



## north lake tahoe

Chamber | CVB | Resort Association

**Agenda and Meeting Notice**  
**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday March 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. 35 minutes) 8:35 – 10:10

##### Organization (20 minutes)

3. Master Plan Update – Sandy Evans Hall (5 minutes)
4. Financial Reforecast – Lisa de Roulet (15 minutes)

##### Marketing (25 minutes)

5. MTRiP Update – Andy Chapman (5 minutes)
6. Lake Tahoe Sports Organizing Committee/X Games Bid Update – Andy Chapman (10 minutes)
7. Visit California Marketing Referendum – Julie Maurer (10 minutes)

##### Transportation/Infrastructure (20 minutes)

8. Resort Triangle Transportation Vision Coalition update – Ron Treabess (10 minutes)
9. Free Skier Shuttle Report – Ron Treabess (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)*

**Membership (5 minutes)**

10. Membership Sales, Activities and Events – Deanna Frumenti (5 minutes)

**Special Presentation (20 minutes)**

11. California Tahoe Conservancy: North Tahoe Plans – Patrick Wright (20 minutes)

**E. DIRECTORS' COMMENTS**

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

**10:10 – 10:15**

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.

- 12. Board Meeting Minutes – February 6, 2013**

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

- 13. Joint Infrastructure/Transportation Committee – February 25, 2013**
- 14. Marketing Committee – February 28, 2013**
- 15. Business Association and Chamber Collaborative – No meeting in February
- 16. Lodging Committee – No Meeting in February
- 17. Conference Sales Directors Committee – February 7, 2013**
- 18. Finance Committee – February 27, 2013**
- 19. Executive Committee Report – February 27, 2013**
- 20. Financial Reports for February, 2013**
  - 1. Financial Analysis – Project Updates**

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

- 21. Conference Sales Reports**
- 22. Infrastructure/Transportation Activity Report – February**

**G. MEETING REVIEW AND STAFF DIRECTION**

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

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed, , 2013*

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*Posted and e-mailed, , 2013*



## Plan and Timeline for Review of the 2004 Tourism and Community Investment Master Plan and the 1995 North Lake Tahoe Tourism Development Master Plan

Month	Project	Who	Cost
August	Form MP Review Task Force and divide up areas of review, identify key stakeholders and fundamental truths of existing plan	Kali, Ron P., Ron M., Alex, Ron T., Jennifer, Phil	
September	Develop Scope for resource studies needed and/or technical assistance	Ron T.	
	Report to Board of Directors on progress	Sandy	
January	Request funding for resource studies from Joint Infrastructure/Transportation	Sandy	Est. \$50,000 <b>Actual - \$29,600</b>
February	Take funding request before NLTRA Board and P.C. Board of Supervisors for approval	Sandy	
February March	Take funding request before P.C. Board of Supervisors for approval	Jennifer Merchant	
March June	Review reports and recommendations with MP Review Task Force and determine public input process and integration	Task Force	
April September - October	Outreach to selected individuals and groups	Task Force, staff	
May - June November - December	Adjust Master Plan to reflect all input from IWP (Joint Committee), resource studies and community outreach	Task Force, staff	

July January	NLTRA Board and P.C. Board of Supervisors endorse Master Plan review		
August January - February	Distribute copies to key partners and place on web		Est. \$5,000



**north lake tahoe**  
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To: NLTRA Board of Directors  
From: Lisa de Roulet  
Re: 2012/2013 Budget Reforecast  
Date: March 6, 2013

The Finance Committee discussed the 2012/2013 Budget Reforecast at its monthly meeting held on Wednesday, February 27<sup>th</sup> at Northstar. Present at the meeting were Committee members Bill Rock, Mike Salmon, Kimberly Frushon and Jennifer Merchant.

The Budget Reforecast incorporated seven months of actual financial data and five months of forecasted revenue and expense data. Based on the Reforecast, we are currently projecting a shortfall against budget of \$41,628. This variance is driven primarily by increases in utilities, telephone, equipment lease costs, IT support, and insurance. While some increases are a direct result of our larger footprint in the functional area of visitor information, we have also experienced larger than anticipated Conference Sales commissions, as a result of our additional sales person. Further, we upgraded our accounting system, upgraded our telephony to fiber optic technology, and implemented a Membership software system and a Point of Sale system.

The Finance Committee requested that Staff bring to the Board several options for solving for the shortfall. A combination of one or more of the following options would be reasonable:

- Allow all or part of the variance to be deducted from Unrestricted Net Assets at year end
- Impact Marketing program expense for up to \$20,000 of the shortfall
- Reduce the accrued bonus liability for the 2012/2013 year from \$15,000 to \$10,000 or less
- A combination of the above

8:11 AM  
02/27/13  
Accrual Basis

**North Lake Tahoe Resort Association  
Profit & Loss Forecast Overview  
July 2012 through June 2013**

Consolidated Forecast Excluding Infra and Transportation

Ordinary Income/Expense	Actual		Forecast		Forecast		Forecast		Forecast		Total		Original		
	Jul - Dec	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jul '12	Jun 13	Jul '12	Jun 13	Jul '12	Jun 13	Budget	Variance
<b>Income</b>															
4050-00 - Placer County TOT Funding	1,224,916	204,153	204,153	204,153	204,153	204,153	204,153	204,153	204,153	204,153	204,153	2,449,838	2,449,838	2,449,835	3
4200-00 - Membership	55,598	9,646	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	9,450	113,594	113,594	124,285	-10,671
4250-00 - Revenues-Membership Activities	17,488	-475	0	22,400	14,000	0	2,400	53,813	53,813	2,400	53,813	55,813	53,813	53,813	1,980
4251-00 - Revenue-Tue AM Breakfast Club	4,444	1,950	744	744	744	744	744	744	744	744	744	10,114	10,114	8,927	1,187
4350-00 - Special Events Autumn Food&Wine	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4501-00 - Revenues - Retail - Nontaxable	600	525	0	0	0	0	0	0	0	0	0	1,125	1,125	0	1,125
4502-00 - Non-retail VIC income	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4500-00 - Commissions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4601-00 - Commissions - South Shore	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4600-00 - Commissions - Other	43,660	2,594	3,217	3,717	7,917	17,417	17,417	17,417	17,417	17,417	17,417	100,530	100,530	107,000	-6,470
Total 4600-00 - Commissions	43,660	2,594	3,217	3,717	7,917	17,417	17,417	17,417	17,417	17,417	17,417	100,530	100,530	107,000	-6,470
4600-00 - Merchandise Sales	53,153	2,986	5,000	2,500	3,000	5,000	8,000	8,000	8,000	8,000	8,000	79,619	79,619	79,000	619
4720-00 - Miscellaneous	0	0	2,535	3,679	3,675	3,679	3,679	3,679	3,679	3,679	3,679	17,248	17,248	35,000	-17,752
Total Income	1,400,962	221,359	225,100	245,643	242,939	240,443	250,436	2,827,880	2,827,880	240,443	250,436	2,827,880	2,827,880	2,857,860	-29,980
<b>Expense</b>															
Total 5000-00 - Salaries & Wages	537,754	87,988	94,643	83,242	88,108	100,696	82,828	1,070,359	1,070,359	100,696	82,828	1,070,359	1,070,359	1,079,944	3,585
Total 5100-00 - Rent	87,780	14,813	9,937	9,937	9,937	9,937	9,937	152,286	152,286	9,937	9,937	152,286	152,286	163,529	11,243
Total 5310-00 - Telephone	17,176	2,491	2,369	2,369	2,369	2,369	2,369	31,514	31,514	2,369	2,369	31,514	31,514	19,541	-11,974
Total 5420-00 - Mail - USPS	1,719	29	288	288	288	288	288	288	288	288	288	3,188	3,188	3,355	167
5510-00 - Insurance/Bonding	6,122	1,169	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	12,391	12,391	7,885	-4,506
Total 5520-00 - Supplies	9,094	1,243	1,218	1,218	1,218	1,218	1,218	16,368	16,368	1,218	1,218	16,368	16,368	11,618	-4,750
5530-00 - Visitor Communications - Other	278	35	34	34	34	34	34	483	483	34	34	483	483	0	-483
5570-00 - Depreciation	6,074	1,022	1,012	1,012	1,012	1,012	1,012	12,155	12,155	1,012	1,012	12,155	11,554	9,750	-691
5700-00 - Equipment Support & Maintenance	5,899	252	858	858	858	858	858	10,441	10,441	858	858	10,441	10,441	9,750	-691
5710-00 - Taxes, Licenses & Fees	1,550	3	259	259	259	259	259	2,848	2,848	259	259	2,848	2,134	2,134	-714
5730-00 - Miscellaneous Expense	371	0	0	0	0	0	0	371	371	0	0	371	0	0	-371
5740-00 - Equipment Rental/Leasing	8,785	1,707	1,451	1,451	1,451	1,451	1,451	17,697	17,697	1,451	1,451	17,697	13,986	13,986	-3,709
5800-00 - Training Seminars	605	400	0	0	0	0	0	1,005	1,005	0	0	1,005	2,600	2,600	1,585
5810-00 - Public Outreach	16,908	2,650	2,643	143	143	143	143	23,073	23,073	143	143	23,073	26,975	1,662	1,662
Total 5800-00 - Professional Fees	9,600	5,000	36,400	36,400	36,400	36,400	36,400	196,600	196,600	36,400	36,400	196,600	196,600	196,600	0
Total 6020-00 - Programs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total 6023-00 - Autumn Food & Wine	25,488	67,493	19,256	19,256	19,256	19,256	19,256	190,273	190,273	19,256	19,256	190,273	190,153	190,153	-120
Total 6420-00 - Special Events	7,183	1,353	822	16,671	10,962	622	622	41,055	41,055	622	622	41,055	45,580	45,580	4,526
Total 6423-00 - Membership Activities	2,769	1,383	500	500	500	500	500	6,652	6,652	500	500	6,652	6,000	6,000	-652
6437-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6490-00 - Classified Ads	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

8:11 AM  
02/27/13  
Accrual Basis

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Consolidated Forecast Excluding Infra and Transportation

	Jul - Dec		Actual		Forecast		Forecast		Forecast		Forecast		Total		Original	
	Actuals	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Jun 13	Jun 13	Jun 13	Jul '12 - Jun 13	Budget	Variance	Budget	Variance	
6600-00 - Promotions/Giveaways	627	100	104	104	104	104	104	104	104	1,247	0	-1,247	0	-1,247		
6701-00 - Market Study Reports/Research	33	0	0	0	0	0	0	0	0	18,033	18,000	-33	18,000	-33		
6730-00 - Marketing Cooperative/Media	484,572	80,762	80,762	80,762	80,762	80,762	80,762	80,762	80,762	969,144	966,566	-2,578	966,566	-2,578		
6740-00 - Media/Collateral/Production	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
6742-00 - Miscellaneous Programs	21,033	542	11,107	11,107	11,107	11,107	11,107	11,107	11,107	87,875	88,731	1,056	88,731	1,056		
7253-00 - Conference - PUD	0	0	0	0	0	0	0	0	0	10,000	10,000	0	10,000	0		
Total 8100-00 - Cost of Goods Sold	22,776	1,463	2,500	1,500	2,000	2,000	4,000	4,000	4,000	36,239	33,000	-3,239	33,000	-3,239		
8200-00 - Associate Relations	480	879	96	96	96	96	171	171	171	1,924	2,825	901	2,825	901		
8300-00 - Board Functions	2,416	83	403	403	403	403	403	403	403	4,514	5,000	486	5,000	486		
8500-00 - Credit Card Fees	2,897	540	260	264	254	254	452	452	452	3,400	3,400	-1,519	3,400	-1,519		
8700-00 - Automobile Expenses	2,682	589	570	570	570	570	570	570	570	6,121	4,868	-1,263	4,868	-1,263		
8750-00 - Meals/Meetings	1,846	633	79	139	79	79	79	79	79	2,934	1,960	-974	1,960	-974		
8810-00 - Dues & Subscriptions	3,477	154	395	250	1,010	265	0	0	0	5,551	5,000	-551	5,000	-551		
8910-00 - Travel	4,357	4,554	1,500	1,000	1,500	1,684	631	631	631	6,098	6,238	2,139	6,238	2,139		
8920-00 - Bad Debt	0	300	0	0	0	0	0	0	0	300	0	-300	0	-300		
Total Expense	1,293,261	270,522	270,569	272,852	275,723	282,370	278,144	278,144	278,144	2,943,461	2,834,446	-9,015	2,834,446	-9,015		
Net Ordinary Income	107,701	-49,163	-45,490	-26,209	-32,784	-41,927	-27,708	-27,708	-27,708	-115,561	-76,585	-38,995	-76,585	-38,995		
Other Income/Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Other Income	0	12	0	0	0	0	0	0	0	12	1,800	1,788	1,800	1,788		
Total Other Income	0	12	0	0	0	0	0	0	0	12	1,800	1,788	1,800	1,788		
Other Expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
8900-00 - Marketing Reserves	-37,971	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-75,840	-75,840	-845	-75,840	-845		
8990-00 - Allocated	-37,971	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-6,328	-75,840	-75,840	-845	-75,840	-845		
Total Other Expense	37,971	6,341	6,328	6,328	6,328	6,328	6,328	6,328	6,328	75,952	76,585	2,633	76,585	2,633		
Net Other Income	146,672	-42,822	-39,162	-19,881	-26,456	-35,599	-21,380	-21,380	-21,380	-39,629	1,999	-41,628	1,999	-41,628		
Net Income	146,672	-42,822	-39,162	-19,881	-26,456	-35,599	-21,380	-21,380	-21,380	-39,629	1,999	-41,628	1,999	-41,628		





## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Jan 31, 2013

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### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,703 Units ('MTRIP Census'\*)

		2012/13	2011/12	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (January) changed by (31.8%)	Occupancy (January) :	51.5%	39.1%	31.8%
North Lake Tahoe Average Daily Rate for last month (January) changed by (15.2%)	ADR (January) :	\$262	\$227	15.2%
North Lake Tahoe RevPAR for last month (January) changed by (51.8%)	RevPAR (January) :	\$135	\$89	51.8%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (February) changed by (25.5%)	Occupancy (February)	49.8%	39.7%	25.5%
North Lake Tahoe Average Daily Rate for next month (February) changed by (1.5%)	ADR (February) :	\$280	\$276	1.5%
North Lake Tahoe RevPAR for next month (February) changed by (27.4%)	RevPAR (February) :	\$139	\$109	27.4%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (8.1%)	Occupancy	44.6%	41.2%	8.1%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (6.5%)	ADR	\$221	\$208	6.5%
North Lake Tahoe RevPAR for the prior 6 months changed by (15.1%)	RevPAR	\$99	\$86	15.1%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (27.1%)	Occupancy	24.2%	19.0%	27.1%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (3.7%)	ADR	\$237	\$228	3.7%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (31.8%)	RevPAR	\$57	\$43	31.8%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Jan. 31, 2013 vs. Previous Year</b>				
Rooms Booked during last month (January, 2013) compared to Rooms Booked during the same period last year (January, 2012) for all arrival dates has changed by (79.0%)	Booking Pace (January)	9.1%	5.1%	79.0%

\* **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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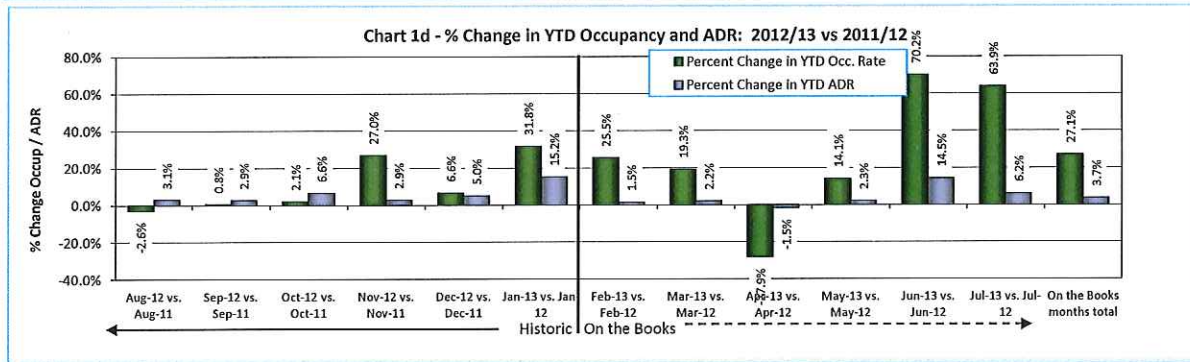
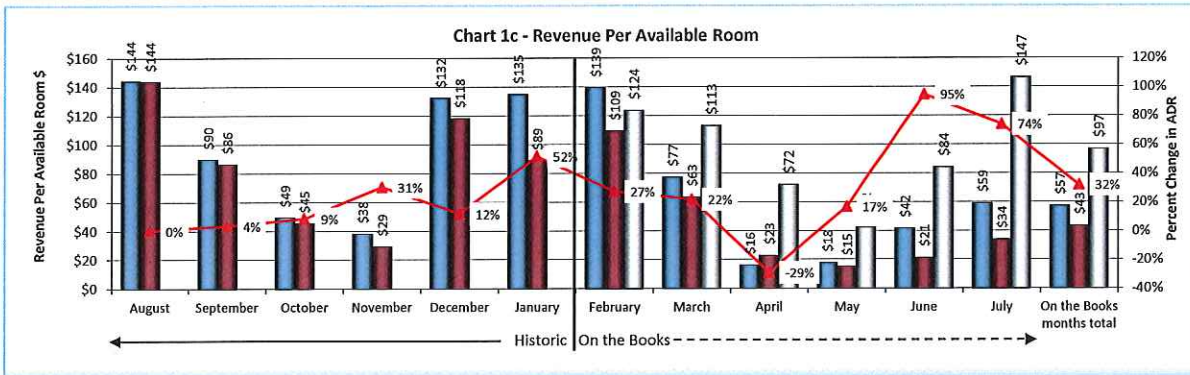
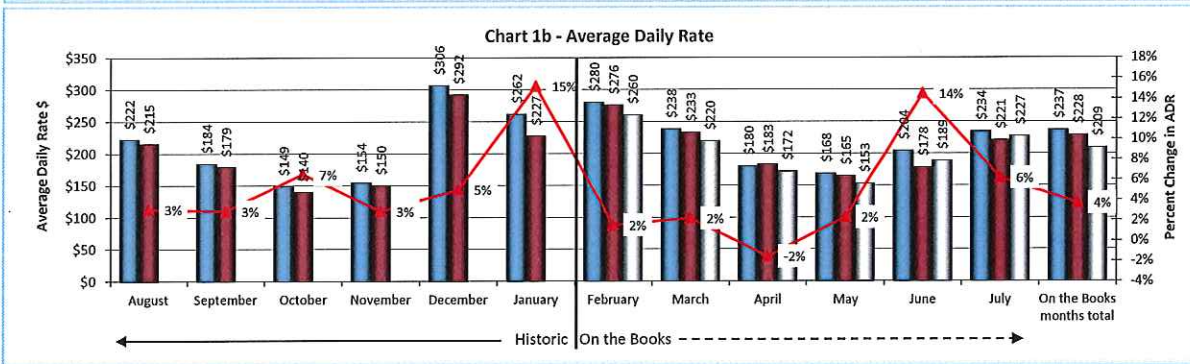
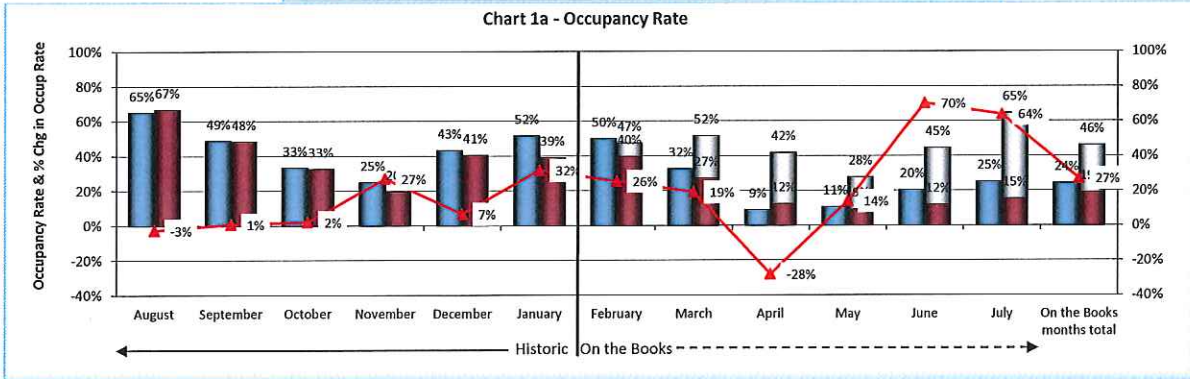


**RESERVATIONS ACTIVITY REPORT**  
SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2012/13 YTD (as of Jan 31, 2013) vs. 2011/12 YTD (as of Jan 31, 2012) vs. 2011/12 Historical

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
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Historic Actual (2011/12 season)      Data as of January 31, 2013 (2012/13 season)  
 Data as of January 31, 2012 (2011/12 season)     —▲— Percent Change





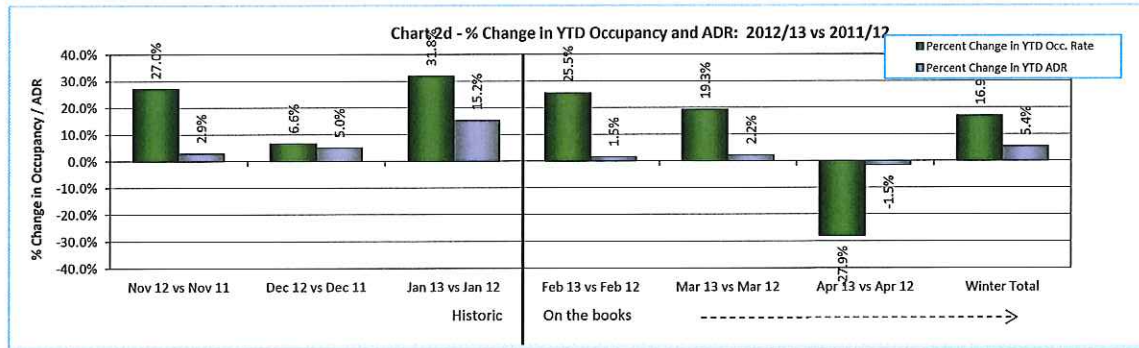
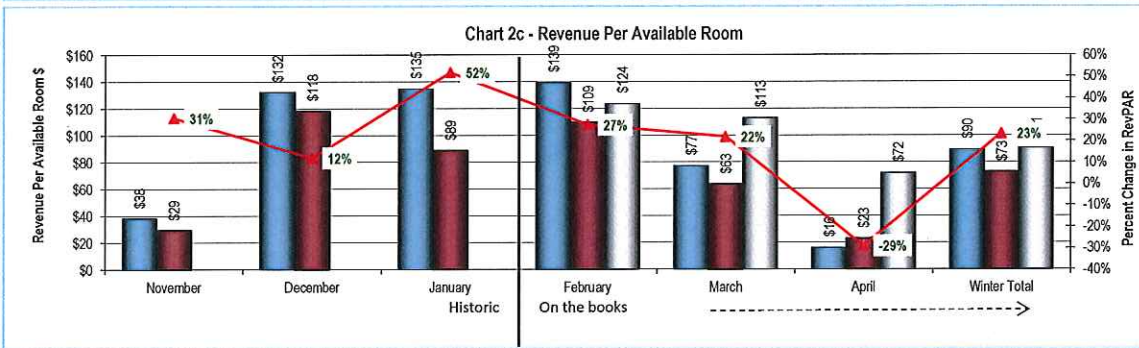
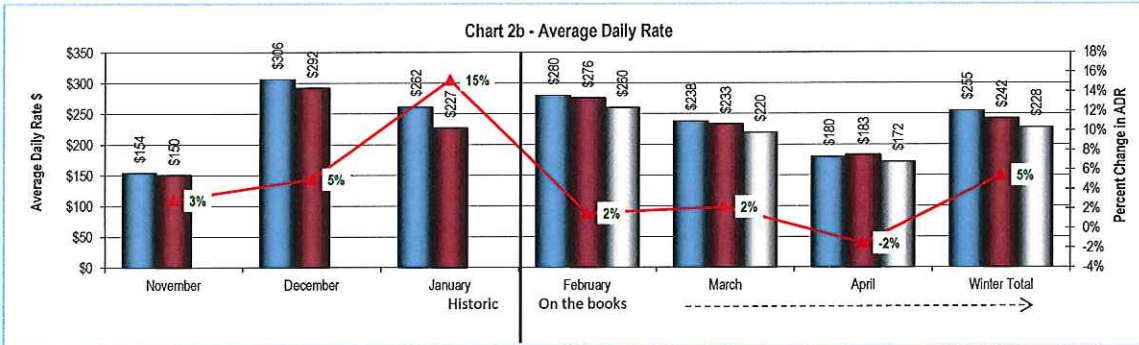
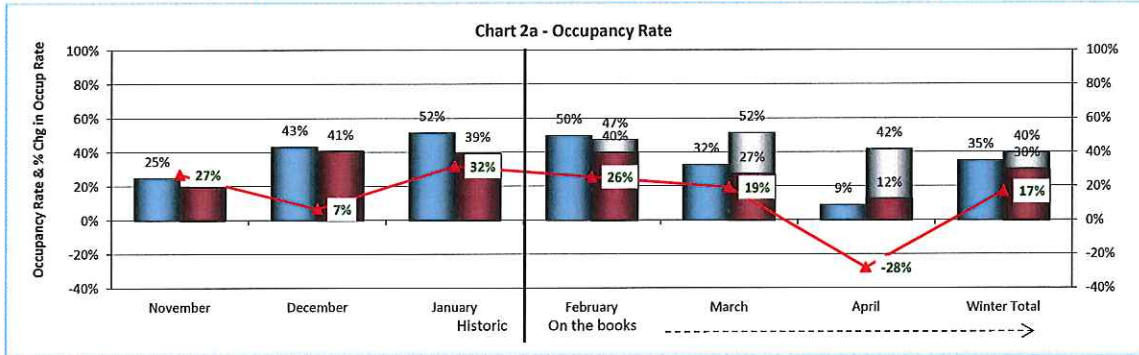
RESERVATIONS ACTIVITY REPORT  
SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2012/13 YTD (as of Jan 31, 2013) vs. 2011/12 YTD (as of Jan 31, 2012) vs. 2011/12 Historical

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

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■ Historic Actual (2011/12 season)      ■ Data as of January 31, 2013 (2012/13 season)  
■ Data as of January 31, 2012 (2011/12 season)      ▲ Percent Change





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

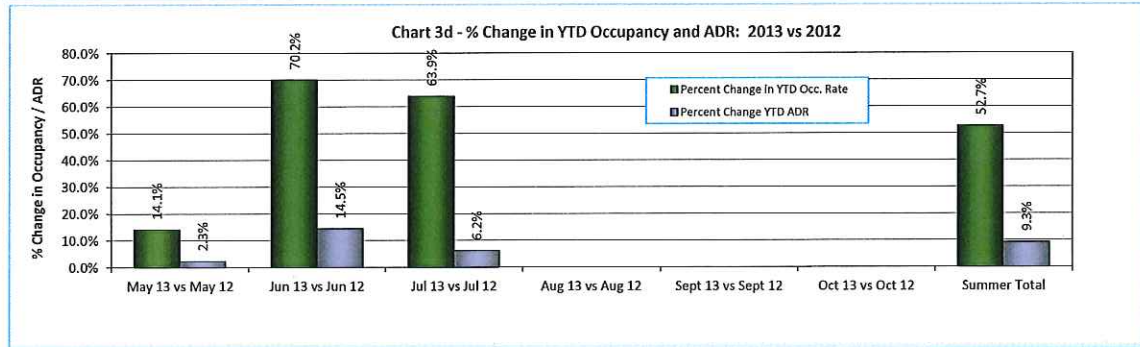
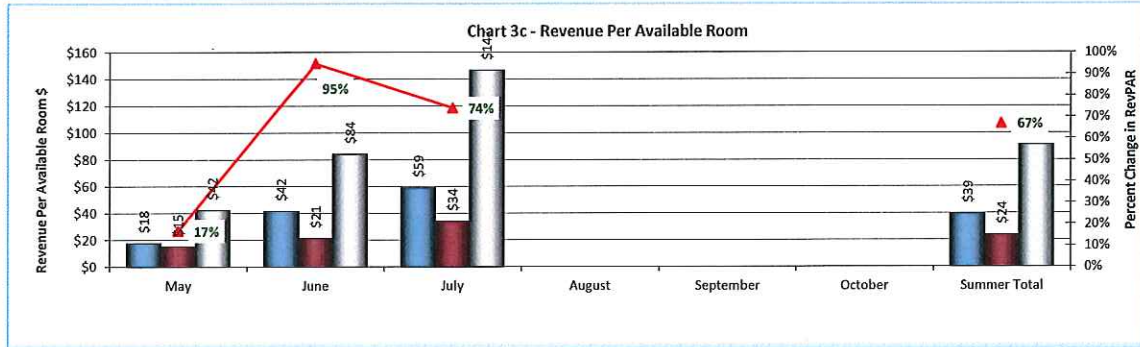
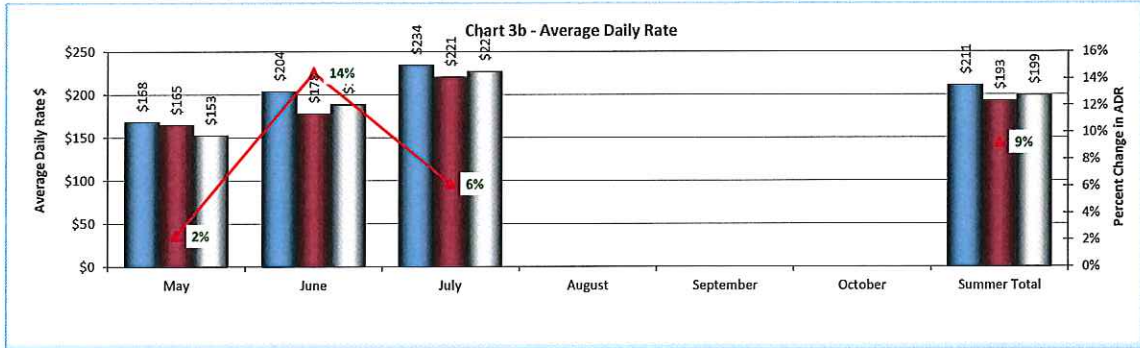
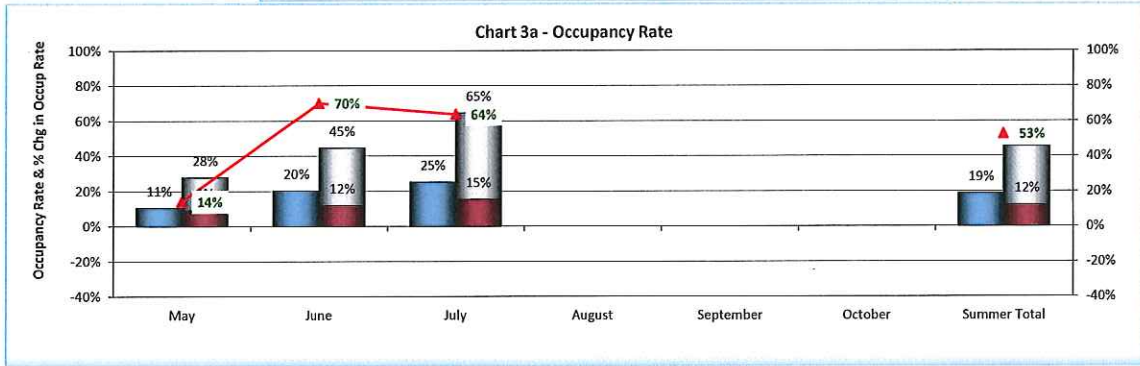
2013 YTD (as of Jan 31, 2013) vs. 2012 YTD (as of Jan 31, 2012) vs. 2012 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

Historic Actual (2012 Season)     
  Data as of January 31, 2013 (2013 Season)

Data as of January 31, 2012 (2012 Season)     
  Percent Change



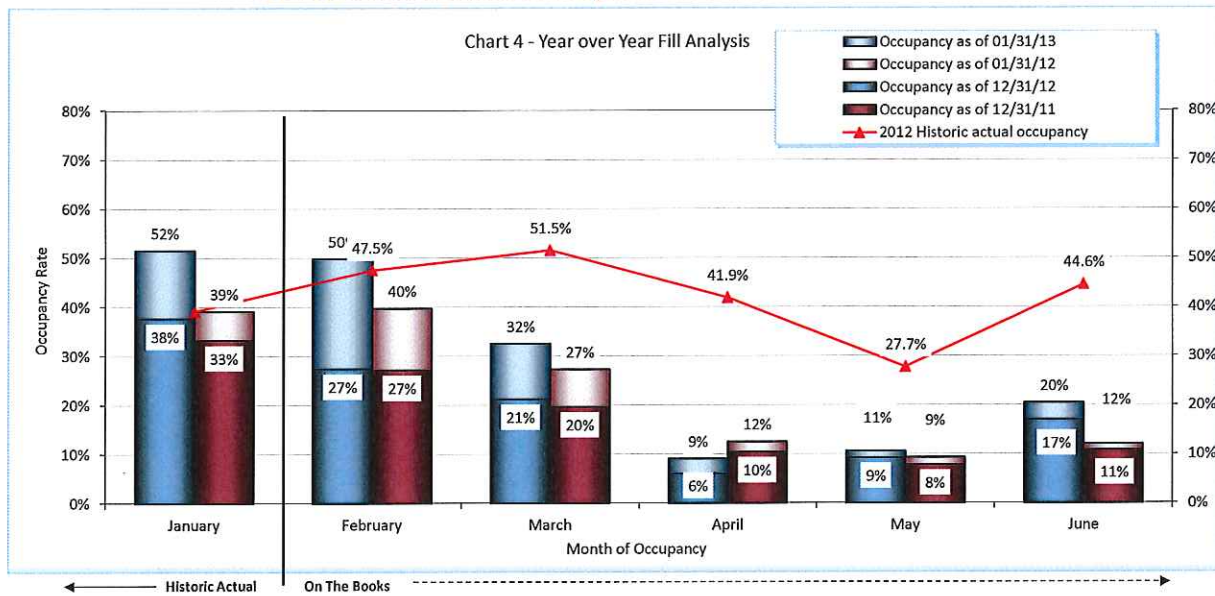


RESERVATIONS ACTIVITY REPORT  
SECTION 4 - FILL ANALYSIS

2012 Occupancy Pace as of Jan 31, 2013 and Dec 31, 2012 versus same period 2011

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF JAN 31			OCCUPANCY AS OF DEC 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 01/31/13	Occupancy as of 01/31/12	Absolute Change	Occupancy as of 12/31/12	Occupancy as of 12/31/11	Absolute Change	Incremental occupancy booked during Jan. 2013	Incremental occupancy booked during Jan. 2012	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
January	51.5%	39.1%	12.4%	37.6%	33.2%	4.4%	13.9%	5.9%	8.0%	136.1%	39.1%
February	49.8%	39.7%	10.1%	27.4%	27.1%	0.3%	22.5%	12.6%	9.9%	78.2%	47.5%
March	32.5%	27.2%	5.2%	21.2%	19.6%	1.6%	11.3%	7.6%	3.7%	48.0%	51.5%
April	9.0%	12.5%	-3.5%	6.0%	10.4%	-4.4%	3.0%	2.1%	0.9%	41.8%	41.9%
May	10.6%	9.3%	1.3%	9.2%	7.7%	1.4%	1.4%	1.5%	-0.1%	-9.0%	27.7%
June	20.4%	12.0%	8.4%	17.0%	10.7%	6.3%	3.4%	1.2%	2.2%	172.9%	44.6%
<b>Total</b>	<b>28.7%</b>	<b>23.2%</b>	<b>5.5%</b>	<b>19.6%</b>	<b>18.1%</b>	<b>1.5%</b>	<b>9.1%</b>	<b>5.1%</b>	<b>4.0%</b>	<b>79.0%</b>	<b>41.8%</b>

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

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



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

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>				Historic Actual Occup. Rate (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	Occup. Rate as of: January 31, 2013 (2012/13 season)	Occup. Rate as of: January 31, 2012 (2011/12 season)	Percent Change in YTD Occ. Rate		
August	65.0%	66.7%	-2.6%		11	
September	48.8%	48.4%	0.8%		11	
October	33.2%	32.6%	2.1%		11	
November	24.8%	19.5%	27.0%		11	
December	43.2%	40.5%	6.6%		11	
January	Historic Actual 51.5%	39.1%	31.8%		11	
February	On the Books 49.8%	39.7%	25.5%	47.5%	11	
March	32.5%	27.2%	19.3%	51.5%	11	
April	9.0%	12.5%	-27.9%	41.9%	11	
May	10.6%	9.3%	14.1%	27.7%	11	
June	20.4%	12.0%	70.2%	44.6%	11	
July	25.2%	15.4%	63.9%	64.6%	11	
Grand total	34.5%	30.3%	13.6%	43.7%	11	
Historic months total	44.6%	41.2%	8.1%	41.2%	11	
On the Books months total	24.2%	19.0%	27.1%	46.3%	11	

AVERAGE DAILY RATE	<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>				Historic Actual ADR (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	ADR as of: January 31, 2013 (2012/13 season)	ADR as of: January 31, 2012 (2011/12 season)	Percent Change in YTD ADR		
August	\$222	\$215	3.1%		11	
September	\$184	\$179	2.9%		11	
October	\$149	\$140	6.6%		11	
November	\$154	\$150	2.9%		11	
December	\$306	\$292	5.0%		11	
January	Historic Actual \$262	\$227	15.2%		11	
February	On the Books \$280	\$276	1.5%	\$260	11	
March	\$238	\$233	2.2%	\$220	11	
April	\$180	\$183	-1.5%	\$172	11	
May	\$168	\$165	2.3%	\$153	11	
June	\$204	\$178	14.5%	\$189	11	
July	\$234	\$221	6.2%	\$227	11	
Grand total	\$227	\$214	5.9%	\$208	11	
Historic months total	\$221	\$208	6.5%	\$208	11	
On the Books months total	\$237	\$228	3.7%	\$209	11	

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>				Historic Actual RevPAR (2011/12 season)	# of Properties in Sample
	Month of Occupancy (2012/13 & 2011/12)	RevPAR as of: January 31, 2013 (2012/13 season)	RevPAR as of: January 31, 2012 (2011/12 season)	Percent Change in YTD RevPAR		
August	\$144	\$144	0.4%		11	
September	\$90	\$86	3.7%		11	
October	\$49	\$45	8.8%		11	
November	\$38	\$29	30.6%		11	
December	\$132	\$118	12.0%		11	
January	Historic Actual \$135	\$89	51.8%		11	
February	On the Books \$139	\$109	27.4%	\$124	11	
March	\$77	\$63	21.9%	\$113	11	
April	\$16	\$23	-29.0%	\$72	11	
May	\$18	\$15	16.7%	\$42	11	
June	\$42	\$21	94.8%	\$84	11	
July	\$59	\$34	74.0%	\$147	11	
Grand total	\$78	\$65	20.3%	\$91	11	
Historic months total	\$99	\$86	15.1%	\$86	11	
On the Books months total	\$57	\$43	31.8%	\$97	11	

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

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE	OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12			Historic Actual Occup. Rate (2011/12 season)
	Occup. Rate as of: January 31, 2013 (2012/13 season)	Occup. Rate as of: January 31, 2012 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)				
November	24.8%	19.5%	27.0%	
December	43.2%	40.5%	6.6%	
January	<b>Historic Actual</b> 51.5%	39.1%	31.8%	
February	<b>On the Books</b> 49.8%	39.7%	25.5%	47.5%
March	32.5%	27.2%	19.3%	51.5%
April	9.0%	12.5%	-27.9%	41.9%
Winter Total	35.1%	30.0%	16.9%	39.8%

AVERAGE DAILY RATE	ADR: YTD 2012/13 VS. YTD 2011/12			Historic Actual ADR (2011/12 season)
	ADR as of: January 31, 2013 (2012/13 season)	ADR as of: January 31, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)				
November	\$154	\$150	2.9%	
December	\$306	\$292	5.0%	
January	<b>Historic Actual</b> \$262	\$227	15.2%	
February	<b>On the Books</b> \$280	\$276	1.5%	\$260
March	\$238	\$233	2.2%	\$220
April	\$180	\$183	-1.5%	\$172
Winter Total	\$255	\$242	5.4%	\$228

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2012/13 VS. YTD 2011/12			Historic Actual RevPAR (2011/12 season)
	RevPAR as of: January 31, 2013 (2012/13 season)	RevPAR as of: January 31, 2012 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)				
November	\$38	\$29	30.6%	
December	\$132	\$118	12.0%	
January	<b>Historic Actual</b> \$135	\$89	51.8%	
February	<b>On the Books</b> \$139	\$109	27.4%	\$124
March	\$77	\$63	21.9%	\$113
April	\$16	\$23	-29.0%	\$72
Winter Total	\$90	\$73	23.3%	\$91



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

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2013 VS. YTD 2012</u>			Historic Actual Occup. Rate (2012 Season)
	Occup. Rate as of: January 31, 2013 (2013 Season)	Occup. Rate as of: January 31, 2012 (2012 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013 & 2012)				
May	10.6%	9.3%	14.1%	27.7%
June	20.4%	12.0%	70.2%	44.6%
July	25.2%	15.4%	63.9%	64.6%
August				
September				
October				
Summer Total	18.7%	12.3%	52.7%	45.6%

AVERAGE DAILY RATE	<u>AVERAGE DAILY RATE: YTD 2013 VS. YTD 2012</u>			Historic Actual ADR (2012 Season)
	ADR as of: January 31, 2013 (2013 Season)	ADR as of: January 31, 2012 (2012 Season)	Percent Change YTD ADR	
Month of Occupancy (2013 & 2012)				
May	\$168	\$165	2.3%	\$153
June	\$204	\$178	14.5%	\$189
July	\$234	\$221	6.2%	\$227
August				
September				
October				
Summer Total	\$211	\$193	9.3%	\$199

REVENUE PER AVAILABLE ROOM	<u>RevPAR: YTD 2013 VS. YTD 2012</u>			Historic Actual RevPAR (2012 Season)
	RevPAR as of: January 31, 2013 (2013 Season)	RevPAR as of: January 31, 2012 (2012 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2013 & 2012)				
May	\$18	\$15	16.7%	\$42
June	\$42	\$21	94.8%	\$84
July	\$59	\$34	74.0%	\$147
August				
September				
October				
Summer Total	\$39	\$24	66.8%	\$91





March 6, 2013

**Subject:** Resort Triangle Transportation Vision Coalition Update  
**From:** Ron Treabess, Director of Community Partnerships and Planning

**Resort Triangle Transportation Vision Coalition (RTTVC) Update:**

- Staff will give a verbal update

**Decision Considerations:**

- No decision is being requested by the Board.

**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:**



## north lake tahoe

Chamber | CVB | Resort Association

March 6, 2013

**Subject:** Free Skier Shuttle Report

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

**Free Skier Shuttle Update:**

- Staff will give a verbal update
- Most current numbers are attached

**Decision Considerations:**

- No decision is being requested by the Board.

**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:**



Final Passenger Count Overview - All Routes  
December 22, 2012 - February 20, 2013

AM Passengers - All Routes  
768

PM Passengers - All Routes  
1578

Total All Passengers - All Routes  
2346

**Overall Ridership Productivity:**

Days of Service: 12/24/13 - 2/20/13 = 30 days

Overall AM Ridership Per Day: 25.60 passengers

Overall PM Ridership Per Day: 52.60 passengers

Total Overall Ridership Per Day AM & PM passengers: 78.20

**Average Ridership Per Bus/Day**

**AM Ridership**

**PM Ridership**

Incline - Squaw Bus #1	11.63	27
Incline - Squaw Bus #2	4.97	17.6
Homewood - Squaw	4.5	4.93
Squaw - Northstar - Squaw	1.63	2.33
Northstar - Squaw - Northstar:	2.87	0.73



December 22, 2012 - February 20, 2013

TMA Program Management Overview:

- 1.) Ambassadors on all four busses
- 2.) Ski Shuttle collateral distributed upon receipt to our partners, lodging properties, and business partners - 2 Rounds
- 3.) Ski Shuttle signage on TART stops/Combo Signs with Night Rider
- 4.) Park & Ride coordination done with TTUSD – TTD oversight for lot to avoid cost to the program. TMA overseeing Snow Removal with TTUSD. Signage (4) sandwich boards 7-10 AM with parking coordinator on site.
- 5.) Northstar donated their Blue Lot for our Park & Ride guests
- 6.) Passenger logs reviewed with continuous weekly reporting
- 7.) Work with operator regarding service interruptions and notify lodging on any route effected via email blast & follow up phone calls.
- 8.) Ambassadors on board collecting feedback and asking passengers to complete survey.

**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**  
**February 2, 3, 9, 10, 16, 17, 18, 19, 20**

**Hyatt - Squaw Bus #1 AM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Hyatt	Dep	7:45 AM		71	
Crystal Bay	Dep	8:00 AM		7	
Kings Beach East (Caliente)	Dep	8:06 AM		65	
Kings Beach Central (Daves ski Shop)	Dep	8:07 AM		37	1
Kings Beach West (Safeway TART Stop)	Dep	8:08 AM		22	2
Tahoe Vista East (Firelite Lodge)	Dep	8:09 AM		21	9
Tahoe Vista Central (TART Stop after Anderson Rd)	Dep	8:10 AM		3	
Tahoe Vista West (Cedar Glen Lodge)	Dep	8:11 AM		32	2
Carnelian Bay (TART Stop at 7-11/ CB's Pizza)	Dep	8:15 AM		30	8
Dollar Hill (TART Stop - across from 7-11)	Dep	8:18 AM		21	4
Peppertree Inn	Dep	8:21 AM		20	29
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				23
Tahoe City Transit Center	Dep	8:32 AM		7	
River Ranch	Dep	8:40 AM		1	4
Deer Park (Alpine Meadows)	Dep	8:41 AM			65
Squaw Valley	Arr	8:52 AM			200
<b>Totals:</b>				<b>349</b>	<b>349</b>

**Squaw - Hyatt Bus #1 PM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley	Dep	4:00 PM		512	
Deer Park (Alpine Meadows)	Dep	4:10 PM		125	
River Ranch Parking Lot	Dep	4:11 PM		7	4
Tahoe City Transit Center (Bay 4)	Arr			1	93
Tahoe City Transit Center	Dep	4:20 PM		41	
Tahoe City - Tahoe Marina Lodge (TART Stop)	Dep	4:22 PM		49	30
Tahoe City - Across from Americas Best Value Inn	Dep	4:23 PM			6
Tahoe City - Across from Pepper Tree	Dep	4:24 PM		57	88
Dollar Hill (7-11)	Dep	4:29 PM		5	121
Carnelian Bay (Garwoods)	Dep	4:33 PM			70
Tahoe Vista West (Tahoe Sands)	Dep	4:36 PM			44
Tahoe Vista Central (Mourelatos)	Dep	4:37 PM		4	14
Tahoe Vista East (TART Stop - E. of National)	Dep	4:38 PM		4	36
Kings Beach West (Red Wolf Lodge)	Dep	4:40 PM		1	25
Kings Beach Central (Ferrari Crown)	Dep	4:45 PM			55
Kings Beach East (TART stop - Across from)	Dep	4:46 PM		2	95
Crystal Bay (TART Stop)	Dep	4:50 PM		2	51
Hyatt	Dep	5:10 PM			78
<b>Totals:</b>				<b>810</b>	<b>810</b>

**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**  
**February 2, 3, 9, 10, 16, 17, 18, 19, 20**

**Hyatt - Squaw Bus #2 AM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Hyatt	Dep	8:18 AM		61	
Crystal Bay	Dep	8:33 AM		3	
Kings Beach East (Calleente)	Dep	8:39 AM		21	
Kings Beach Central (Davies 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		6	
Tahoe Vista West (Cedar Glen Lodge)	Dep	8:44 AM		9	
Carmelian Bay (TART Stop at 7-11/GB's Plaza)	Dep	8:48 AM		6	
Dollar Hill (TART Stop - across from 7-11)	Dep	8:51 AM		1	
Peppertree Inn	Dep	8:54 AM		9	
Americas Best Value Inn	Dep	8:55 AM		10	
Bank of America - TART Stop just before	Dep	8:56 AM		10	
Tahoe City Transit Center (Bay 5)	Arr				7
Tahoe City Transit Center	Dep	9:05 AM		6	
River Ranch	Dep	9:10 AM			
Deer Park (Alpine Meadows)	Dep	9:11 AM			37
Squaw Valley	Arr	9:25 AM			105
<b>Totals:</b>				<b>149</b>	<b>149</b>

**Squaw - Hyatt Bus #2 PM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley	Dep	4:53 PM		474	
Deer Park (Alpine Meadows)	Dep	5:03 PM		24	3
River Ranch Parking Lot	Dep	5:04 PM		4	
Tahoe City Transit Center (Bay 4)	Arr			3	56
Tahoe City Transit Center	Dep	5:13 PM			4
Tahoe City - Tahoe Marina Lodge (TART Stop)	Dep	5:15 PM			17
Tahoe City - Across from Americas Best Value Inn	Dep	5:16 PM			25
Tahoe City - Across from Pepper Tree	Dep	5:17 PM		16	66
Dollar Hill (7-11)	Dep	5:22 PM			47
Carmelian Bay (Garwoods)	Dep	5:26 PM			39
Tahoe Vista West (Tahoe Sands)	Dep	5:29 PM		1	57
Tahoe Vista Central (Mourelatos)	Dep	5:30 PM			4
Tahoe Vista East (TART Stop - E. of National)	Dep	5:31 PM			22
Kings Beach West (Red Wolf Lodge)	Dep	5:35 PM		5	20
Kings Beach Central (Ferrari Crown)	Dep	5:38 PM			51
Kings Beach East (TART stop - Across fro	Dep	5:39 PM			63
Crystal Bay (TART Stop)	Dep	5:43 PM		1	6
Hyatt	Arr	6:00 PM			48
<b>Totals:</b>				<b>528</b>	<b>528</b>

**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**  
**February 2, 3, 9, 10, 16, 17, 18, 19, 20**

**Homewood - Squaw AM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Tahoma Post Office	Dep	7:50 AM		5	
TART Stop - Across from Tahoma Meadows	Dep	7:51 AM			
Homewood M.I. Resort - TART Stop	Dep	8:00 AM			2
Sunnyside - TART Stop	Dep	8:10 AM		4	
Granlibakken - Porte Cochere	Dep	8:15 AM		33	
Tahoe City Transit Center (Bay 5)	Arr			2	3
Tahoe City Transit Center	Dep	8:25 AM		5	
River Ranch	Dep	8:30 AM		3	1
Deer Park (Alpine Meadows)	Dep	8:31 AM		2	8
Squaw Valley	Arr				38
Squaw Valley	Dep	8:45 AM		5	
Deer Park (Alpine Meadows)	Dep	8:49 AM		1	
River Ranch	Dep	8:50 AM		2	
Tahoe City Transit Center (Bay 4)	Arr				3
Tahoe City Transit Center	Dep	9:16 AM		8	
Granlibakken	Dep	9:20 AM		27	
Sunnyside	Dep	9:25 AM		1	1
Homewood	Dep	9:30 AM			34
Tahoma	Dep	9:40 AM		1	
Homewood	Dep	9:50 AM			1
Sunnyside	Dep	10:05 AM		5	
Granlibakken	Dep	10:10 AM		23	
Tahoe City Transit Center (Bay 5)	Arr				
Tahoe City Transit Center	Dep	10:15 AM		1	
River Ranch	Dep	10:20 AM		3	
Deer Park (Alpine Meadows)	Dep	10:21 AM		6	5
Squaw Valley	Arr	10:35 AM			39
<b>Totals:</b>				<b>135</b>	<b>135</b>

**Squaw - Homewood PM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Squaw Valley	Dep	3:38 PM		42	
Deer Park (Alpine Meadows)	Dep	3:50 PM		12	1
River Ranch Parking Lot	Dep	3:51 PM			
Tahoe City Transit Center	Arr			1	22
Tahoe City Transit Center (Bay 5)	Dep	4:03 PM		3	
Granlibakken	Dep	4:08 PM			19
Sunnyside	Dep	4:13 PM			10
Homewood	Dep	4:28 PM		27	2
Tahoma	Dep	4:38 PM			9
Homewood	Dep	4:48 PM		15	5
Sunnyside	Dep	4:58 PM			4
Granlibakken	Dep	5:03 PM			14
Tahoe City Transit Center	Arr				14
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				20
Squaw Valley	Dep	5:33 PM		25	
Deer Park (Alpine Meadows)	Dep	5:40 PM			1
River Ranch Parking Lot	Dep	6:41 PM			
Tahoe City Transit Center	Arr			2	10
Tahoe City Transit Center (Bay 5)	Dep	5:53 PM			2
Granlibakken	Dep	5:58 PM			34
Sunnyside	Dep	6:03 PM			
Homewood	Dep	6:18 PM			
Tahoma	Arr	6:28 PM			
<b>Totals:</b>				<b>148</b>	<b>148</b>

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**Skler 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**  
**February 2, 3, 9, 10, 16, 17, 18, 19, 20**

**Squaw - Northstar - Squaw AM Runs**

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Squaw Valley (Village East)	Dep 7:45 AM	5	
Truckee Middle School	Dep 8:03 AM	2	
Truckee Train Depot	Dep 8:08 AM	6	1
Cedar House Sport Hotel	Dep 8:10 AM	3	
Larkspur Hotel	Dep 8:11 AM	4	
Hampton Inn	Dep 8:12 AM	2	
Truckee Tahoe Airport	Dep 8:13 AM		
Northstar Castle Peak Lot	Arr		19
Northstar Castle Peak Lot	Dep 8:32 AM	1	
Ritz Carlton	Dep 8:39 AM		
Northstar Castle Peak Lot	Arr		
Northstar Castle Peak Lot	Dep 8:46 AM		
Truckee Tahoe Airport	Dep 8:51 AM	8	
Hampton Inn	Dep 8:52 AM		
Larkspur Hotel	Dep 8:53 AM	7	
Cedar House Sport Hotel	Dep 8:54 AM		
Truckee Train Depot	Dep 9:11 AM	6	13
Truckee Middle School	Dep 9:20 AM	5	1
Squaw Valley	Arr 9:38 AM		15
<b>Totals:</b>		<b>49</b>	<b>49</b>

**Squaw - Northstar - Squaw PM Runs**

Stop	Service Time Scheduled	Passengers	
		Boarding	Departing
Squaw Valley	Dep 4:48 PM	61	
Truckee Middle School	Dep 5:10 PM		35
Truckee Train Depot	Dep 5:15 PM	1	17
Cedar House Sport Hotel	Dep 5:17 PM		2
Larkspur Hotel	Dep 5:18 PM		5
Hampton Inn	Dep 5:19 PM		7
Truckee Tahoe Airport	Dep 5:20 PM		
Northstar Castle Peak Lot	Arr		4
Northstar Castle Peak Lot	Dep 5:30 PM	4	
Ritz Carlton	Dep 5:37 PM		
Northstar Castle Peak Lot	Arr		
Northstar Castle Peak Lot	Dep 5:44 PM		
Truckee Tahoe Airport	Dep 5:50 PM		
Hampton Inn	Dep 5:52 PM		
Larkspur Hotel	Dep 5:53 PM	4	
Cedar House Sport Hotel	Dep 5:54 PM		
Truckee Train Depot	Dep 6:04 PM		
Truckee Middle School	Dep 6:09 PM		
Squaw Valley	Arr 6:27 PM		
<b>Totals:</b>		<b>70</b>	<b>70</b>



**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**  
**February 2, 3, 9, 10, 16, 17, 18, 19, 20**

**Northstar - Squaw - Northstar AM Runs**

Stop		Service Time		Passengers	
		Scheduled		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		23	
Truckee Middle School	Dep	8:35 AM		21	
Squaw Valley	Arr				45
Squaw Valley	Dep	8:58 AM		14	1
Truckee Middle School	Arr				2
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		3	
Hampton Inn	Dep	9:29 AM		9	
Truckee Tahoe Airport	Dep	9:30 AM			
Northstar Castle Peak Lot	Arr	9:50 AM			38
Totals:				86	86

**Northstar - Squaw - Northstar PM Runs**

Stop		Service Time		Passengers	
		Scheduled		Boarding	Departing
Northstar Castle Peak Lot	Dep	4:44 PM		16	
Truckee Tahoe Airport	Dep	4:50 PM			
Hampton Inn	Dep	4:52 PM		1	
Larkspur Hotel	Dep	4:54 PM			1
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				15
Squaw Valley	Dep	5:33 PM		4	
Truckee Middle School	Arr				
Truckee Middle School	Dep	5:51 PM			
Truckee Train Depot	Dep	5:56 PM			2
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				2
Northstar Castle Peak Lot	Dep	6:16 PM			
Ritz Carlton	Arr	6:23 PM			
Totals:				22	22



North Tahoe - Truckee Skier Shuttle Daily Ridership  
12/22/12 - 2/20/13

\*\*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	2	4	2	2	4	0	0	0	15	25	40
Wednesday 12/26	4	16	20	11	19	30	2	0	2	0	1	1	0	0	0	17	36	53
Thursday 12/27	16	17	33	5	11	16	3	3	6	1	0	1	1	0	1	26	31	57
Friday 12/28	10	27	37	13	23	36	8	6	14	8	1	9	1	0	1	40	57	97
Saturday 12/29	7	13	20	8	8	16	1	7	8	4	3	7	5	0	5	25	31	56
Sunday 12/30	7	25	32	4	10	14	6	6	12	0	4	4	8	0	8	25	45	70
Monday 12/31	18	27	45	10	17	27	9	12	21	2	4	6	11	6	17	50	66	116
Tuesday 1/1	19	31	50	1	17	18	1	6	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
Saturday 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	6	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
Saturday 2/2	5	28	33	0	6	6	3	2	5	2	1	3	0	0	0	10	37	47
Sunday 2/3	10	15	25	7	8	15	2	0	2	1	0	1	1	2	3	21	25	46
Saturday 2/9	19	16	35	0	18	18	7	4	11	3	2	5	0	0	0	29	40	69
Sunday 2/10	13	34	47	3	18	21	2	7	9	0	1	1	0	0	0	18	60	78
Saturday 2/16	12	37	49	6	3	9	6	1	7	2	3	5	2	0	2	28	44	72
Sunday 2/17	5	17	22	8	25	33	1	0	1	0	3	3	3	1	4	17	46	63
Monday 2/18	12	35	47	4	32	36	5	0	5	0	0	0	1	0	1	22	67	89
Tuesday 2/19	12	36	48	5	21	26	1	2	3	2	1	3	2	0	2	22	60	82
Wednesday 2/20	9	27	36	0	18	18	9	8	17	0	0	0	4	4	8	22	57	79
	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL	AM	PM	TOTAL
Subtotal: Saturday	99	223	322	36	112	148	36	31	67	22	11	33	10	2	12	203	379	582
Subtotal: Sunday	81	219	300	33	146	179	21	26	47	3	18	21	21	8	29	159	417	576
Subtotal: Weekday	169	368	537	80	270	350	78	91	169	24	41	65	55	12	67	406	782	1188
<b>TOTAL</b>	<b>349</b>	<b>810</b>	<b>1159</b>	<b>149</b>	<b>528</b>	<b>677</b>	<b>135</b>	<b>148</b>	<b>283</b>	<b>49</b>	<b>70</b>	<b>119</b>	<b>86</b>	<b>22</b>	<b>108</b>	<b>768</b>	<b>1578</b>	<b>2346</b>



Summary Report December 22, 2012 - February 20, 2013

Route: Hyatt to Squaw - Bus #1								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	537	14	28	31.22	38.36	19.18	17.20	\$12.79
Saturday	322	8	16	17.84	40.25	20.13	18.05	\$12.19
Sunday	300	8	16	17.84	37.50	18.75	16.82	\$13.08
<b>TOTAL</b>	<b>1159</b>	<b>30</b>	<b>60</b>	<b>66.9</b>	<b>38.63</b>	<b>19.32</b>	<b>17.32</b>	<b>\$12.70</b>

Route: Hyatt to Squaw - Bus #2								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	350	14	28	31.92	25.00	12.50	10.96	\$20.06
Saturday	148	8	16	18.24	18.50	9.25	8.11	\$27.11
Sunday	179	8	16	18.24	22.38	11.19	9.81	\$22.41
<b>TOTAL</b>	<b>677</b>	<b>30</b>	<b>60</b>	<b>68.4</b>	<b>22.57</b>	<b>11.28</b>	<b>9.90</b>	<b>\$22.22</b>

Route: West Shore - Squaw								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	169	14	84	78.12	12.07	2.01	2.16	\$101.68
Saturday	67	8	48	44.64	8.38	1.40	1.50	\$146.55
Sunday	47	8	48	44.64	5.88	0.98	1.05	\$208.92
<b>TOTAL</b>	<b>283</b>	<b>30</b>	<b>180</b>	<b>167.4</b>	<b>9.43</b>	<b>1.57</b>	<b>1.69</b>	<b>\$130.11</b>

Route: Squaw to Northstar								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	65	14	56	49.98	4.64	1.16	1.30	\$169.13
Saturday	33	8	32	28.56	4.13	1.03	1.16	\$190.37
Sunday	21	8	32	28.56	2.63	0.66	0.74	\$299.15
<b>TOTAL</b>	<b>119</b>	<b>30</b>	<b>120</b>	<b>107.1</b>	<b>3.97</b>	<b>0.99</b>	<b>1.11</b>	<b>\$197.96</b>

Route: Northstar to Squaw								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	67	14	56	48.72	4.79	1.20	1.38	\$159.95
Saturday	12	8	32	27.84	1.50	0.38	0.43	\$510.31
Sunday	29	8	32	27.84	3.63	0.91	1.04	\$211.16
<b>TOTAL</b>	<b>108</b>	<b>30</b>	<b>120</b>	<b>104.4</b>	<b>3.60</b>	<b>0.90</b>	<b>1.03</b>	<b>\$212.63</b>

ALL ROUTES								
	Ridership	# Days	Runs	Veh. Svc. Hrs	Ridership/Day	Ridership/Run	Ridership/VSH	*Cost/Passenger
Weekday	1188	14	252	240.1	84.86	4.71	4.95	\$44.45
Saturday	582	8	144	137.2	72.75	4.04	4.24	\$51.85
Sunday	576	8	144	137.2	72.00	4.00	4.20	\$52.39
<b>TOTAL</b>	<b>2346</b>	<b>30</b>	<b>540</b>	<b>514.5</b>	<b>78.20</b>	<b>4.34</b>	<b>4.56</b>	<b>\$48.24</b>

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# north lake tahoe

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March 1, 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 February we had 22 new members:**

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Cherished Events & Celebrations	Tahoe City	Clergy
North Lake Tahoe Deluxe Rental	Tahoe City	Vacation Rentals
Tahoe Specialties	Tahoe City	Second Home Care
The Dam Café	Tahoe City	Dining
Big Brothers Big Sisters of Nevada	Truckee	Non-Profit
Bella Vita Salon	Tahoe City	Salon
Coldstream Adventures	Truckee	Snowmobiling
Kings Café	Kings Beach	Dining
First Accommodations	Carnelian Bay	Vacation Rentals
Tahoe Incline Apartments	Incline Village	Apartment Complex
Lakeview Threads	Kings Beach	Screen Printing
Eagle Ridge Snowmobile	Truckee	Snowmobiling
Boise O'Neil Realty	Tahoe City	Real Estate
Reno Tahoe Helicopter	South Lake	Helicopter Tours
Sierra Wave Addicts	Incline Village	Boat Charter
Sierra Fin Addicts	Incline Village	Fishing Charter
Sierra Nevada Properties	Incline Village	Real Estate
Neta's Nannies	Carnelian Bay	Nanny Service
TahoeRentals.com	Tahoe City	Vacation Rentals
Chuck's Fishing Charters	Kings Beach	Fishing Charter
Blue Stone Jewelry	Tahoe City	Jeweler
Crosby's Bar and Grill	Incline Village	Dining/Gaming

**3 write-offs**

<u>Name</u>	<u>Type</u>	<u>Reason</u>
Dress The Part(y) for Charity, LLC	Party Shop	Non-Payment
KTHO Radio (K-Tahoe)	Radio Station	Current no NLT Presence
Roof Crafters, Inc.	Roofer	Non-Payment

**68 renewing members:**

Truckee Tahoe Medical Group

Red Wolf Lodge - Squaw Valley  
Wolfdale's Cuisine Unique  
Olympic Bike Shop  
TNT/TMA  
Squaw Village Neighborhood Co.  
Tahoe Sands Time Share Owners Association  
Tahoe House Bakery & Gourmet  
Thunderbird Lodge Preservation Society  
Lake Tahoe Incline Village Crystal Bay Visitors Bureau  
Village Ski Loft  
Sagan Design Group  
Ward-Young Architecture  
Stoel Rives LLP  
Hyatt Regency Lake Tahoe  
Sierra Nevada Media Group  
Jake's on the Lake  
Tahoe Dave's Skis and Boards  
Darlene Pearson, MSW, CDP  
Print Art/Sierra Mail  
Myths and Mountains  
McClintock Accountancy  
Tahoe SAFE Alliance  
Pomin's Tahoe Hot Tubs  
Sierra Business Council  
Lake Tahoe Marathon  
Village Ace Hardware  
Bowl Incline  
Sierra Vacation Rentals  
Tahoe Vista Sports  
Incline Boat Storage  
Hauserman Rental Group  
Richard Tomlinson DDS  
PlumpJack Sport  
The River Ranch  
Club Tahoe  
Tahoe Yacht Club  
Crystal Bay Casino, LLC  
Village Inn Owner's Association  
Tahoe Sierra Board of Realtors  
Frontier Financial Credit Union  
Gary Davis Group, Inc.  
Tahoe Maritime Museum, Inc.  
Truckee Tahoe Lumber  
Pet Network  
Tahoe Quarterly, LLC  
Tahoe Truckee Community Foundation  
Incline Village General Improvement District  
Tahoe Blooms Floral Designs  
Pepper Tree Inn, Inc.  
Squaw Church

Brockway Bakery  
Sunnyside Resort  
Smith & Jones, Inc.  
The River Grill  
Sierra State Parks Foundation  
Tahoe Mountain Resort Lodging, LLC  
Tahoe Forest Hospital District  
North Lake Tahoe Fire Protection District  
LSC Transportation Consultants, Inc.  
Centerpoint Corporate Services Inc.  
St. Francis of Assisi Parish  
Parasol Tahoe Community Foundation  
Washoe Tribe of Nevada and California  
Law Offices of Porter Simon  
California Tahoe Conservancy  
Gallery Keoki  
Squaw Valley Adventure Center and North Tahoe Adventures

### **February Focus**

The focus February was to have a strong membership drive. All past members were called and invited back to join the Chamber. We added 22 new members!

### **Networking Event**

On February 12, 2013, the first Corks and Connections networking event was held at the Tahoe City Visitor Information Center. This was a registered networking event and 20 members attended. All attendees enjoyed wine and cheese and discussed who they were, what they did, and what their best referral is.

### **Community Awards Dinner**

The Community Awards Dinner will be on March 27, 2013 at The Ritz-Carlton, Lake Tahoe. Award sponsorships are still available and are a great way to show your community involvement and support the best of the best in North Lake Tahoe.

### **North Lake Tahoe Bridal Faire & Guide**

The North Lake Tahoe Chamber and Squaw Valley will be collaborating on a North Lake Tahoe Bridal Faire. 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.

In addition to the North Lake Tahoe Bridal Faire a North Lake Tahoe Bridal Guide will be created and printed. This guide will be given to every bride who attends the Bridal Faire, available for download on Gotahoenorth.com, and will be distributed at the Visitor Information Centers throughout the next year.

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

## Event and Education Schedule

### March

- |    |   |           |
|----|---|-----------|
| 7  | Visitor Center Special Event:<br>"Meet our Four-Legged Heroes of Winter"<br>The Squaw/Alpine Rescue Dogs<br>Tahoe City Visitor Information Center | 5-7pm     |
| 12 | Networking Event: Lunch Bunch<br>Tahoe City Visitor Information Center  | 12-1pm    |
| 19 | ChamberEd: QuickBooks Training<br>Tahoe City Visitor Information Center   | 9am-4pm   |
| 20 | ChamberEd: Internet Marketing<br>Tahoe City Visitor Information Center  | 12-2:30pm |
| 20 | ChamberEd: Survival Tools to Manage<br>Your Business<br>Tahoe City Visitor Information Center   | 4-6pm     |
| 21 | ChamberEd: Selling Your Business?<br>Tahoe City Visitor Information Center  | 12-2pm    |
| 26 | ChamberEd: QuickBooks Training<br>Tahoe City Visitor Information Center   | 9am-4pm   |
| 27 | ChamberEd: Create an Effective Business Plan<br>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 7-10pm  
The Ritz-Carlton, Lake Tahoe





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**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**  
**Wednesday February 6, 2013 – 8:30 am – 11 am**  
**Tahoe City Public Utility District**  
Preliminary Minutes

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

**NOT PRESENT:** Andy Wirth, Alex Mourelatos

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

**OTHERS IN ATTENDANCE:** Steve Hoch, Chevis Hosea

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

Chair Phil GilanFarr called the meeting to order at 8:34am and a quorum was established.

**B. AGENDA AMENDMENTS AND APPROVAL - MOTION**

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

**M/S/C (Brandt/Parson) (9-0-0) to approve the agenda as presented.**

**C. PUBLIC FORUM**

**There is no Public Forum**

**D. REPORTS & ACTION ITEMS**

**Board Organization**

3. Bill Rock discussed the CEO Performance Goals and Evaluation Criteria. During the Executive Committee meeting the topic of CEO Performance Goals and Evaluation Criteria came up. It was recommended that they hire a consultant to complete this action appropriately. Bill reached out to a consultant he had worked with in the past. The consultant will provide 15 hours of work for not more than \$2,500. In the past there has never been an established criterion nor does the Board have experience to fairly evaluate the CEO's performance at this time. The expense would potentially put the "professional fees" line item on the budget over as this was not an expected expense.

Ron Parson says he supports this because this is something that the Board has struggled with for years. This would help establish a process for evaluating CEO performance. He believes that this would be money well spent. The Board does feel like this is an important expenditure but they would like to see if there are other places we can cut back to avoid going over budget.

**M/S/C (Parson/Auerbach) (8-0-0) to approve hiring of the consultant to assist in the CEO performance goals and evaluation criteria.**

4. Phil GilanFarr discussed the Executive Committee roles and responsibilities ratification. The current bylaws regarding the Executive Committee are written out in the packet. The Bylaws do say that Executive Committee will direct Board committee as needed. No bylaw changes are necessary at this time.

The Board's concern is that with the amount of Board Members present at the Executive Committee it could become an issue as it could come off as a private Board meeting. They questioned if the best way to deal with it would be to post agenda and allow the public. This would align with moving in the direction towards more openness with information.

**M/S/C (Parson/Murnane) (8-0-0) to approve staffs and Executive Committee recommendation with caveat that the Executive Committee is careful.**

**ACTION** – Make Executive Committee report part of Consent Calendar and send out the Agenda to the Board prior to the meeting.

5. Sandy Evans Hall discussed the Reporting Proposal to Placer County to satisfy contract. As stated in our contract we will submit a revised reporting structure to Placer County. The details are in the Packet. The reporting process will stay mostly as is with a couple changes. Marketing will be changed to semi-annual reporting, Infrastructure and Finance will remain quarterly. There will also be the inclusion of some monthly metrics. There will be presentations to the Board of Supervisors at least three times a year on strategic goals, marketing strategy, and integrated work plan.

It was confirmed by Jennifer Merchant that these metrics do satisfy the County's needs.

**M/S/C (Parson/Brandt) (8-0-0) to approve the reporting metrics as listed on page 5-2 of the packet.**

#### **Marketing**

6. Andy Chapman gave an MTRiP Update. There is not a new report since the last meeting. The last report showed favorable numbers and the Board asked for some comparison to previous years. Andy presented the charts with the comparisons and the charts show positive numbers in comparison to previous years.

7. Andy Chapman next gave an update on the Lake Tahoe Sports Organizing Committee and the X Games Bid Update. A group went out to the X Games in Aspen two weeks ago. They met with ESPN and experienced all aspects of the games. 114,500 people attended over the 4 days with Saturday having 47,000 attendees.

While in Aspen they met with ESPN as well as Snow Park Technologies (SPT) who build all the features. It does appear that the games have outgrown Aspen. The target market is young and they are looking to expand that. We have a great population base with San Francisco and Los Angeles. They left the games excited and feeling like this is something we can accomplish here.

They had a meeting on February 5<sup>th</sup> with the Sports Organizing Committee to discuss the next steps. The resorts will be getting their operations teams together to determine how this could actually work logistically. There will also be a site visit with ESPN. They have talked to ESPN directly and found out that Salt Lake City did pull out of the bid process. That leaves four sites still in the bid process. The final element is that ESPN would like to change this to a combined summer and winter event. The timing is still to be determined but this would mean working with Reno as some of the activities would need to take place down there. This process is ongoing and there is still a lot to be determined. If the resorts decide that this is something that they can do it does feel very doable.

Sandy Evans Hall mentioned that the big question is if the resorts can afford what is asked of them. We would also like a longer contract than the three years on the table now as there could be some large infrastructure projects involved to make this feasible.

Ron Parson mentioned that one of the Board's goals is to improve the shoulder season. He believes the Board should support an April time period.

8. Sandy Evans Hall discussed the Memorandum of Agreement (MOA) with Placer County Visitors Bureau. This provides our visitor display space in Auburn. We have been requested by

Placer County to provide 40k in funding for the Auburn Visitor Center. Staff recommendation is that the Board approves the expenditure but advise in future years we possibly decrease that amount.

Jennifer Merchant explained that this funding is necessary to keep the California Welcome Center open. We may not be able to change the amount but possibly change the services offered out of that center.

**M/S/C (Auerbach/Merchant) (8-0-0) to approve the MOA with Placer County**

**Transportation/Infrastructure**

9. Ron Treabess gave the Resort Triangle Transportation Vision Coalition (RTTVC) update and Cost Scenario Funding Request. Beginning with the Transit Summit in October this has evolved as recommended into the RTTVC. The coalition has had a couple of meetings; most recently Jan 3 with the purpose of coming up with a vision statement, elements essential for vision inclusion and the next steps necessary to the process. The immediate next steps require some funding for the Coalition to approve a consultant Scope of Work to develop a concept plan for the vision. LSC has submitted a proposal which is included in the packet. LSC's estimate is that the Scope not exceed \$10,000. The Joint Committee did approve the expenditure at the January meeting along with a formal endorsement of this project.

Staff requests that the NLTRA Board endorses the RTTVC and approve expenditure of up to \$10,000 of Transportation research and planning funds to develop a general North Tahoe Transit Vision Concept Plan

There was a clarification of what it means for the Resort Association to endorse. It is that there is an endorsement of the overall vision of the RTTVC. The Board also discussed hiring LSC for another \$10,000 study. After a lengthy discussion it was determined that because of all of the studies LSC has done they have a great deal of data for the study. Another consultant would need to start at ground zero and likely be much more expensive.

**M/S/C (Parson/Auerbach) (7-0-1 Kopley) to approve endorsement of the RTTVC and approve expenditure of up to \$10,000 of Transportation research and planning funds to develop a general North Tahoe Transit Vision Concept Plan. With the caveat that the contract has oversight by this Board.**

10. Ron Treabess gave a report on the Coordinated Free Skier Shuttle Report. Through the first 23 days there have been 1,814 riders. The average cost per rider at this point is \$47.83 per rider. The program has ambassadors at park and ride lots who provide information to the riders. These ambassadors will also help answer questions such as why there are more riders in the PM runs compared to the AM runs.

11. Ron Treabess next gave the Master Plan Studies funding request. As directed by this Board there is a 2013 Master plan update in process. This update will be combining the original 1995 plan with the 2004 plan to come up with a plan for direction for the next 10 years. There will need to be some studies conducted in order to proceed with this. One is the economic significance of Travel to the North Lake Tahoe Area. Staff recommends consultant Dean Runyon for \$24,500. The second part is updating the situational analysis and survey results. This also includes a destination competitive analysis. Staff recommends hiring Strategic Marketing Group for this study for \$5,200.

The Joint Committee unanimously approved staff recommendation of an infrastructure allocation of \$29,700.

Request is for the Board to approve and recommend to 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.

**M/S/C (Kopley/Parson) (8-0-0) to approve and recommend to PC BOS 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 Review.**

**Membership (10 minutes)**

12. Deanna Frumenti discussed the West Shore Association (WSA) Business Association Marketing Grant application. The WSA is requesting \$10,000 in community Marketing Grant money for advertising. Deanna passed around some examples of what WSA is using the requested funds for and said that it also includes web site improvement.

There was a question of why they are asking for grant approval for money that has already been spent in the case of the Olympic Heritage Celebration. Andy Chapman reviewed the history of this program. Typically the review of these grants bounces through a couple different committees. Historically this has been a given that they will receive the money as long as it is used for marketing.

There was a discussion about accountability and carryover of past funds. It was also a concern that we are providing almost 100% of their marketing budget. The Board would like to see a better reporting on the return on investment.

**M/S/C (Kopley/Parson) (8-0-0) to approve, as dictated by county, \$10,000 to the West Shore Association.**

13. Deanna next discussed Membership sales, activities, and events. In the month of December there were 5 new members, 3 write-offs, and 5 renewing members. The Shop Local program was a huge success. There were 629 cards turned in and the total tracked local revenue from the program was \$192,225.

Some of the upcoming events are the Community Awards Dinner on March 27<sup>th</sup>, the Bridal Faire on April 13<sup>th</sup>, and the legislative Luncheon on April 25<sup>th</sup>.

**Special Presentation**

14. Chevis Hosea, Squaw Valley, gave a presentation on the Squaw Valley expansion plans. The EIR is underway so the project fairly static right now. He gave a PowerPoint presentation on the plan and showed and discussed the various components of the plan.

The Board asked about the changes in parking and it was explained that day skier parking is currently 3,700 parking spots but can increase to 5,000 on a busy day. There are 3,400-3,500 day skier parking spots in plan. They will also have to provide off-site parking which the location of is still to be determined.

**E. DIRECTORS' COMMENTS**

- Jennifer Merchant reported that she is working with the conference sales staff on a proposal for the Association of Counties group. The process is moving forward and the group would be in late May 2014. She also mentioned that her office is seeking a full time administrative secretary. The job is posted on the Placer County website. Lastly she mentioned that February 12<sup>th</sup> is a County holiday.
- Kristi Boosman reported that TRPA is approaching the 60 day post RPU cutoff on February 11th. That is the last day for filing suit; they are hoping that does not happen. There is a lot at stake. Phase 1 of implementation also begins on the 12<sup>th</sup>. There will be a larger workshop for public in May, but there may be a workshop for contractors sooner. She also told the group about the new publication, *Tahoe in Depth*. It is a great publication and it has received positive feedback. The Gateway Sign program is also moving forward.
- Valli Murnane announced that the 1st Annual Lake Tahoe Nordic Festival will be this weekend. There are a lot of events and it has received great media coverage.

**F. CONSENT CALENDAR -- MOTIONS**

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](http://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**

**M/S/C (Parson/Kopley) (8-0-0) to approve the consent calendar as presented with out the Audit, item F-22-2**

**Item F-22-2 Audit report.**

- Sandy discussed a few key points about the Audit Report. There was one recommendation that will be put in place which is to have written policies and procedures for the Finance department. The review process and controls over employee credit cards and reimbursements have been taken care of. Tracking of property and equipment will also be taken care of.

**M/S/C (Parson/Rock) (8-0-0) to approve the audit with staff recommendation**

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

- There is a separate handout of key metrics.
- TEA has applied to NTEC for use of space for classroom. Executive Committee is not in favor of.
- Because of timing it could be difficult, but the Golf Course committee is looking to do a public outreach survey. They will be looking at hiring Seana Doherty from Fresh tracks Communications to help facilitate.
- A master meeting calendar for the year was passed out with all of the Board and Committee meetings.
- There is a meeting on Feb 19<sup>th</sup> at 6pm at the NTEC meeting for the KBCCIP
- There is a meeting tonight on the Area Plan Update.
- Have submitted two nominations for economic development awards.

**H. CLOSED SESSION**

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

The meeting was adjourned at 11:06 am.

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



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Joint Infrastructure/Transportation Committee**  
**MEETING DATE: February 25, 2013**  
**BOARD MEMBERS PRESENT: Phil GilanFarr, Alex Mourelatos**

### **ACTION ITEMS TAKEN:**

The Joint Infrastructure/Transportation Committee held a Planning Workshop the following was discussed

1. Review NLTRA Strategic Goals
2. Discuss Funding Strategy Criteria
  - Infrastructure
  - Transportation
  - Operational/Maintenance
  - Special Events
  - Funding Availability
3. Integrated Work Plan
  - Clarify Purpose
  - Review Areas of Highest Priorities
  - Review IWP Projects

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

**M/S/C (Colyer/Kyler) (11-0-0) to approve the Joint Infrastructure/Transportation Committee Minutes of January 28, 2012**

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

No Board Approval/direction is requested



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: February 28, 2013**  
**BOARD MEMBERS PRESENT: Eric Brandt**

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

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

- 3.2 M/S/C (Maurer/Brandt) (6/0) to approve the agenda with above amendments.
- 4.1 M/S/C (Brandt/Maas) (6/0) to approve the Marketing meeting minutes from January 29, 2013.

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



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Group Sales Subcommittee**

**MEETING DATE: February 7, 2013**

**BOARD MEMBERS PRESENT: None**

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

Action (Jason): Report back to the committee with breakdown/percentage on where the room nights are booked.

Action (Jason): Send out an estimated cost on the International Gold Cup to the properties.

## **MOTIONS MADE/VOTE:**

3.1 M/S/C (Roth/Sirstins) (8/0) to approve the agenda as presented.

4.1 M/S/C (Rebbeck/Sirstins) (8/0) to approve the meeting minutes from September 27, 2013





**COMMITTEE: Finance**  
**MEETING DATE: February 27, 2013**  
**BOARD MEMBERS PRESENT: Bill Rock and Jennifer Merchant (by telephone)**

**ACTION ITEMS TAKEN:**

Lisa de Roulet will add a line between Marketing Reserves and Allocated on the P& L so that it is easier to read.

Kim Lambert will follow-up on the outstanding Autumn Food and Wine invoices.

Staff will continue to monitor the anticipated budget shortfall and determine a plan to cover it.

Lisa de Roulet will continue to incorporate committee members' suggestions in the Key Metrics Dashboard and the Free Skier Shuttle graphs.

**MOTIONS MADE / VOTE:**

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

M/S/C (Salmon/Frushon) (3/0) to approve the Finance Committee minutes of January 24, 2013.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Salmon/Frushon) (4/0) to recommend the Board of Directors approve the January 2013 Financial Statements.



## north lake tahoe

Chamber | CVB | Resort Association

NLTRA Executive Committee

Wednesday, February 27, 2013

9:00 a.m.

NLTRA Offices

### Report

**Present: Phil GilanFarr, Kali Kopley, Valli Murnane, Alex Mourelatos**

**Staff: Sandy Evans Hall, Lisa de Roulet**

#### A. Open Session

1. Items for Board Meeting Agenda – March 6  
**Sandy covered the items for the board meeting and no changes were made to the proposed agenda. Patrick Wright will be confirmed to talk about the CTC and land swaps, work with State Parks in Kings Beach and possible banking of assets such as TAUs.**
2. Lake Tahoe Sports Organizing Committee – X-Games Bid  
**ESPN will be in town for a site tour of Squaw Valley and Heavenly Ski Areas next week on Wednesday or Thursday.**
3. Master Plan Update  
**Issues with Placer County on our board approved funding request have surfaced which will delay our schedule completion of the Master Plan review by approximately 2 months. A revised schedule will be brought to the board at the meeting on March 6.**
4. Placer County Economic Development Awards – March 27  
**A bus will be bringing a contingency from our area to Roseville for the Placer County Economic Development Awards Breakfast on March 27. Nominees from our area are Dave Polivy of Tahoe Mountain Sports and Brendan Madigan of Alpenglow. TCDA and NTBA were co-nominators. Kali, Phil, and Alex will be attending representing our board.**
5. 6 month Financial Reforecast  
**Lisa gave a brief overview of our 6 month reforecast which will be provided to the Finance Committee later today, February 27. It appears that we will be approximately \$18,000 in the red. There are several options that will be discussed at Finance to rectify this potential loss. The primary reason is the timing of the budget**

**process and factors such as the new Visitor Center which increased overhead and staffing costs which were not foreseen at budget time.**

6. Community Coffee – Senator Gaines – Riva Grill 9 am  
**Sandy will be attending this opportunity on Friday, March 1 to continue to share the message of transportation funding needs.**
7. Economic Forum – partner with TPC?  
**Sandy shared the Economic Forum that the South Shore chamber is hosting with The Prosperity Center. She said that the TPC board has suggested that a similar effort be done on the North Shore. She asked the EC if this would be an appropriate endeavor to do and the response was not at this time as it was not clearly aligned with our mission of tourism development.**
8. Community Awards Dinner – March 27 (March 13 10:30 a.m.)  
**There will be a committee that will determine the winners that will meet on March 13 at 10:30 a.m. Valli volunteered to serve on that committee.**
9. Legislative Issues  
**Sandy shared some issues that have surfaced in the CA legislative session that may be of interest. Currently these are being monitored and before any action is taken, will be shared with Allison Carlos with Placer County to be certain that there are no conflicts in position. The bills that were shared were about Infrastructure Finance District, TRPA Governance, Skier Safety Reporting, and Special District Voter Thresholds.**
10. Community Page/The Weekly  
**Everyone was pleased with the endeavor to communicate with the general citizenry. In addition, Sandy will look at My Turn as a place to provide more substance to issues such as the Integrated Work Plan, Transit Vision and other initiatives, and to educate on the partnership with Placer County.**
11. RTTVC – Meeting next Thursday - Eric Thronson  
**Eric is a consultant to the CA Senate Committee on Transportation. He will be attending the next RTTVC meeting on March 7 at Granlibakken at 10 a.m. He will be discussing possible funding mechanisms and governance structures**
12. Golf Course Oversight – Public Meetings March 20 and 27 tentative
  - a. David Tirman – range of units/footprint allowable  
**Sandy has asked David Tirman with JMA to assist in preparing the information on the high capability land that is the primary interest of the NLTRA in funding the purchase of the golf course. There will two Open Houses with four stations representing the interests of each of the funding partners.**
13. CEO Goals and Performance Evaluation – Meeting with Laura Moriarty
  - a. Monday, March 4 3:00 p.m.
  - b. Wednesday, March 6 – after Board Meeting  
**The Exec. Committee preferred Wednesday, March 6, directly following the board meeting (10 a.m.) to meet with Laura on the CEO Goals and Performance Evaluation.**

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



February 27, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the January 2013 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.
- Membership Activities revenue is down; however, corresponding expense is also down.
- 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.
- Conference salaries are over budget as not enough money was budgeted for sales commissions.
- Rent expense is up due to increased utilities and the additional cost of snow removal.
- Telephone, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in most departments due to the expansion of operations.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Ironman was paid \$50,000 in January causing Special Events expense to be over budget; however, it is under budget for the year (timing).
- Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budgeted money will be spent.
- 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**

Jan 31, 2013

Assets			
	January 31, 2013	January 31, 2012	June 30, 2012
<b>Current Assets</b>			
Petty Cash	\$ 500	\$ 500	500
Cash - Operations Acct #6712	\$ 786,340	\$ 722,350	698,840
Cash - Payroll Account #7421	\$ 2,622	\$ 5,466	16,479
Marketing Cooperative Cash	\$ 58,952	\$ 209,254	217,829
Cash - FSA Account	\$ 0	\$ 268	0
Cash - Infrastructure #8163	\$ 26,350	\$ 231,518	40,939
UBS Cash	\$ 8,592	\$ 9,045	8,557
Operations Money Market BW	\$ 44,854	\$ 244,360	244,608
Citizens Bank CDs	\$ 0	\$ 207,736	0
Cash in Drawer	\$ 71	\$ 0	355
Accounts Receivable	\$ 36,925	\$ 118,922	121,951
A/R - Sales Estimates	\$ 1,603	\$ 47,451	4,064
A/R - TOT Funding	\$ 1,063,820	\$ 1,908,088	443,558
Undeposited Funds	\$ 470	\$ 0	28
WebLink Accounts Receivable	\$ 78,570	\$ 0	0
Inventory Asset	\$ 21,262	\$ 4,406	13,108
AR TOT Transportation	\$ 1,146,556	\$ 343,241	103,200
AR TOT Infrastructure	\$ 5,887,284	\$ 7,541,659	4,962,993
<b>Total Current Assets</b>	<b>\$ 9,164,771</b>	<b>\$ 11,594,264</b>	<b>6,877,008</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	\$ 64,991	\$ 64,991	64,991
Accum. Depr. - Furn & Fix	\$ (58,242)	\$ (49,909)	(53,388)
Computer Equipment	\$ 41,344	\$ 60,000	41,344
Accum. Depr. - Computer Equip	\$ (39,437)	\$ (55,636)	(37,923)
Computer Software	\$ 30,050	\$ 54,619	20,187
Accum. Amort. - Software	\$ (22,167)	\$ (54,620)	(20,188)
Leasehold Improvements	\$ 24,284	\$ 23,284	23,284
Accum. Amort - Leasehold Impr	\$ (23,384)	\$ (22,313)	(23,284)
<b>Total Property and Equipment</b>	<b>\$ 17,439</b>	<b>\$ 20,415</b>	<b>15,024</b>
<b>Other Assets</b>			
Prepaid Expenses	\$ 104,419	\$ 165,192	49,888
Prepaid Insurance	\$ 7,896	\$ 4,757	4,709
<b>Total Other Assets</b>	<b>\$ 112,315</b>	<b>\$ 169,949</b>	<b>54,597</b>
<b>Total Assets</b>	<b>\$ 9,294,525</b>	<b>\$ 11,784,628</b>	<b>6,946,629</b>
<b>Liabilities and Net Assets</b>			
	2013	2012	2012
<b>Current Liabilities</b>			
Accounts Payable	\$ 331,368	\$ 23,153	869,182
Accounts Payable 2010/11	\$ 0	\$ 156,943	0
Salaries / Wages Payable	\$ 35,874	\$ 49,056	59,843
Empl. Federal Tax Payable	\$ 1,496	\$ (39)	1,496
State Taxes Payable	\$ 0	\$ (1,226)	0
FUTA Taxes Payable	\$ 48	\$ (100)	48
FSA Payable	\$ 0	\$ 90	0
401 (k) Plan	\$ (3,326)	\$ (7,742)	701
401k Profit Sharing	\$ 15,434	\$ 7,155	15,434
Estimated PTO Liability	\$ 56,143	\$ 67,410	60,883
Sales and Use Tax Payable	\$ 1,345	\$ 1,203	2,425
Ski Tahoe North lift tickets	\$ 9,525	\$ 13,368	2,857
Marketing Cooperative Liabil	\$ 58,952	\$ 209,254	217,829
Intra-Company Borrowings	\$ (23)	\$ (159)	(962)
AFW Suspense Account	\$ (90)	\$ 0	(4,590)
Payroll Liabilities	\$ 388	\$ 6,504	4,350
Reserves	\$ 0	\$ 22,674	0
Deferred Rev - Membership Dues	105,701	124,072	71,321
Def Revenue - Other	10,060	0.00	13,456
Unbilled Purchases	\$ 426	\$ 0	0
Deferred Support	\$ 904,522	\$ 1,728,095	0
Deferred Support-Transportation	\$ 477,734	\$ 188,441	0
Deferred Support - Infra	\$ 5,945,549	\$ 7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	\$ 150,000	\$ 0	150,000
<b>Total Current Liabilities</b>	<b>\$ 8,101,126</b>	<b>\$ 10,392,413</b>	<b>6,112,711</b>
<b>Long-Term Liabilities</b>			
<b>Total Liabilities</b>	<b>\$ 8,101,126</b>	<b>\$ 10,392,413</b>	<b>6,112,711</b>
<b>Net Assets</b>			
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	\$ 359,482	\$ 694,796	136,500
<b>Total Net Assets</b>	<b>\$ 1,193,399</b>	<b>\$ 1,392,215</b>	<b>833,918</b>
<b>Total Liabilities and Net Assets</b>	<b>\$ 9,294,525</b>	<b>\$ 11,784,628</b>	<b>6,946,629</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
For the 7 months ended Jan 31, 2013  
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
<b>Revenue</b>								
\$ 316,202	\$ 316,202	Placer County TOT Funding	\$ 2,691,379	\$ 2,213,415	\$ 477,964	\$ 2,609,020	\$ 5,158,272	52%
9,846	10,355	Membership	66,344	72,488	\$ (6,144)	81,315	124,265	53%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	\$ (992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Club	6,394	5,207	\$ 1,187	6,950	8,927	72%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	322	-	-
525	-	Non-retail VIC income	1,125	-	\$ 1,125	-	-	-
2,594	5,167	Commissions	48,254	49,824	\$ (3,570)	118,146	107,000	43%
2,966	5,000	Merchandise Sales	56,119	55,500	\$ 619	15,289	79,000	71%
-	2,536	Miscellaneous	75	17,752	\$ (17,677)	(3)	35,000	0%
<b>333,408</b>	<b>341,461</b>	<b>Total Revenue</b>	<b>2,884,703</b>	<b>2,432,191</b>	<b>\$ 452,512</b>	<b>\$ 2,914,170</b>	<b>5,566,297</b>	<b>52%</b>
<b>Operating Expenses</b>								
98,869	99,997	Salaries & Wages	713,282	720,467	7,185	695,205	1,238,204	58%
16,107	14,841	Rent	111,388	103,885	(7,503)	72,452	178,091	63%
2,901	1,647	Telephone	23,173	15,071	(8,102)	15,844	23,309	99%
29	281	Mail - USPS	1,764	1,966	202	2,095	3,370	52%
1,244	790	Insurance/Bonding	7,853	5,533	(2,320)	5,521	9,485	83%
1,332	1,159	Supplies	10,929	8,116	(2,813)	9,896	13,918	79%
35	-	Visitor Communications - Other	313	-	(313)	25	-	-
1,217	1,147	Depreciation	8,447	8,029	(418)	8,003	13,762	61%
252	928	Equipment Support & Maintenance	6,760	6,498	(262)	9,444	11,140	61%
3	100	Taxes, Licenses & Fees	1,669	2,184	515	1,927	3,334	50%
-	-	Miscellaneous Expense	371	342	(29)	-	684	54%
2,066	1,403	Equipment Rental/Leasing	12,682	9,819	(2,863)	9,597	16,828	75%
400	42	Training Seminars	1,155	992	(163)	1,447	3,100	37%
-	-	Public Outreach	-	1,867	1,867	-	3,735	0%
2,650	250	Professional Fees	19,558	20,725	1,167	25,870	28,975	73%
-	2,000	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
2,298	4,333	Research & Planning	49,146	45,331	(3,815)	17,593	82,000	60%
21,468	78,333	Transportation Projects	272,061	799,333	527,272	193,890	977,000	28%
12,696	-	Infrastructure Projects	531,035	-	(531,035)	249,017	1,363,831	39%
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
676	1,310	Membership Activities	8,141	17,792	9,651	6,783	45,580	18%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	2,381	-	-
100	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	565,334	563,833	(1,501)	592,000	966,566	58%
-	-	Media/Collateral/Production	-	-	-	106,963	-	-
542	10,042	Miscellaneous Programs	21,575	40,848	19,273	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
898	215	Associate Relations	1,395	1,902	507	2,197	3,076	45%
83	417	Board Functions	2,499	2,917	418	5,094	5,000	50%
540	242	Credit Card Fees	3,436	1,942	(1,494)	1,667	3,400	101%
591	922	Automobile Expenses	4,280	6,451	2,171	4,995	11,058	39%
655	158	Meals/Meetings	2,616	1,158	(1,458)	1,318	2,160	121%
194	-	Dues & Subscriptions	3,707	3,212	(495)	9,027	5,172	72%
(4,554)	631	Travel	(196)	4,418	4,614	3,332	8,238	-2%
300	-	Bad Debt	300	-	(300)	-	-	-
<b>319,693</b>	<b>344,736</b>	<b>Total Operating Expenses</b>	<b>2,525,407</b>	<b>2,597,631</b>	<b>72,224</b>	<b>2,198,146</b>	<b>5,566,499</b>	<b>45%</b>
<b>13,715</b>	<b>(3,275)</b>	<b>Operating Income (Loss)</b>	<b>359,296</b>	<b>(165,440)</b>	<b>524,736</b>	<b>\$ 716,024</b>	<b>(202)</b>	<b>-</b>
<b>Other Income</b>								
12	183	Revenues- Interest & Investment	290	1,283	(993)	1,443	2,200	13%
-	-	Marketing Reserves	-	-	-	22,674	-	-
-	-	<b>Total Other Expenses</b>	-	-	-	<b>22,674</b>	-	-
<b>13,727</b>	<b>(3,092)</b>	<b>Net Income (Loss)</b>	<b>359,586</b>	<b>(164,157)</b>	<b>523,743</b>	<b>694,793</b>	<b>1,998</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
For the 7 months ended Jan 31, 2013  
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 (58%)
<b>Revenue</b>								
\$ 299,699	\$ 299,699	Placer County TOT Funding	\$ 2,097,894	\$ 2,097,894	\$ -	\$ 1,931,249	\$ 3,596,401	58%
9,646	10,355	Membership	66,344	72,488	\$ (6,144)	61,315	124,265	53%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	\$ (992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Club	6,394	5,207	\$ 1,187	6,950	8,927	72%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	\$ -	322	-	-
525	-	Non-retail VIC Income	1,125	-	\$ 1,125	-	-	-
2,594	5,167	Commissions	46,254	49,824	\$ (3,570)	118,146	107,000	43%
2,966	5,000	Merchandise Sales	56,119	55,500	\$ 619	15,289	79,000	71%
-	2,536	Miscellaneous	75	17,752	\$ (17,677)	(3)	35,000	0%
<b>316,905</b>	<b>324,958</b>	<b>Total Revenue</b>	<b>2,291,218</b>	<b>2,316,670</b>	<b>\$ (25,452)</b>	<b>\$ 2,236,399</b>	<b>4,004,426</b>	<b>57%</b>
<b>Operating Expenses</b>								
92,160	93,069	Salaries & Wages	665,574	671,469	5,895	649,798	1,154,183	58%
15,455	14,213	Rent	106,990	99,494	(7,496)	67,395	170,563	63%
2,696	1,551	Telephone	21,372	14,113	(7,259)	14,517	21,869	98%
29	280	Mail - USPS	1,756	1,957	201	2,089	3,355	52%
1,207	724	Insurance/Bonding	7,572	5,066	(2,506)	5,069	8,685	87%
1,280	1,034	Supplies	10,576	7,241	(3,335)	9,393	12,418	85%
35	-	Visitor Communications - Other	313	-	(313)	25	-	-
1,120	1,055	Depreciation	7,772	7,385	(387)	7,400	12,658	61%
252	868	Equipment Support & Maintenance	6,456	6,078	(378)	8,946	10,420	62%
3	-	Taxes, Licenses & Fees	1,611	1,484	(127)	1,128	2,234	72%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,886	1,283	Equipment Rental/Leasing	11,561	8,979	(2,582)	8,750	15,388	75%
400	-	Training Seminars	1,155	700	(455)	1,069	2,600	44%
-	-	Public Outreach	-	1,717	1,717	-	3,435	0%
2,650	250	Professional Fees	19,558	20,725	1,167	25,870	26,975	73%
-	2,000	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
1,923	-	Research & Planning	17,771	15,000	(2,771)	6,694	30,000	59%
21,468	78,333	Transportation Projects	272,081	799,333	527,272	193,890	977,000	28%
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
676	1,310	Membership Activities	8,049	17,792	9,743	6,783	45,580	18%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	2,192	-	-
100	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
80,762	80,548	Marketing Cooperative/Media	565,334	563,833	(1,501)	592,000	966,566	58%
-	-	Media/Collateral/Production	-	-	-	106,963	-	-
542	10,042	Miscellaneous Programs	21,575	40,848	19,273	-	88,731	24%
-	-	Conference - PUD	-	-	-	-	10,000	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
878	215	Associate Relations	1,369	1,852	483	2,115	2,975	46%
83	417	Board Functions	2,499	2,917	418	5,094	5,000	50%
540	242	Credit Card Fees	3,436	1,942	(1,494)	1,667	3,400	101%
589	755	Automobile Expenses	3,773	5,284	1,511	3,970	9,058	42%
633	158	Meals/Meetings	2,492	1,108	(1,384)	1,301	2,060	121%
174	-	Dues & Subscriptions	3,669	3,162	(507)	8,991	5,072	72%
(4,554)	631	Travel	(196)	4,418	4,614	3,332	8,238	-2%
300	-	Bad Debt	300	-	(300)	-	-	-
<b>298,626</b>	<b>331,978</b>	<b>Total Operating Expenses</b>	<b>1,905,503</b>	<b>2,506,897</b>	<b>601,394</b>	<b>1,881,024</b>	<b>4,047,216</b>	<b>47%</b>
<b>18,279</b>	<b>(7,020)</b>	<b>Operating Income (Loss)</b>	<b>385,715</b>	<b>(190,227)</b>	<b>575,942</b>	<b>\$ 355,375</b>	<b>(42,790)</b>	<b>-</b>
<b>Other Income</b>								
12	150	Revenues- Interest & Investment	290	1,050	(760)	1,104	1,800	16%
-	-	Marketing Reserves	-	-	-	22,674	-	-
\$ (3,508)	\$ (3,582)	Allocated	\$ (24,555)	\$ (25,077)	(522)	\$ (24,141)	\$ (42,988)	0%
<b>(3,508)</b>	<b>(3,582)</b>	<b>Total Other Expenses</b>	<b>(24,555)</b>	<b>(25,077)</b>	<b>(522)</b>	<b>(1,467)</b>	<b>(42,988)</b>	<b>-</b>
<b>21,799</b>	<b>(3,288)</b>	<b>Net Income (Loss)</b>	<b>410,560</b>	<b>(164,100)</b>	<b>574,660</b>	<b>357,946</b>	<b>1,998</b>	<b>-</b>



**North Lake Tahoe Resort Association  
Departmental Summary  
For the 7 Months Ending Jan 31, 2013**

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	Total
<b>Revenue</b>										
Placer County TOT Funding	\$ 1,040,879	\$ 205,451	\$ 182,741	\$ 1,429,071	\$ 668,822	\$ -	\$ -	\$ 668,822	\$ 593,485	\$ 2,691,378
Membership	\$ -	\$ 4,833	\$ -	\$ 4,833	\$ -	\$ 61,511	\$ -	\$ 61,511	\$ -	\$ 66,344
Revenues-Membership Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,013	\$ -	\$ 17,013	\$ -	\$ 17,013
Revenue-Tue AM Breakfast Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,394	\$ -	\$ 6,394	\$ -	\$ 6,394
Non-retail VIC income	\$ -	\$ -	\$ 1,125	\$ 1,125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,125
Commissions	\$ 656	\$ 45,598	\$ -	\$ 46,254	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,254
Merchandise Sales	\$ -	\$ -	\$ 56,119	\$ 56,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 56,119
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75	\$ 75	\$ -	\$ 75
<b>Total Revenue</b>	<b>\$ 1,041,535</b>	<b>\$ 255,882</b>	<b>\$ 239,985</b>	<b>\$ 1,537,402</b>	<b>\$ 668,822</b>	<b>\$ 84,918</b>	<b>\$ 75</b>	<b>\$ 753,815</b>	<b>\$ 593,485</b>	<b>\$ 2,884,702</b>
<b>Operating Expenses</b>										
Salaries & Wages	\$ 162,161	\$ 125,598	\$ 123,206	\$ 410,965	\$ 41,003	\$ 43,346	\$ 170,259	\$ 254,608	\$ 47,708	\$ 713,281
Rent	\$ 12,355	\$ 6,250	\$ 65,658	\$ 84,263	\$ 4,398	\$ 4,398	\$ 13,931	\$ 22,727	\$ 4,398	\$ 111,388
Telephone	\$ 6,648	\$ 2,005	\$ 3,412	\$ 12,065	\$ 1,736	\$ 2,343	\$ 5,228	\$ 9,307	\$ 1,801	\$ 23,173
Mail - USPS	\$ 616	\$ 413	\$ 241	\$ 1,270	\$ 8	\$ 130	\$ 349	\$ 487	\$ 8	\$ 1,765
Insurance/Bonding	\$ 1,543	\$ 1,437	\$ 1,857	\$ 4,837	\$ 282	\$ 701	\$ 1,753	\$ 2,736	\$ 281	\$ 7,854
Supplies	\$ 1,857	\$ 551	\$ 4,524	\$ 6,932	\$ 300	\$ 1,214	\$ 2,131	\$ 3,645	\$ 353	\$ 10,930
Visitor Communications - Other	\$ 75	\$ -	\$ 238	\$ 313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 313
Depreciation	\$ 2,112	\$ 1,098	\$ 1,098	\$ 4,308	\$ 676	\$ 676	\$ 2,112	\$ 3,464	\$ 676	\$ 8,448
Equipment Support & Maintenance	\$ 1,651	\$ 948	\$ 1,145	\$ 3,744	\$ 304	\$ 304	\$ 2,103	\$ 2,711	\$ 304	\$ 6,759
Taxes, Licenses & Fees	\$ 380	\$ 94	\$ 588	\$ 1,062	\$ 58	\$ 58	\$ 433	\$ 549	\$ 58	\$ 1,669
Miscellaneous Expense	\$ 22	\$ -	\$ -	\$ 22	\$ -	\$ -	\$ 349	\$ 349	\$ -	\$ 371
Equipment Rental/Leasing	\$ 1,545	\$ 1,321	\$ 3,479	\$ 6,345	\$ 1,120	\$ 2,307	\$ 1,789	\$ 5,216	\$ 1,120	\$ 12,681
Training Seminars	\$ 425	\$ -	\$ -	\$ 425	\$ -	\$ 180	\$ 550	\$ 730	\$ -	\$ 1,155
Professional Fees	\$ -	\$ -	\$ 3,188	\$ 3,188	\$ -	\$ 160	\$ 16,210	\$ 16,370	\$ -	\$ 19,558
Research & Planning Memberships	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000
Research & Planning	\$ -	\$ -	\$ -	\$ -	\$ 17,771	\$ -	\$ -	\$ 17,771	\$ 31,375	\$ 49,146
Transportation Projects	\$ -	\$ -	\$ -	\$ -	\$ 272,061	\$ -	\$ -	\$ 272,061	\$ -	\$ 272,061
Infrastructure Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 531,035	\$ 531,035
Programs	\$ 14,600	\$ -	\$ -	\$ 14,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,600
Special Events	\$ 93,982	\$ -	\$ -	\$ 93,982	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93,982
Membership Activities	\$ 93	\$ 93	\$ 93	\$ 279	\$ 93	\$ 7,586	\$ 93	\$ 7,772	\$ 93	\$ 8,144
Tuesday Morning Breakfast Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,152	\$ -	\$ 4,152	\$ -	\$ 4,152
Promotions/Giveaways	\$ 100	\$ 627	\$ -	\$ 727	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 727
Market Study Reports/Research	\$ 33	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33
Marketing Cooperative/Media	\$ 487,172	\$ 78,162	\$ -	\$ 565,334	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 565,334
Miscellaneous Programs	\$ 21,575	\$ -	\$ -	\$ 21,575	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,575
Cost of Goods Sold	\$ -	\$ -	\$ 24,240	\$ 24,240	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,240
Associate Relations	\$ 28	\$ 350	\$ 275	\$ 653	\$ -	\$ 25	\$ 690	\$ 715	\$ 26	\$ 1,394
Board Functions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,499	\$ 2,499	\$ -	\$ 2,499
Credit Card Fees	\$ 186	\$ -	\$ 2,020	\$ 2,206	\$ -	\$ 1,230	\$ -	\$ 1,230	\$ -	\$ 3,436
Automobile Expenses	\$ 1,228	\$ 767	\$ 1,078	\$ 3,073	\$ 502	\$ -	\$ 199	\$ 701	\$ 507	\$ 4,281
Meals/Meetings	\$ 1,564	\$ 117	\$ 371	\$ 2,052	\$ 13	\$ 82	\$ 345	\$ 440	\$ 124	\$ 2,616
Dues & Subscriptions	\$ 637	\$ 815	\$ -	\$ 1,452	\$ 38	\$ 556	\$ 1,623	\$ 2,217	\$ 38	\$ 3,707
Travel	\$ (196)	\$ -	\$ -	\$ (196)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (196)
Bad Debt	\$ 300	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300
<b>Total Operating Expenses</b>	<b>\$ 812,382</b>	<b>\$ 220,646</b>	<b>\$ 236,711</b>	<b>\$ 1,269,749</b>	<b>\$ 343,363</b>	<b>\$ 69,448</b>	<b>\$ 222,646</b>	<b>\$ 635,457</b>	<b>\$ 619,905</b>	<b>\$ 2,525,111</b>
<b>Operating Income (Loss)</b>	<b>\$ 229,143</b>	<b>\$ 35,236</b>	<b>\$ 3,274</b>	<b>\$ 267,653</b>	<b>\$ 325,459</b>	<b>\$ 15,470</b>	<b>\$ (222,571)</b>	<b>\$ 118,358</b>	<b>\$ (26,420)</b>	<b>\$ 359,591</b>
Revenues- Interest & Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 290	\$ 290	\$ -	\$ 290
Allocated	\$ 78,250	\$ 47,827	\$ 27,739	\$ 153,816	\$ 19,745	\$ 20,386	\$ (218,502)	\$ (178,371)	\$ 24,555	\$ -
<b>Net Income (Loss)</b>	<b>\$ 150,893</b>	<b>\$ (12,591)</b>	<b>\$ (24,465)</b>	<b>\$ 113,837</b>	<b>\$ 305,714</b>	<b>\$ (4,916)</b>	<b>\$ (3,779)</b>	<b>\$ 297,019</b>	<b>\$ (50,975)</b>	<b>\$ 359,881</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the 7 Months Ended Jan 31, 2013  
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 (58%)
<b>Revenue</b>								
\$ 148,697	\$ 148,697	Placer County TOT Funding	\$ 1,040,879	\$ 1,040,879	\$ -	\$ 1,183,453	\$ 1,784,362	58%
-	-	Special Events Autumn Food&Wine	-	-	\$ -	78,947	-	-
355	2,250	Commissions	656	3,500	\$ (2,844)	2,473	7,000	9%
<b>149,052</b>	<b>150,947</b>	<b>Total Revenue</b>	<b>1,041,535</b>	<b>1,044,379</b>	<b>\$ (2,844)</b>	<b>1,264,873</b>	<b>1,791,362</b>	
<b>Operating Expenses</b>								
21,763	23,011	Salaries & Wages	162,161	164,024	1,863	182,235	282,026	57%
1,837	1,631	Rent	12,355	11,420	(935)	14,168	19,577	63%
715	300	Telephone	6,648	2,988	(3,660)	5,368	4,488	148%
16	85	Mail - USPS	616	595	(21)	695	1,020	60%
236	200	Insurance/Bonding	1,543	1,400	(143)	1,365	2,400	64%
116	383	Supplies	1,857	2,681	824	2,610	4,601	40%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
304	286	Depreciation	2,112	2,002	(110)	2,054	3,430	62%
-	150	Equipment Support & Maintenance	1,651	1,050	(601)	3,049	1,800	92%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
301	167	Equipment Rental/Leasing	1,545	1,169	(376)	1,239	2,000	77%
-	-	Training Seminars	425	-	(425)	1,069	-	-
5,000	40,000	Programs	14,600	140,000	125,400	7,050	196,600	7%
-	-	Autumn Food & Wine	-	-	-	75,827	-	-
67,493	-	Special Events	93,982	28,500	(65,482)	45,011	190,153	49%
-	-	Membership Activities	93	-	(93)	-	-	-
100	-	Promotions/Giveaways	100	-	(100)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	-	18,000	0%
69,596	69,104	Marketing Cooperative/Media	487,172	483,728	(3,444)	494,250	829,243	59%
-	-	Media/Collateral/Production	-	-	-	90,562	-	-
542	10,000	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
28	-	Associate Relations	28	350	322	281	400	7%
186	-	Credit Card Fees	186	250	64	233	500	37%
67	150	Automobile Expenses	1,228	1,050	(178)	1,005	1,800	68%
586	100	Meals/Meetings	1,564	700	(864)	1,081	1,200	130%
40	-	Dues & Subscriptions	637	750	113	6,812	1,500	42%
(4,554)	631	Travel	(196)	4,418	4,614	3,028	7,574	-3%
300	-	Bad Debt	300	-	(300)	-	-	-
<b>164,672</b>	<b>146,198</b>	<b>Total Operating Expenses</b>	<b>812,692</b>	<b>892,308</b>	<b>79,616</b>	<b>939,196</b>	<b>1,656,220</b>	<b>49%</b>
<b>(15,620)</b>	<b>4,749</b>	<b>Operating Income (Loss)</b>	<b>228,843</b>	<b>152,071</b>	<b>76,772</b>	<b>325,677</b>	<b>135,142</b>	<b>169%</b>
-	-	Marketing Reserves	-	-	-	22,674	-	-
11,179	11,262	Allocated	78,250	78,833	583	87,334	135,142	58%
<b>11,179</b>	<b>11,262</b>	<b>Total Other Expenses</b>	<b>78,250</b>	<b>78,833</b>	<b>583</b>	<b>110,008</b>	<b>135,142</b>	<b>58%</b>
<b>(26,799)</b>	<b>(6,513)</b>	<b>Net Income (Loss)</b>	<b>150,593</b>	<b>73,238</b>	<b>77,355</b>	<b>215,669</b>	<b>-</b>	<b>-</b>

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the 7 Months Ended Jan 31, 2013  
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 (58%)
<b>Revenue</b>								
\$ 29,350	\$ 29,350	Placer County TOT Funding	\$ 205,451	\$ 205,451	\$ -	\$ 199,083	\$ 352,202	58%
803	541	Membership	4,833	3,790	\$ 1,043	3,148	6,497	74%
2,239	2,500	Commissions	45,598	43,407	\$ 2,191	115,674	95,000	48%
<b>32,192</b>	<b>32,391</b>	<b>Total Revenue</b>	<b>255,882</b>	<b>252,648</b>	<b>\$ 3,234</b>	<b>317,905</b>	<b>453,699</b>	<b>56%</b>
<b>Operating Expenses</b>								
20,320	16,118	Salaries & Wages	125,598	115,289	(10,309)	100,191	198,340	63%
921	835	Rent	6,250	5,842	(408)	7,225	10,014	62%
317	246	Telephone	2,005	2,176	171	2,184	3,408	59%
-	65	Mail - USPS	413	455	42	502	780	53%
236	100	Insurance/Bonding	1,437	700	(737)	685	1,200	120%
108	149	Supplies	551	1,040	489	1,211	1,782	31%
158	150	Depreciation	1,098	1,050	(48)	1,040	1,800	61%
100	108	Equipment Support & Maintens	948	758	(190)	928	1,300	73%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
225	142	Equipment Rental/Leasing	1,321	982	(329)	1,012	1,700	78%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
11,166	11,444	Marketing Cooperative/Media	78,162	80,105	1,943	97,750	137,323	57%
-	-	Conference - PUD	-	-	-	-	10,000	0%
350	42	Associate Relations	350	292	(58)	358	500	70%
362	80	Automobile Expenses	767	559	(208)	71	958	80%
-	-	Meals/Meetings	117	-	(117)	23	-	-
-	-	Dues & Subscriptions	815	840	25	890	1,500	54%
<b>34,263</b>	<b>29,479</b>	<b>Total Operating Expenses</b>	<b>220,646</b>	<b>210,228</b>	<b>(10,418)</b>	<b>214,206</b>	<b>370,735</b>	<b>60%</b>
<b>(2,071)</b>	<b>2,912</b>	<b>Operating Income (Loss)</b>	<b>35,236</b>	<b>42,420</b>	<b>(7,184)</b>	<b>103,699</b>	<b>82,964</b>	<b>42%</b>
<b>Other Expenses</b>								
6,832	6,914	Allocated	47,827	48,396	569	49,779	82,965	58%
<b>6,832</b>	<b>6,914</b>	<b>Total Other Expenses</b>	<b>47,827</b>	<b>48,396</b>	<b>569</b>	<b>49,779</b>	<b>82,965</b>	<b>58%</b>
<b>(8,903)</b>	<b>(4,002)</b>	<b>Net Income (Loss)</b>	<b>(12,591)</b>	<b>(5,976)</b>	<b>(6,615)</b>	<b>53,920</b>	<b>(1)</b>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the 7 Months Ended Jan 31, 2013  
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 (58%)
<b>Revenue</b>								
\$ 95,546	\$ 95,546	Placer County TOT Funding	\$ 668,822	\$ 668,822	\$ -	\$ 361,200	\$ 1,146,566	58%
<b>95,546</b>	<b>95,546</b>	<b>Total Revenue</b>	<b>668,822</b>	<b>668,822</b>	<b>\$ -</b>	<b>361,200</b>	<b>1,146,566</b>	<b>58%</b>
<b>Operating Expenses</b>								
5,348	6,633	Salaries & Wages	41,003	46,753	5,750	43,673	80,239	51%
652	586	Rent	4,398	4,103	(295)	5,057	7,034	63%
205	171	Telephone	1,736	1,474	(262)	1,327	2,328	75%
-	-	Mail - USPS	8	-	(8)	-	-	-
37	67	Insurance/Bonding	282	467	185	457	800	35%
37	67	Supplies	300	467	167	503	800	38%
97	92	Depreciation	676	644	(32)	609	1,104	61%
-	56	Equipment Support & Maintenance	304	391	87	448	670	45%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
180	117	Equipment Rental/Leasing	1,120	817	(303)	848	1,400	80%
-	-	Public Outreach	-	886	886	-	1,773	0%
-	2,000	Research & Planning Membersh	3,000	5,000	2,000	3,000	5,000	60%
1,923	-	Research & Planning	17,771	15,000	(2,771)	6,694	30,000	59%
21,468	78,333	Transportation Projects	272,061	799,333	527,272	193,890	977,000	28%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	189	-	-
-	13	Associate Relations	-	88	88	82	150	0%
-	350	Automobile Expenses	502	2,450	1,948	1,022	4,200	12%
-	-	Meals/Meetings	13	-	(13)	12	100	13%
20	-	Dues & Subscriptions	38	72	34	36	72	53%
<b>29,967</b>	<b>88,485</b>	<b>Total Operating Expenses</b>	<b>343,363</b>	<b>878,045</b>	<b>534,682</b>	<b>257,892</b>	<b>1,112,770</b>	<b>31%</b>
<b>65,579</b>	<b>7,061</b>	<b>Operating Income (Loss)</b>	<b>325,459</b>	<b>(209,223)</b>	<b>534,682</b>	<b>103,308</b>	<b>33,796</b>	<b>963%</b>
-	-	<b>Total Other Income</b>	-	-	-	-	-	-
<b>Other Expenses</b>								
2,821	2,816	Allocated	19,745	19,715	(30)	21,260	33,796	58%
<b>2,821</b>	<b>2,816</b>	<b>Total Other Expenses</b>	<b>19,745</b>	<b>19,715</b>	<b>(30)</b>	<b>21,260</b>	<b>33,796</b>	<b>58%</b>
<b>62,758</b>	<b>4,245</b>	<b>Net Income (Loss)</b>	<b>305,714</b>	<b>(228,938)</b>	<b>534,652</b>	<b>82,048</b>	-	-

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
for the 7 months ended Jan 31, 2013  
Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (58%)
<b>Revenue</b>								
\$ 26,106	\$ 26,106	Placer County TOT Funding	\$ 182,741	\$ 182,741	-	\$ 187,513	\$ 313,271	58%
-	-	Revenues - Retail - Nontaxable	-	-	-	322	-	-
525	-	Non-retail VIC income	1,125	-	1,125	-	-	-
2,966	5,000	Merchandise Sales	56,119	55,500	619	15,289	79,000	71%
-	2,536	Miscellaneous	-	17,752	(17,752)	70	35,000	0%
<b>29,597</b>	<b>33,642</b>	<b>Total Revenue</b>	<b>239,985</b>	<b>255,993</b>	<b>(16,008)</b>	<b>\$ 203,194</b>	<b>427,271</b>	<b>56%</b>
<b>Operating Expenses</b>								
14,662	15,925	Salaries & Wages	123,206	124,996	1,790	86,091	215,026	57%
9,328	8,941	Rent	65,658	62,587	(3,071)	20,449	107,294	61%
501	155	Telephone	3,412	1,551	(1,861)	1,023	2,328	147%
10	15	Mail - USPS	241	105	(136)	79	180	134%
311	83	Insurance/Bonding	1,857	583	(1,274)	685	1,000	186%
213	83	Supplies	4,524	583	(3,941)	1,772	1,000	452%
35	-	Visitor Communications - Other	238	-	(238)	25	-	-
158	149	Depreciation	1,098	1,043	(55)	1,040	1,788	61%
-	150	Equipment Support & Maintenance	1,145	1,050	(95)	1,028	1,800	64%
-	-	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
513	333	Equipment Rental/Leasing	3,479	2,333	(1,146)	2,560	4,000	87%
-	-	Training Seminars	-	500	500	-	1,000	0%
-	250	Professional Fees	3,188	3,475	287	-	4,975	64%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	720	-	-
-	-	Media/Collateral/Production	-	-	-	16,401	-	-
-	42	Miscellaneous Programs	-	292	292	-	500	0%
1,463	2,500	Cost of Goods Sold	24,240	21,000	(3,240)	8,564	33,000	73%
200	29	Associate Relations	275	204	(71)	162	350	79%
221	58	Credit Card Fees	2,020	408	(1,612)	502	700	289%
160	25	Automobile Expenses	1,078	175	(903)	944	300	359%
8	-	Meals/Meetings	371	-	(371)	63	60	618%
<b>27,783</b>	<b>28,738</b>	<b>Total Operating Expenses</b>	<b>236,711</b>	<b>221,091</b>	<b>(15,620)</b>	<b>142,301</b>	<b>375,507</b>	<b>63%</b>
<b>1,814</b>	<b>4,904</b>	<b>Operating Income (Loss)</b>	<b>3,274</b>	<b>34,902</b>	<b>(31,628)</b>	<b>\$ 60,893</b>	<b>51,764</b>	<b>6%</b>
3,963	3,814	Allocated	27,739	26,696	\$ (1,043)	38,012	45,764	0%
<b>3,963</b>	<b>3,814</b>	<b>Total Other Expenses</b>	<b>27,739</b>	<b>26,696</b>	<b>(1,043)</b>	<b>38,012</b>	<b>45,764</b>	<b>-</b>
<b>(2,149)</b>	<b>1,090</b>	<b>Net Income (Loss)</b>	<b>(24,465)</b>	<b>8,206</b>	<b>(32,671)</b>	<b>22,881</b>	<b>6,000</b>	<b>-408%</b>

**North Lake Tahoe Resort Association**

**BUDGET TO ACTUAL**

For the 7 Months Ended Jan 31, 2013

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 (58%)
\$ 16,503	\$ 16,503	<b>Revenue</b>						
		Placer County TOT Funding	\$ 593,485	\$ 115,521	477,964	\$ 677,772	\$ 1,561,871	38%
<b>16,503</b>	<b>16,503</b>	<b>Total Revenue</b>	<b>593,485</b>	<b>115,521</b>	<b>477,964</b>	<b>677,772</b>	<b>1,561,871</b>	<b>38%</b>
		<b>Operating Expenses</b>						
6,709	6,928	Salaries & Wages	47,708	48,997	1,289	45,407	84,021	57%
652	627	Rent	4,398	4,391	(7)	5,057	7,528	58%
205	96	Telephone	1,801	959	(842)	1,327	1,440	125%
-	1	Mail - USPS	8	9	1	5	15	53%
37	67	Insurance/Bonding	281	467	186	452	800	35%
52	125	Supplies	353	875	522	503	1,500	24%
97	92	Depreciation	676	644	(32)	603	1,104	61%
-	60	Equipment Support & Maintenance	304	420	116	498	720	42%
-	100	Taxes, Licenses & Fees	58	700	642	800	1,100	5%
-	-	Miscellaneous Expense	-	342	342	-	684	0%
180	120	Equipment Rental/Leasing	1,120	840	(280)	847	1,440	78%
-	42	Training Seminars	-	292	292	378	500	0%
-	-	Public Outreach	-	150	150	-	300	0%
375	4,333	Research & Planning	31,375	30,331	(1,044)	10,899	52,000	60%
12,696	-	Infrastructure Projects	531,035	-	(531,035)	249,017	1,363,831	39%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	169	-	-
20	-	Associate Relations	26	50	24	82	100	26%
2	167	Automobile Expenses	507	1,167	660	1,025	2,000	25%
22	-	Meals/Meetings	124	50	(74)	17	100	124%
20	-	Dues & Subscriptions	38	50	12	36	100	38%
<b>21,067</b>	<b>12,758</b>	<b>Total Operating Expenses</b>	<b>619,905</b>	<b>90,734</b>	<b>(529,171)</b>	<b>317,122</b>	<b>1,519,283</b>	<b>41%</b>
<b>(4,564)</b>	<b>3,745</b>	<b>Operating Income (Loss)</b>	<b>(26,420)</b>	<b>24,787</b>	<b>(51,207)</b>	<b>360,650</b>	<b>42,588</b>	<b>-62%</b>
		<b>Other Income</b>						
-	33	Revenues- Interest & Investment	-	233	\$ (233)	339	400	
-	33	<b>Total Other Income</b>	-	233	\$ (233)	339	400	
		<b>Other Expenses</b>						
3,508	3,582	Allocated	24,555	25,076	521	24,141	42,988	57%
<b>3,508</b>	<b>3,582</b>	<b>Total Other Expenses</b>	<b>24,555</b>	<b>25,076</b>	<b>521</b>	<b>24,141</b>	<b>42,988</b>	<b>57%</b>
<b>(8,072)</b>	<b>196</b>	<b>Net Income (Loss)</b>	<b>(50,975)</b>	<b>(56)</b>	<b>(50,919)</b>	<b>336,848</b>	<b>-</b>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
For the 7 Months Ended Jan 31, 2013  
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 (58%)
<b>Revenue</b>								
9,043	9,814	Membership	61,511	68,698	\$ (7,187)	58,167	117,768	52%
(475)	1,457	Revenues-Membership Activities	17,013	18,005	(992)	24,184	53,833	32%
1,950	744	Revenue-Tue AM Breakfast Clut	6,394	5,207	1,187	6,950	8,927	72%
-	417	Commissions	-	2,917	(2,917)	-	5,000	0%
<b>10,518</b>	<b>12,432</b>	<b>Total Revenue</b>	<b>84,918</b>	<b>94,827</b>	<b>(9,909)</b>	<b>89,301</b>	<b>185,528</b>	
<b>Operating Expenses</b>								
6,183	6,842	Salaries & Wages	43,346	45,768	2,422	47,103	78,352	55%
652	589	Rent	4,398	4,123	(275)	5,077	7,068	62%
271	196	Telephone	2,343	1,659	(684)	1,383	2,640	89%
-	50	Mail - USPS	130	350	220	260	600	22%
112	65	Insurance/Bonding	701	458	(243)	452	785	89%
60	83	Supplies	1,214	583	(631)	726	1,000	121%
97	92	Depreciation	676	644	(32)	603	1,104	61%
-	79	Equipment Support & Maintenan	304	554	250	548	950	32%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
338	242	Equipment Rental/Leasing	2,307	1,692	(615)	1,698	2,900	80%
-	-	Training Seminars	180	200	20	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
676	1,310	Membership Activities	7,586	17,792	10,206	6,783	45,580	17%
1,383	500	Tuesday Morning Breakfast Club	4,152	3,500	(652)	5,131	6,000	69%
-	-	Classified Ads	-	-	-	169	-	-
-	-	Miscellaneous Programs	-	556	556	-	556	0%
-	31	Associate Relations	25	219	194	307	375	7%
132	183	Credit Card Fees	1,230	1,283	53	933	2,200	56%
-	125	Automobile Expenses	-	875	875	873	1,500	0%
19	25	Meals/Meetings	82	175	93	76	300	27%
40	-	Dues & Subscriptions	556	500	(56)	552	1,000	56%
-	-	Travel	-	-	-	-	664	0%
<b>9,963</b>	<b>10,412</b>	<b>Total Operating Expenses</b>	<b>69,448</b>	<b>80,996</b>	<b>11,548</b>	<b>72,739</b>	<b>154,639</b>	<b>45%</b>
<b>555</b>	<b>2,020</b>	<b>Operating Income (Loss)</b>	<b>15,470</b>	<b>13,831</b>	<b>1,639</b>	<b>16,562</b>	<b>30,889</b>	<b>50%</b>
2,912	2,907	Allocated	20,386	20,352	(34)	22,046	34,889	58%
<b>2,912</b>	<b>2,907</b>	<b>Total Other Expenses</b>	<b>20,386</b>	<b>20,352</b>	<b>(34)</b>	<b>22,046</b>	<b>34,889</b>	<b>58%</b>
<b>(2,357)</b>	<b>(887)</b>	<b>Net Income (Loss)</b>	<b>(4,916)</b>	<b>(6,521)</b>	<b>1,605</b>	<b>(5,484)</b>	<b>(4,000)</b>	<b>123%</b>

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**North Lake Tahoe Resort Association  
BUDGET TO ACTUAL**

Ended Jan 31, 2013  
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 (58%)	
		<b>Revenue</b>						
-	-	Miscellaneous	75	-	75	(73)	-	
-	-	<b>Total Revenue</b>	75	-	75	(73)	-	
		<b>Operating Expenses</b>						
23,884	75,371	Salaries & Wages	146,375	150,099	3,724	165,011	300,200	49%
2,065	4,894	Rent	11,865	9,788	(2,077)	13,292	19,577	61%
687	1,447	Telephone	4,542	3,783	(759)	2,769	6,676	68%
4	194	Mail - USPS	345	387	42	518	775	45%
274	625	Insurance/Bonding	1,480	1,250	(230)	1,212	2,500	59%
746	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%
152	975	Equipment Support & Maintenance	1,951	1,950	(1)	2,744	3,900	50%
3	375	Taxes, Licenses & Fees	430	750	320	441	1,500	29%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
329	847	Equipment Rental/Leasing	1,459	1,694	235	1,072	3,388	43%
400	-	Training Seminars	150	-	(150)	-	600	25%
-	416	Public Outreach	-	831	831	-	1,662	0%
2,650	-	Professional Fees	13,560	17,250	3,690	25,870	22,000	62%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,084	-	-
300	300	Associate Relations	390	600	210	475	1,200	33%
83	1,250	Board Functions	2,416	2,500	84	4,986	5,000	48%
-	75	Automobile Expenses	199	150	(49)	56	300	66%
20	100	Meals/Meetings	325	200	(125)	46	400	81%
74	-	Dues & Subscriptions	1,549	1,000	(549)	701	1,000	155%
-	-	Travel	-	-	-	304	-	-
31,975	88,536	<b>Total Operating Expenses</b>	190,671	195,566	4,895	224,506	377,345	51%
(31,975)	(88,536)	<b>Operating Income (Loss)</b>	(190,596)	(195,566)	4,970	(224,579)	(377,345)	51%
		<b>Other Income</b>						
12	450	Revenues- Interest & Investment	278	900	\$ (622)	932	1,800	
12	450	<b>Total Other Income</b>	278	900	\$ (622)	932	1,800	15%
		<b>Other Expenses</b>						
(31,215)	(93,886)	Allocated	(187,287)	(187,773)	486	(207,918)	(375,545)	50%
(31,215)	(93,886)	<b>Total Other Expenses</b>	(187,287)	(187,773)	486	(207,918)	(375,545)	50%
(748)	5,800	<b>Net Income (Loss)</b>	(3,031)	(6,893)	3,862	(15,729)	-	-



## KEY METRICS January 31, 2013

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
<b>Total</b>	<b>\$ 3,753,831</b>	<b>\$ 9,820,156</b>	<b>\$10,136,996</b>

MTRiP Lodging Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during January	51.5%	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 Fiscal July - January

	2012/2013	2011/2012	YOY % Change
Total Revenue Booked as of 1/31/13	\$ 1,271,697	\$ 1,840,590	-31%
Forecasted Commission for this Revenue	59,001	129,704	-55%
Number of Room Nights	7,543	10,132	-26%
Number of Delegates	3,434	4,564	-25%
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%
Number of Tentative Bookings	94	36	161%

### VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-Jan)

	2012/2013	2011/2012	YOY % Change
Tahoe City Walk In	26219	9231	184%
Phone	2179	1973	10%
Kings Beach (Walk In Only)	3014	2995	1%
Reno (Walk in Only)	2450	2402	2%

#### Chamber Of Commerce Total Membership

April 2012	468
January 2013	454

#### Infrastructure Fund Balances Held by Placer County as of 2/25/13

Contract 12477 2007-08	\$ -
Contract 12659 2008-09	\$ -
Contract 12818 2009-10	\$ -
Contract 12945 2010-11	\$ 401,199
Contract 13054 2011-12	\$ 1,249,520
Contract 13235 2012-13	\$ 1,357,037
<b>Total Fund Balances</b>	<b>\$ 3,007,756</b>

Unemployment	Dec-12	Dec-11	Nov-12
Dollar Point	9.9%	11.1%	10.2%
Kings Beach	8.6%	9.6%	8.7%
Sunnyside/Tahoe City	10.0%	11.1%	10.2%
Tahoe Vista	14.3%	15.8%	14.6%
<b>California</b>	<b>9.7%</b>	<b>10.9%</b>	<b>9.6%</b>
<b>Placer County</b>	<b>8.6%</b>	<b>9.6%</b>	<b>8.8%</b>

### 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	\$ -	-
<b>Total</b>	<b>\$ 2,410,928</b>	<b>\$ 2,353,512</b>	<b>\$ 1,963,128</b>	<b>\$ 2,105,615</b>	<b>\$ 2,059,632</b>	<b>\$ 981,442</b>	-

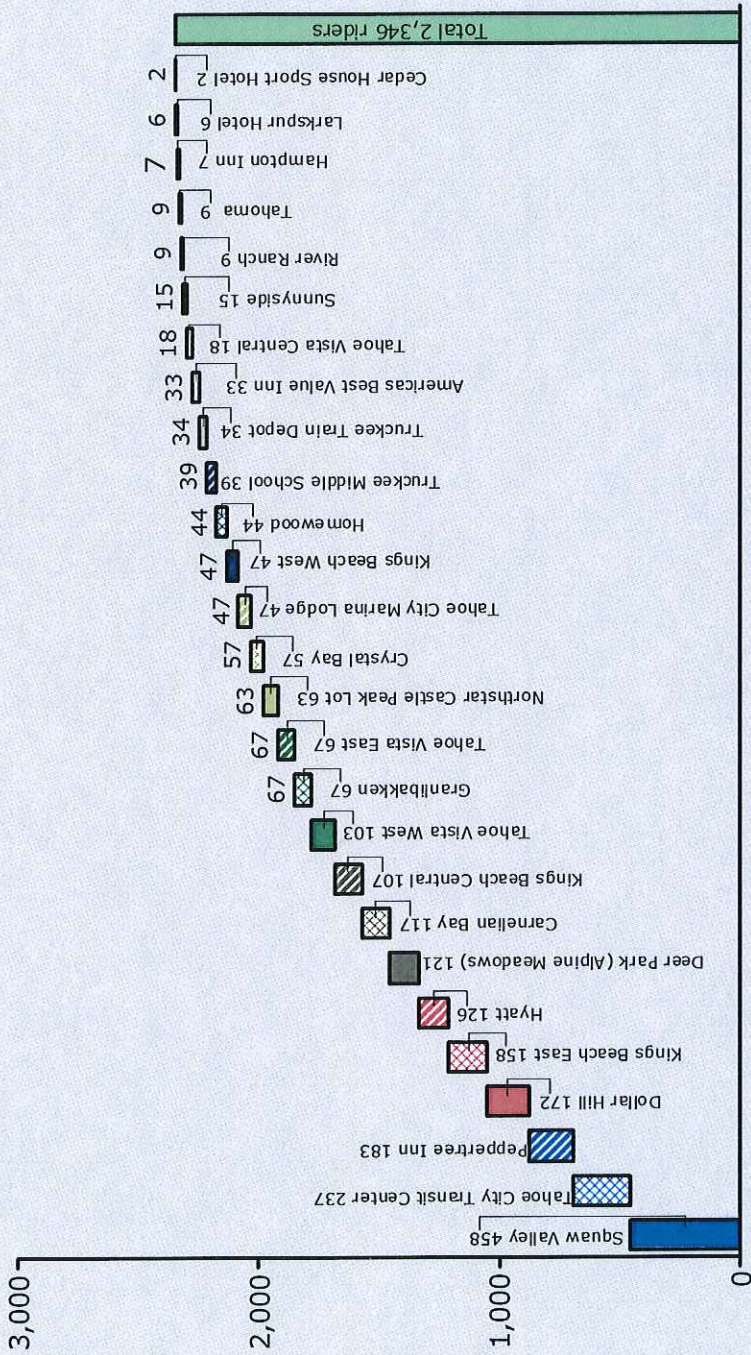
# NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

## 2012-2013 SEASON - 46 DAY SEASON

### SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 30 Days - December 24, 2012 - February 20, 2013

Riders Per Drop Off Location



Drop Off Locations

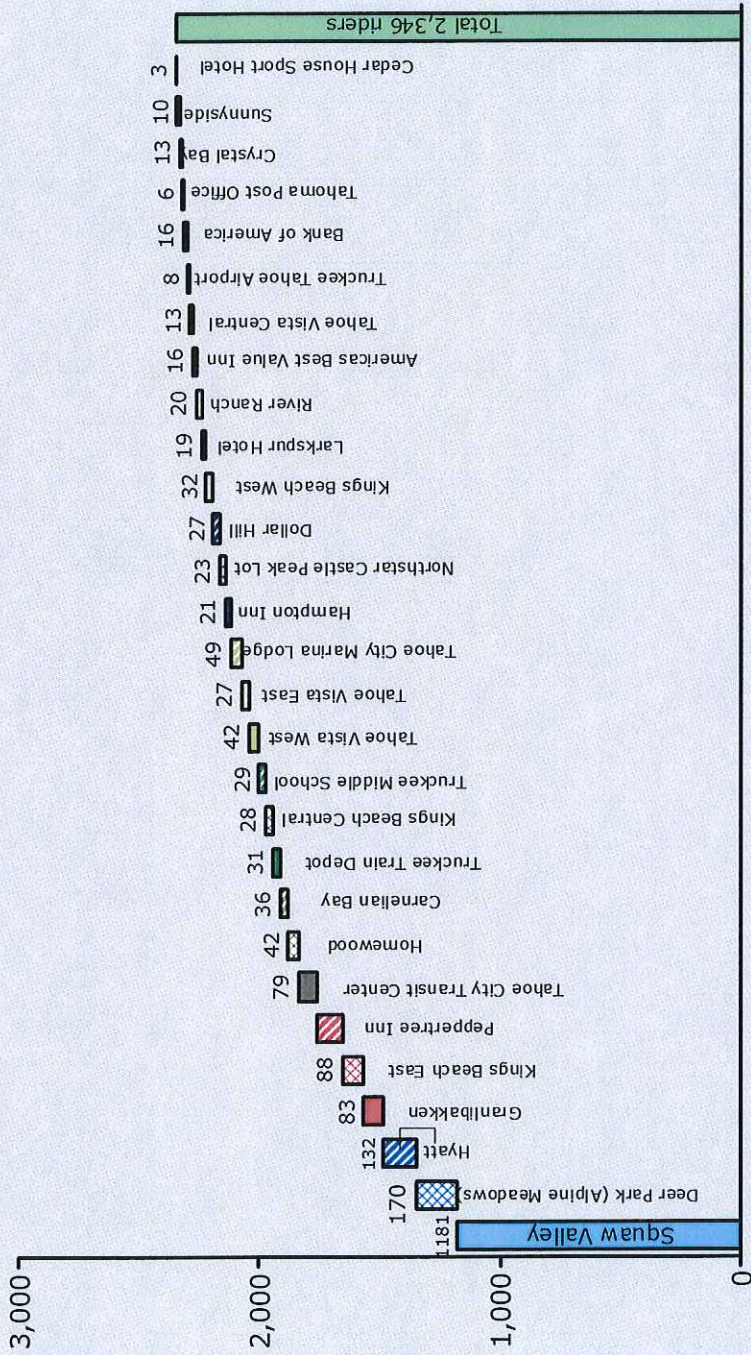
# NORTH TAHOE/TRUCKEE FREE SKI SHUTTLE

## 2012-2013 SEASON - 46 DAY SEASON

### SKIER SHUTTLE COUNTS BY LOCATION

Measurement Period 30 Days - December 24, 2012 - February 20, 2013

Riders Per Boarding Location



Boarding Locations

**Monthly Report January 2013**  
**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 1/31/13:	\$1,271,697	\$1,840,590	-31%
Forecasted Commission for this Revenue:	\$59,001	\$129,701	-55%
Number of Room Nights:	7543	10132	-26%
Number of Delegates:	3434	4564	-25%
Annual Revenue Goal:	\$1,750,000	\$1,700,000	
Annual Commission Goal:	\$75,000	\$125,000	
Number of Tentative Bookings:	94	36	161%

<u>Monthly Detail/Activity</u>	<u>January-13</u>	<u>January-12</u>	
<u>Number of Groups Booked:</u>	7	1	
Revenue Booked:	\$203,022	\$8,019	2432%
Projected Commission:	\$13,107	\$802	1534%
Room Nights:	1210	90	1244%
Number of Delegates:	469	50	838%
Booked Group Types:	1 Corp. 2 Smf 1 Govt. 2 Univ. 1 Sem.	1 Assoc.	
Lost Business, # of Groups:	4	3	

<u>Arrived in the month</u>	<u>January-13</u>	<u>January-12</u>	
Number of Groups:	2	6	
Revenue Arrived:	\$24,016	\$706,729	-97%
Projected Commission:	\$1,603	\$39,489	
Room Nights:	165	2844	-94%
Number of Delegates:	75	975	-92%
Arrived Group Types:	2 Assoc.	5 Corp., 1 Assoc.	

<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>	<u>December-11</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$5,103	\$4,176	22%
Projected Commission:	\$510	\$0	
Room Nights:	27	48	-44%
Number of Delegates:	13	18	-28%
Arrived Group Types:	1 Corp.	1 Govt.	

<b>Monthly Detail/Activity</b>	<b><u>November-12</u></b>	<b><u>November-11</u></b>	
<b><u>Number of Groups Booked:</u></b>	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 Crew, 1 society	
Lost Business, # of Groups:	4	3	

<b><u>Arrived in the month</u></b>	<b><u>November-12</u></b>	<b><u>November-11</u></b>	
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	

<b>Monthly Detail/Activity</b>	<b><u>October-12</u></b>	<b><u>October-11</u></b>	
<b><u>Number of Groups Booked:</u></b>	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	

<b><u>Arrived in the month</u></b>	<b><u>October-12</u></b>	<b><u>October-11</u></b>	
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.	

<b>Monthly Detail/Activity</b>	<b><u>September-12</u></b>	<b><u>September-11</u></b>	
<b><u>Number of Groups Booked:</u></b>	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, 1	
Lost Business, # of Groups:	2	0	

<u>Arrived in the month</u>	<u>September-12</u>	<u>September-11</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.	

<u>Monthly Detail/Activity</u>	<u>August-12</u>	<u>August-11</u>	
<u>Number of Groups Booked:</u>	<b>1</b>	<b>5</b>	-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, 1	
Lost Business, # of Groups:	3	0	

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

<u>Monthly Detail/Activity</u>	<u>July-12</u>	<u>July-11</u>	
<u>Number of Groups Booked:</u>	<b>9</b>	<b>5</b>	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:**

<b>For 2013/14:</b>	<b>\$1,502,381</b>	<b>(Goal)</b> <b>\$1,200,000</b>
<b>For 2014/15:</b>	<b>\$2,926,704</b>	<b>\$800,000</b>

**NUMBER OF LEADS Generated as of 1/31/13: 94**

**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 January 2013**  
**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 1/31/13:	\$558,401	\$79,845	599%
Forecasted Commission for this Revenue:	\$14,836	\$9,668	53%
Number of Room Nights:	5612	772	627%
Number of Delegates:	2150	475	353%
Annual Commission Projection:	\$16,000	\$15,000	

<u>Monthly Detail/Activity</u>	<u>January-13</u>	<u>January-12</u>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>2</b>	
Revenue Booked:	\$20,943	\$9,997	109%
Projected Commission:	\$644	\$0	
Room Nights:	130	92	41%
Number of Delegates:	85	70	21%
Booked Group Types:	1 Assoc. 1 Smf	1 Corp. 1 Smf	

<u>Arrived in the month</u>	<u>January-13</u>	<u>January-12</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

<u>Monthly Detail/Activity</u>	<u>December-12</u>	<u>December-11</u>	
<b><u>Number of Groups Booked:</u></b>	<b>0</b>	<b>1</b>	
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>	<u>December-11</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$401,031	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	4345	0	
Number of Delegates:	1200	0	
Arrived Group Types:	1 Assoc.		



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

<b><u>Arrived in the month</u></b>	<b><u>November-12</u></b>	<b><u>November-11</u></b>
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:		

<b>Monthly Detail/Activity</b>	<b><u>October-12</u></b>	<b><u>October-11</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>0</b>
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	

<b><u>Arrived in the month</u></b>	<b><u>October-12</u></b>	<b><u>October-11</u></b>	
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	

<b>Monthly Detail/Activity</b>	<b><u>September-12</u></b>	<b><u>September-11</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>2</b>	<b>1</b>	
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	

<b><u>Arrived in the month</u></b>	<b><u>September-12</u></b>	<b><u>September-11</u></b>	
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	

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

<b><u>Arrived in the month</u></b>	<b><u>August-12</u></b>	<b><u>August-11</u></b>
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.

<b>Monthly Detail/Activity</b>	<b><u>July-12</u></b>	<b><u>July-11</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>0</b>
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

<b><u>Arrived in the month</u></b>	<b><u>July-12</u></b>	<b><u>July-11</u></b>
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 1/31/13: 94**

**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 3 QUARTER - FY.2012/13						
<b>Jan-13</b>						
<b>Groups Booked: 7</b>						
Placer County:	3	Room Nights:	1058	Delegates:	404	Revenue: \$173,144
Washoe County:	2	Room Nights:	72	Delegates:	25	Revenue: \$10,303
Nevada County:	2	Room Nights:	80	Delegates:	40	Revenue: \$11,520
<b>Groups Arrived: 2</b>						
Placer County:	1	<b>Room Nights:</b>	<b>105</b>	<b>Delegates:</b>	<b>55</b>	<b>Revenue: \$15,970</b>
Washoe County:	1	<b>Room Nights:</b>	<b>60</b>	<b>Delegates:</b>	<b>20</b>	<b>Revenue: \$8,046</b>
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
	<b>est.</b>					
<b>Feb-13</b>						
<b>Groups Booked:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue: \$0
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Mar-13</b>						
<b>Groups Booked: 0</b>						
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
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>Quarter totals by county:</b>						
<b>Groups Booked: #VALUE!</b>						
Placer County:	3	Room Nights:	1058	Delegates:	404	Revenue: \$173,144
Washoe County:	2	Room Nights:	72	Delegates:	25	Revenue: \$10,303
Nevada County:	2	Room Nights:	80	Delegates:	40	Revenue: \$11,520
<b>TOTAL:</b>	<b>7</b>		<b>1210</b>	<b>Delegates: 469</b>		<b>\$194,967</b>
<b>Groups Arrived:</b>						
Placer County:	#VALUE!	Room Nights:	#####	Delegates:	#VALUE!	Revenue: #VALUE!
Washoe County:	1	Room Nights:	60	Delegates:	20	Revenue: \$8,046
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>TOTAL:</b>	<b>#VALUE!</b>		<b>#####</b>	<b>#VALUE!</b>		<b>#VALUE!</b>



# north lake tahoe

Chamber | CVB | Resort Association

DATE: March 6, 2013  
TO: Board of Directors  
FROM: Ron Treabess, Director of Community Partnerships and Planning  
SUBJECT: Monthly Activity Report—February, 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 February 7th and reconfirmed the vision statement, elements essential for vision inclusion, next steps necessary to the process, and committee memberships to achieve the next steps. It will continue to meet the first Thursday of each month
- The Coalition and NLTRA Board approved the selection of LSC Transportation Consultants to complete a Scope of Work developing a concept plan including operational and capital cost scenarios
- The LSC cost 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 Coalition Funding and Governance Committee will meet on March 1<sup>st</sup>.

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

- With the addition of positive ridership and revenues during the second quarter, the year-to-date figures have improved to ridership off 2% and revenues up 6% for the same 7 month period in FY 2011/12.
- Necessary operator net subsidy for year-to-date is now \$36,942 of which Placer County share was 58.5% or \$21,607.

### **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 26% total costs. (\$65,900)
- For the first 30 days of service, total ridership has been 2346 passengers. Overall ridership per day has averaged just over 78.
- On-board passenger interviews were 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 3<sup>rd</sup> and concluded on September 30<sup>th</sup>.
- A season report was presented at the December 3<sup>rd</sup> Joint Committee meeting. Suggested changes for improved operation will be presented to the Joint Committee in February for recommendation to the Board in March.

### **6. Winter Night Rider Shuttle Service**

- Winter Night Rider program began Dec 13<sup>th</sup> 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.
- Application has been submitted before the February 26, 2013 deadline

### **8. 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
- Infrastructure funding not to exceed \$29,700 has been approved by the NLTRA Board and recommended to the Placer County Board of Supervisors for its approval.

**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.
- The Steering Committee's next meeting will be April 1<sup>st</sup>.

**12. Kings Beach Commercial Core Improvement Project**

- Project update was presented February 19<sup>th</sup>.
- Project has been divided into phases to allow improvements to begin using current available funding which is \$24,000.
- "Core of the Core" will be the initial phase with construction to start in late August.
- Improvements will include:
  - Streetscape improvements from Secline to Minnow parking lot
  - Five of seven storm drain systems/crossings
  - Three satellite parking lots
  - 103 on-street parking spaces
  - 13 traffic calming devices
  - Class 2 bike lane and roadway striping for full length of project

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

The next meeting of the Joint Committee will be Monday, **March 25, 2013**, **starting at 1:30 p.m.**, at TCPUD. The main agenda item will be to review and recommend the Draft 2013-14 Integrated Work Plan and Long Range Funding Plan 2013-2022.

**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 Coalition Committee Meeting
- Tahoe Transportation District Board Meeting
- Snowfest Fund Raiser Mixer
- Placer County Transportation Planning Agency Board Meeting
- Placer County Economic Development Director Meeting
- North Lake Tahoe Historical Society Strategic Planning
- Placer County Community Plan Meeting
- Kings Beach Commercial Core Improvement Project Presentation
- Placer County Area Managers Meeting