 Assoc. | |

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

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

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

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

Future Year Bookings, booked in this fiscal year:

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

NUMBER OF LEADS Generated as of 12/31/12: 76

Total Number of Leads Generated in Previous Years:

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

Monthly Report December 2012
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

| | <u>FY 12/13</u> | <u>FY 11/12</u> | <u>Variance</u> |
|---|-----------------|-----------------|-----------------|
| Total Revenue Booked as of 12/31/12: | \$240,557 | \$200,977 | 20% |
| Forecasted Commission for this Revenue: | \$14,836 | \$22,995 | -35% |
| Number of Room Nights: | 2437 | 1829 | 33% |
| Number of Delegates: | 1850 | 1131 | 64% |
| Annual Commission Projection: | \$16,000 | \$15,000 | |

| <u>Monthly Detail/Activity</u> | <u>December-12</u> | <u>December-11</u> |
|--|--------------------|--------------------|
| <u>Number of Groups Booked:</u> | 0 | 1 |
| Revenue Booked: | \$0 | \$9,423 |
| Projected Commission: | \$0 | \$1,413 |
| Room Nights: | 0 | 30 |
| Number of Delegates: | 0 | 120 |
| Booked Group Types: | | 1 Corp. |

| <u>Arrived in the month</u> | <u>December-12</u> *Est. | <u>December-11</u> |
|-----------------------------|--------------------------|--------------------|
| Number of Groups: | 1 | 0 |
| Revenue Arrived: | \$83,187 | \$0 |
| Projected Commission: | \$0 | \$0 |
| Room Nights: | 1170 | 0 |
| Number of Delegates: | 900 | 0 |
| Arrived Group Types: | 1 Assoc. | |

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

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

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

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

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

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

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

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

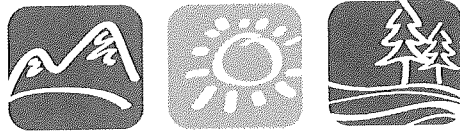
| Monthly Detail/Activity | <u>July-12</u> | <u>July-11</u> |
|--|-----------------------|-----------------------|
| <u>Number of Groups Booked:</u> | 1 | 0 |
| Revenue Booked: | \$5,004 | \$0 |
| Projected Commission: | \$500 | \$0 |
| Room Nights: | 40 | 0 |
| Number of Delegates: | 40 | 0 |
| Booked Group Types: | 1 Assoc. | 0 |
| Lost Business, # of Groups: | 0 | 2 |
| | | |
| <u>Arrived in the month</u> | <u>July-12</u> | <u>July-11</u> |
| Number of Groups: | 1 | 0 |
| Revenue Arrived: | \$10,103 | \$0 |
| Projected Commission: | \$1,515 | \$0 |
| Room Nights: | 60 | 0 |
| Number of Delegates: | 40 | 0 |
| Arrived Group Types: | 1 Smerf | 0 |

NUMBER OF LEADS Generated as of 12/31/12: 76

Total Number of Leads Generated in Previous Years:

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

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



north lake tahoe

Chamber | CVB | Resort Association

DATE: February 6, 2013
TO: Board of Directors
FROM: Ron Treabess, Director of Community Partnerships and Planning
SUBJECT: Monthly Activity Report—January, 2013

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. North Lake Tahoe Transportation Summit

- Transit Summit was held Friday, October 26, 2012. Most of over 60 in attendance verbally committed to continuing and participating in the detailed development of the vision
- The Resort Triangle Transportation Vision Coalition (organizations that committed at Summit) met January 3rd and agreed to a vision statement, elements essential for vision inclusion, next steps necessary to the process, and formed committees to achieve the next steps. It will continue to meet the first Thursday of each month
- One of the immediate next steps requiring funding is for the Coalition to approve a consultant Scope of Work to develop a concept plan including operational and capital cost scenarios
- At the request of the Coalition, LSC Transportation Consultants has submitted a proposal to prepare the North Tahoe Transit Vision Plan with concept cost estimates.
- The LSC estimate to complete this Scope is not to exceed \$10,000. TOT funds are available in the NLTRA 2012-13 Transportation Research and Planning budget. Joint Committee has recommended this funding request.

2. North Lake Tahoe Express

- First quarter report showed ridership was down 13% and passenger revenues were off 9% from the same period during FY 2011/12. With the addition of positive ridership and revenues during the second quarter, the year-to-date figures have improved to ridership up 2% and revenues up 8% for the same 6 month period in FY 2011/12. (See attached Monthly NLTE Report-Dec 2012)
- Necessary operator subsidy for year-to-date was \$39,432 of which Placer County share was 57% or \$22,342.

3. Regional Coordinated Skier Shuttle Program

- Tahoe Transportation District has contracted with Amador Transit for the 5-bus service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA will manage the service. Service began December 24th.
- The Placer County Board of Supervisors has approved the NLTRA recommendation for TOT funding of 20% total costs. (\$65,900)
- For the first 19 days of service, total ridership has been 1563 passengers. Overall ridership per day has averaged just over 82.
- On-board passenger interviews will be conducted over Presidents Weekend.

4. North Lake Tahoe Water Shuttle

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

5. Homewood Bike Trail

- Tahoe City Public Utility District has requested up to \$600,000 TOT funding as part of a total project cost of \$1,557,970 to construct a one mile section of Class 1 bike trail in the Homewood area along the West Shore.
- Of the \$600,000 request, TCPUD suggested that \$300,000 be funded with previously approved TOT Lakeside Trail project funding and \$300,000 with new funding. This is possible as the Lakeside Trail project was efficiently completed under budget. The Integrated Work Plan has shown additional new funding projected at \$450,000, which will be reduced to \$300,000. TOT funding will be available in FY 2014/15.
- At its January 22nd meeting, the Placer County Board of Supervisors approved the \$600,000 request previously approved by the Joint Committee and NLTRA Board.

6. Winter Night Rider Shuttle Service

- Winter Night Rider program began Dec 13th and is providing extended hours from 11:00 pm until 2:00 am, as was provided during summer.
- Businesses have reported increased patronage during the extended hours as a result of transit option.
- The ridership for the first 32 nights of service totals 13,186 passengers as compared to 11,352 last winter for the first 42 nights of operation.

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

- 8. Truckee River Corridor Access Plan Environmental Document**
 - Due to delays with the Truckee River CEQA/NEPA start date, Placer County will not be able to complete all project work by June of this year as stated in the funding agreement. At Placer County's request, NLTRA has agreed to change the project completion date to June, 2014.

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

- 10. Truckee-Tahoe Airport District Master Plan**
 - TTDA is kicking-off the update of its Master Plan
 - They are recruiting community members to represent and provide input from organizations to be on the Master Plan Outreach Committee
 - Joint Committee member Dave Paulson has volunteered to represent the NLTRA in this planning effort

- 11. Regional Transportation Funding Strategy Steering Committee**
 - The Placer County Transportation Planning Agency this County-wide Committee is tasked to look the world of transportation priorities facing the County and funding available.

- The goal is to advise the Agency on a funding strategy to address the transportation needs for Placer, now and in the future.
- It includes 51 members representing a wide variety of geographically-balanced business, community, government, environmental, recreational and other interests.
- North Lake Tahoe has 4 members representing the NLTRA, TNTTMA, North Lake Tahoe Transportation Authority, and a ski area representative.

12. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be Monday, **February 25, 2013, starting at 12:30 p.m.**, at TCPUD. The main agenda item will be to workshop to review NLTRA Strategic Goals, status of the Integrated Work Plan to clarify its purpose, determine funding strategy criteria (infrastructure, transportation, maintenance/operational, special events), and set highest priorities for achieving Goals. Lunch will be provided.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNT/TMA Board Meeting
- Coordinated Skier Shuttle Meeting
- Transportation Visioning Committee Meeting
- Tahoe Transportation District Special Board Meeting/Ski Shuttle
- Placer County Planning Commission Meeting
- NLTRA Lodging Committee Meeting
- Squaw Valley Olympic Museum Exhibit Ribbon Cutting
- Snowfest Fund Raiser Mixer
- Placer County Board of Supervisors Meeting
- Consultant Meeting for Master Plan Studies
- Placer County Transportation Planning Agency Board Meeting