



# north lake tahoe

Chamber | CVB | Resort Association

**Agenda and Meeting Notice**  
**The North Lake Tahoe Resort Association Board of Directors**  
**Wednesday April 2, 2014 – 8:30 – 10:30 a.m.**  
**Tahoe City Public Utility District Board Room**

### NLTRA Mission

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

### 2014 Board Members

**Wally Auerbach**  
*Auerbach Engineering*

**Eric Brandt**  
*Destination Media Solutions*

**Phil GilanFarr**  
*CB's Pizza & Grill*

**Kali Kopley**  
*Uncorked/Petra/Soupa*

**Brendan Madigan**  
*Alpenglow Sports*

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

**Jennifer Merchant**  
*Placer County*

**Valli Murnane**  
*Tahoe XCcountry*

**Ron Parson**  
*Granlibakken*

**Bill Rock**  
*Northstar*

**David Tirman**  
*JMA Ventures, LLC*

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

### 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
3. Strategic discussion topics for future agendas

#### 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. CONSENT CALENDAR – MOTIONS (5 minutes)

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

#### 4. Board Meeting Minutes – March 5, 2014

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

#### 5. Capital Investment/Transportation Committee – March 24, 2013

#### 6. Marketing Committee – March 25, 2013

#### 7. Business Association and Chamber Collaborative – March 13, 2014

#### 1. NTBA Funding Request \$10,000 Marketing Grant; BACC approved 12-0

#### 8. Lodging Committee – No Meeting in March

#### 9. Conference Sales Directors Committee – No Meeting in March

#### 10. Finance Committee – March 27, 2014

#### 11. Executive Committee Report – March 18, 2013

#### 12. Financial Reports (February Financials)

#### 1. Dashboard and project reports

#### 2. County Budget Meeting Report

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

#### 13. Conference Sales Reports

#### 14. Infrastructure/Transportation Activity Report – March

**D. STRATEGIC DISCUSSION (1 hour)**

- 15. Master Plan Update and Funding Needs – Sandy Evans Hall (15 minutes)
- 16. Golf Course Oversight Committee Report and Policy Approval – MOTION Wally Auerbach/Sandy Evans Hall (45 minutes)

**E. ACTION ITEMS (25 minutes)**

- 17. 2014 Legislative Platform Approval – MOTION Sandy Evans Hall (5 minutes)
- 18. Scope of Work for \$50,000 Product Development funds for BACC – MOTION Sandy Evans Hall, Ginger Karl; BACC Approved 12-0, Marketing Approved 8-0 (10 minutes)
- 19. Sand Replenishment at Commons Beach Funding Request – MOTION Ron Treabess; CIT Approved 4-3, 3 abstentions (Jennifer Merchant, Brian Stewart, Andrew Ryan) 1 recusal for conflict (Wyatt Ogilvy) (10 minutes)

**F. STAFF AND/OR COMMITTEE REPORTS (20 minutes)**

- 20. Destimetrics Report – Andy Chapman (5 minutes)
- 21. Integrated Work Plan Update – Ron Treabess (10 minutes)
- 22. Chamber/BACC Report – Ginger Karl (5 minutes)

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

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

**I. CLOSED SESSION (If necessary)/ RECONVENE**

**J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed,*



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

Wednesday March 5, 2014 – 8:30 am – 11 am

Tahoe City Public Utility District

Preliminary Minutes

**ATTENDANCE:** Wally Auerbach, Brendan Madigan, David Tirman, Joseph Mattioli, Ron Parson Eric Brandt and Kristi Boosman (TRPA Representative)

**NOT PRESENT:** Phil GilanFarr, Kali Kopley, Jennifer Merchant, Valli Murnane, Bill Rock

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

**OTHERS IN ATTENDANCE:** Keith Vogt, Joy Doyle, Steve Kastin, Tracey Towner, Tom Accord

#### A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8:31 am by Chair Wally Auerbach and a quorum was established.

#### B. AGENDA AMENDMENTS AND APPROVAL -

1. Agenda Additions and/or Deletions
2. Approval of Agenda
3. Strategic Discussion topics for future agendas

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

#### C. PUBLIC FORUM

- Ron Parson said that the Alpenglow Mountain Festival was great event for our region and that it is exactly the direction that the organization should be going.

#### D. CONSENT CALENDAR – MOTIONS (5 min)

4. Board Meeting Minutes – February 5, 2014
5. Capital Investment/Transportation Committee – February 24, 2014
6. Marketing Committee – February 25, 2014
7. Business Association and Chamber Collaborative – February 13, 2014
8. Lodging Committee – No Meeting in February
9. Conference Sales Directors Committee – No meeting in February
10. Finance Committee – February 27, 2014
11. Executive Committee Report – February 18, 2014
12. Financial Reports
  1. Dashboard and project reports
  2. Projections for year-end TOT collections
  3. Historical graphs of TOT collections

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

13. Conference Sales Reports
14. Infrastructure/Transportation Activity Report – January

**M/S/C (Parson/Madigan) (6-0-0) to approve the Consent Calendar as presented**

**E. STRATEGIC DISCUSSION**

**15. Board Retreat Review**

- Sandy included in the packet a two-page review of the retreat. It includes some key areas we will want to work on. These do not replace our current strategic goals but may have influence when updating the Strategic Goals.
- The goals discussed include; human powered sports, legacy development, transportation, and destination marketing/event strategy.
- Also discussed were some organizational goals, which are; a succession plan for Board and Staff, revenue growth, alignment with County goals, and a formalized community outreach with Board members involvement.
- Discussion about if Board succession plan should be a determined by a subcommittee or the Executive committee. The Executive committee volunteered.
- The Board does not feel that the retreat was an appropriate time to change our focus. Sandy emphasizes that was not the goal of the retreat but to give some guidance once it is the appropriate time.
- Kristi would like to add something to the Strategic Goals about climate change, as it is something our organization should be a leader on. Sandy said that would be something to look into at the Board Retreat in June.

**16. Integrated Work Plan Priorities and Board Direction**

- Ron gave a review of the planning workshop held by the Capital Improvement/Transportation Committee in February. The discussion will include criteria, purpose of the work plan, work plan project groupings, and funding TOT criteria.
- The committee had a great workshop discussing these items.
- The items of discussion were:
  - i. Should strategic goals be reconfirmed, revised, or modified
  - ii. Are funding strategy criteria appropriate
  - iii. Should the criteria be weighted differently
  - iv. Is the information in the work plan what is needed/helpful
  - v. Are the existing project groupings beneficial for helping to prioritize
  - vi. Should groupings be prioritized, or should projects be prioritized
  - vii. Should certain groups become singular focus or fund projects on a need basis?
  - viii. Should funds be assigned each year on percentage basis, i.e. transportation\_%, infrastructure\_%, maintenance\_%
- Sandy asked the Board to participate in a prioritizing project with some flip charts on the wall. The numbers below represent the dots placed on the flip chart.
  - i. Trail Systems – 5 +3
  - ii. Recreational Amenities – 2 +1
  - iii. Redevelopment – 2 +1
  - iv. Transit & Transportation Systems – 2 +1
  - v. Wayfinding Signage – 1
  - vi. Museums/Cultural Centers – 1
  - vii. Special Events/Regional – 1
  - viii. Will be reaching out to missing Board members for additional votes
- Role of Committee
  - i. Committee should define the process for it to determine use of funds
  - ii. Should develop criteria, priorities, and project recommendations
  - iii. Develop timelines for projects to help evaluate timing for new requests and work with professionals/experts to get done within timelines
  - iv. Have understanding of project importance, funding needs, and funding possibilities



- v. Inform of surprise project opportunities that might need prompt Board attention
  - vi. Committee should pursue additional funding and/or funding mechanisms to partner with TOT funds as necessary.
  - vii. Committee should pursue "out of the box" ideas to support changes, such as climate, that may redirect existing priorities
  - viii. Committee should be empowered to get "into the weeds" instead of the Board
17. Sandy pointed out the revised spreadsheet about expenditures.
- i. Trying to become a bit more proactive on projects.
  - ii. Ron P. is very impressed by the spreadsheet, but timeline is missing. Would like to see a business plan as well.

#### F. ACTION ITEMS

18. Board Member Expectations – Proposed addition to the Supplemental Operating Procedures and policies

#### M/S/C (Parson/Tirman) (6-0-0) to approve addition to the supplemental Operating Procedures and Policies

##### 19. Performing Arts Center

- This was previously brought through the Infrastructure Committee and Board. The Board of Supervisors has approved the full amount for Stage One with the caveat that the organization would present an update before moving forward with part two of stage one, and that the NLTRA would recommend funding. The CIT Committee approved the update and moved for the stage one to move forward.
- Keith Vogt is here to present the update. He reminded the group about the details of the project. Including size, scope, and location.
- Stage One included funding for a feasibility analysis of developing a successful capital campaign to construct and operate world-class performing arts center.
- Part one of the study was a feasibility study conducted by Webb Management. This included comparable facilities in similar communities.
  - i. Market conclusions were that there was a strong need for a facility like this in our region. There is a wide variety of programming needed including arts education.
  - ii. The facility will serve live presenting, film presenting, community and non profit performances. Also will be able to be used for educational institutions, corporate retreats, summer camps for kids.
  - iii. Requesting remaining funds for Stage One. This will include connectional drawings by Williams and Paddon architects and project management.
  - iv. Could really help establish Tahoe as a world-class arts destination.
- Ron Parson had some comments. His concern is that this will only succeed with a huge benefactor. Also that it failed in Truckee and now being brought to Placer County. Also concerned about the potential for additional funding requests.
- Fiscal Feasibility study to come in early July.
- This is the seed money to get the program going. A vote today does not commit to future funding.

**M/S/C (Parson/Tirman) (5-1-0) to approve the work progress and allow the foundation to move forward to complete Phase One of the project planning for a Performing Arts Theatre, utilizing the up to \$153,900 as approved by the Placer County BOS. Also that Keith will come back in August.**

#### G. STAFF AND/OR COMMITTEE REPORTS

##### 20. Destimetric Report – Andy Chapman

- Andy gave report on the Destimetrics Report. Different this month is a 5-year comparative report. For OCC 5-year average is 32% and we are just slightly below that. ADR 5-year average is \$255, current \$273. RevPar 5-year average \$82, current \$86. Season may not be as bad as perception is.
- Looking ahead at early summer, May-June, OCC, ADR, and RevPar all pacing ahead.

- Ron Parson commented that looking into summer we really need to look at drought and fire concern. Would like staff to look into it.
- Andy also showed a couple videos that highlight Lake Tahoe put out by Visit California.

**ACTION** – Staff to look into a contingency plan in the case of extreme drought, wildfires in the region, and/or heavy smoke.

21. Transportation Report

- Ron updated the group on the Shuttle Voucher System. Voucher system is going well, although with the dry winter are not using as much as anticipated. The program will continue through winter and a full report will be presented at a later meeting.

22. Chamber/BACC Report

- Ginger Karl reported on the upcoming chamber functions
  - i. Connect for Lunch on March 12 at 941 Eatery in Incline Village.
  - ii. 60<sup>th</sup> Annual Community Awards coming up on March 27<sup>th</sup>. Plumas Bank is the presenting sponsor. Sponsorships are still available. Adding a silent auction and a photo booth this year.
- Ginger also briefly touched on the BACC, the committee is making great progress on creating a focus and scope of work. They will be using fund balance to focus on Touch the Lake, Peak Your Adventure, and an in-market High Notes campaign.

23. Strategic Goals and Action Plan Mid Year Report

- Included in packet is a mid-year Progress Report. Staff is on track with accomplishing goals.

**G. Director Comments**

- Eric Brandt asked if we would be doing a similar discussion for the other committees as we did for CIT as he found it a very valuable discussion.

**H. MEETING REVIEW AND STAFF DIRECTION**

- Sandy will get input from missing Board members on their project grouping priorities.
- Sandy passed out Grant that we are doing collectively with TCPUD and Placer County. A few different things are going together and wanted the Board to be aware.
- Placer County Economic Development Breakfast will be March 19<sup>th</sup> at 7:30 in Roseville. Let Sandy know if you are interested in attending.
- Working on a date to meet with Placer County CEO office to start some budget discussions.

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

**J. RECONVENE TO OPEN SESSION**

**K. ADJOURNMENT**

The meeting adjourned at 10:54 am.

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



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE:** Capital Investment/Transportation

**MEETING DATE:** March 24, 2014

**BOARD MEMBERS PRESENT:** Jennifer Merchant, David Tirman

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

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

M/S/C (Pang/Garner) (12-0-0) to approve the Infrastructure/Transportation Committee Agenda for March 24, 2014.

M/S/C (Bergmann/Paulson) (12-0-0) to approve the Capital Investment/Transportation Committee Minutes, February 24, 2013

M/S/C (Staudenmayer/Ryan) (9-2-0) to approve 2014/15 Recommended Transportation Services and Proposed Budget for items T9, T10, T11, T14, & T19.

M/S/C (Bergmann/Tieslau) (4-3-2 Abstention, Ryan, Merchant) to approve Commons Beach Enhancement Sand Replenishment Funding Request of up to \$60,000 as a capital project.

- *2 Committee Members had left when this vote took place, 1 member recused himself.*



# north lake tahoe

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**COMMITTEE: Marketing**  
**MEETING DATE: March 25, 2014**  
**BOARD MEMBERS PRESENT: Eric Brandt**

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

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

- 3.2 M/S/C (Williams/Moore) (7/0) to approve the agenda with above amendments.
- 4.1 M/S/C (Maurer/Williams) (7/0) to approve the Marketing Committee minutes from February 25, 2014.

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

- 7.2 M/S/C (Maurer/Williams) (8/0) to recommend for board approval on BACC Committee \$50,000 Product Development Program





## north lake tahoe

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**COMMITTEE: Business Association and Chamber Collaborative**

**MEETING DATE: March 13, 2014**

**BOARD MEMBERS PRESENT: Eric Brandt, Kali Kopley**

### **ACTION ITEMS TAKEN:**

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

**M/S/C (Doyle/Gelbman) (13-0-0) To approve the BACC minutes from January 9, and February 13**

**M/S/C (Williams/Brandt) (13-0-0) to recommend to the BOD approval of the \$10,000 community marketing grant for 2013/14.**

**M/S/C (Williams/Gelbman)(13-0-0) to put aside \$2500 towards the Shop Local Sticker Program out of the 10k in the scope of work.**

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

**NTBA Community Marketing Partner Grant Request**

**July 2012-June 2013**

*Requested January 2013*

*ROI Report March 2014*

General Advertising:

- Official Visitors Guide - Winter 2012-13 & Summer 2013
- Tahoe Magazine - Winter 2012-13 & Summer 2013
- Official Visitors Guide - Winter 2012-13 Touch the Lake Co-Op ad
- Lake Tahoe Visitor Network / taheetopia.com
- Shop Local Contest

Subtotal

Event\* / Program Advertising / Marketing:

- Event/ Program Advertising
- Event Marketing inc. banners, posters, handbills, signage

Subtotal

Other Marketing Expenses:

- Graphics Services for advertising & marketing
- Open During Construction Marketing
- Public Relations contractor for MOTB & July 3
- Facebook management fees

Total

	July 2012- Jun-13 Request	July 2012- Jun-13 Expenditures	Variance
	1,590	1590	-
	1,150	1150	-
	200	200	-
	2,800	2800	-
	222	222	222
	<b>\$ 5,740 \$</b>	<b>\$ 5,962 \$</b>	<b>222</b>
	1,000	1228	228
	1,200	1412	212
	<b>\$ 2,200 \$</b>	<b>\$ 2,640 \$</b>	<b>440</b>
	600	678	78
	1,460	0	(1,460)
		600	600
		120	120
	<b>\$ 10,000 \$</b>	<b>\$ 10,000</b>	

\*NTBA produces the following annual events:

- Kings Beach Snowfest Parade, first Saturday in March
- Community Clean Up Day, first Saturday in June
- July 3 Fireworks Celebration & Beach Party
- Music on the Beach, every Friday in July & August (9-weeks)
- Passport to Dining, second Thursday in November



**NLTRA Community Marketing Partner Grant for fiscal year July 2013 – June 2014**

Date Submitted/Presented: March 13, 2014

**1. Name of Applicant / Organization: North Tahoe Business Association**

PO Box 1023, Kings Beach CA 96143

530.546.9000 fax 530.546.7116

info@northtahoebusiness.org

www.NorthTahoeBusiness.org

**2. Joy M. Doyle, Executive Director**

Mailing Address: same as above

530.546.9000 / 530.386.3657

joy@northtahoebusiness.org

**3. Project Director: Joy Doyle**

530.546.9000 / 530.386.3657

joy@northtahoebusiness.org

**4. How long organized? 1979**

Is organization non-profit? Yes, 501 (c) 6

**5. Purpose / mission of organization:** The mission of the North Tahoe Business Association is to improve the economic vitality and quality of life in the communities of North Lake Tahoe. We focus specifically on Carnelian Bay, Tahoe Vista, Kings Beach and Crystal Bay.

**Tax ID Number:** 94-2803387

**Total annual budget:** \$235,000

**6. What is your organization's annual net revenues (less expenses):** NTBA's annual net revenues/surpluses vary greatly year to year based primarily on the success of NTBA-produced events. As a non-profit organization, NTBA budgets to break even annually while putting aside up to \$5,000 surplus if possible annually to protect the organization during years where we fall short of budget.

**7. Narrative description of how the funds will be used.**

**\$3,550 for marketing and advertising of NTBA-produced events** including Kings Beach Snowfest Parade in March, Community Clean Up Day in June, July 3<sup>rd</sup> Fireworks & Beach Party, Music on the Beach June 27-August 29 excluding July 4, and Passport to Dining in November. Event marketing and advertising includes print, online, email, social media, radio and TV advertising as well as banners, posters, handbills, signage and possibly direct mail for July 3<sup>rd</sup>.

**\$5,740 for marketing and advertising NTBA's District in general;** summer marketing (June-September) will focus on the Open for Business Campaign that we are working on to make sure people know that Kings Beach is open for business during KBCCIP construction and in winter months marketing dollars will support the Touch the Lake and Shop Local Contest.

**\$710 for graphics and/or other marketing services**

**8. How is your funding request consistent with your organization's mission or purpose?**

To improve NTBA's district as a vibrant town center and to draw visitors to the district, we produce 14 annual events throughout the year. Events contribute to the economic vitality of the community as folks who attend events, patronize other businesses and generate sales tax and TOT tax. NTBA promotes the communities of Carnelian Bay, Tahoe Vista, Kings Beach and Crystal Bay through the Lake Tahoe Visitor Network platform to build awareness for community assets and amenities to draw visitors to visit and spend money in the district. NTBA partners on co-op programs such as the Touch the Lake as in the winter 2013-14 issue of the Official Visitor Guide which is designed to entice visitors from the ski resorts to visit the lake. NTBA partners on the Shop Local Contest to stimulate local shopping late November through December. With Kings Beach Commercial Core Improvement Project breaking ground in spring 2014, NTBA is putting together an Open for Business marketing and promotion campaign to give visitors and locals a reason to continue to come to Kings Beach and patronize businesses during construction. All of these activities contribute to North Lake Tahoe's economic vitality and quality of life.

**9. How does your program enhance visitation or improve the visitor experience?**

NTBA is responsible for in-market promotion of Carnelian Bay, Tahoe Vista, Kings Beach and Crystal Bay with the goal of increasing visitation to North Lake Tahoe. Visitors that experience all that North Lake Tahoe has to offer by spending time in Tahoe City, on the West Shore, in Squaw Valley and Northstar as



well as NTBA's district get the most rounded and best Tahoe experience because each district has diverse offerings and attributes. NTBA's events, while they don't necessarily drive visitation to the region, they satisfy visitors while they're here and encourage visitors to venture to areas they otherwise may not be motivated to visit.

**10. Submit (attach) complete proposed budget of the program:**

<u>General Advertising:</u>	
Official Visitors Guide - Summer 2014 (Open for Business creative)	1,500
Tahoe Magazine - Summer 2014 (Open for Business creative)	900
Official Visitors Guide - Winter 2013-14 Touch the Lake Co-Op ad	200
Lake Tahoe Visitor Network / tahoetopia.com	2,800
Shop Local Contest 2013	340
Subtotal	<b>\$5,740</b>
<u>Event* Advertising / Marketing:</u>	
Official Visitors Guide - Summer 2014 (MOTB creative)	800
Tahoe Magazine - Summer 2014 (MOTB creative)	600
Event Advertising	1,600
Event Marketing inc. banners, posters, handbills, signage	550
Subtotal	<b>\$3,550</b>
<u>Other Marketing Expenses:</u>	
Graphics Services for advertising & marketing	710
<b>Total</b>	<b>\$10,000</b>

**11. Grant Amount Requested: \$10,000**

**12. Percentage of total budget requested 4 %**

**13. Sources of other funding to support your budget, including proposed sponsors.**

NTBA funding sources include our general fund, membership, NTBA-produced events, donations, and cash and in-kind event sponsorships. NTBA successfully leverages paid advertising with trade

advertising whenever possible. NTBA received a \$1,000 NLTRA Special Event Grant for Passport to Dining 2013.

**14. Description of how success of project will be measured (if applicable):**

NTBA will measure its success through website visits, membership, Enewsletter subscriptions, Facebook likes, event attendance, ticket sales for ticketed events, event sponsorship, event profits, event participation, event media coverage, number of volunteers and hours donated, event participant surveys, and anecdotal feedback.

Respectfully submitted,

Joy M. Doyle  
March 11, 2014





**COMMITTEE: Finance**

**MEETING DATE: Thursday, March 27, 2014**

**BOARD MEMBERS PRESENT:** Ron Parson and Jennifer Merchant

**ACTION ITEMS TAKEN:**

Staff will continue to refine the variance report and the visitor information cost analysis.

**MOTIONS MADE / VOTE:**

M/S/C (Merchant/Salmon) (3/0) to approve the agenda with a discussion about the Visitor Center cost analysis added to item H.

M/S/C (Merchant/Salmon) (3/0) to approve the Finance Committee minutes of February 28, 2014.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Salmon/Frushon) (4/0) to recommend the Board of Directors approve the February 2014 Financial Statements.



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

NLTRA Executive Committee

Tuesday, March 18, 2014

**7:00 a.m.**

**En Route to Auburn**

## Agenda

### A. Open Session

1. Items for Board Meeting Agenda – April 2  
**Discussed agenda items, would like to focus on the Master Plan and keep the discussion of the Golf Course Oversight to a minimum. Sandy will write up a report on the history and issues that are of concern with the Golf Course Oversight Committee and will prepare a discussion question for the board regarding utilizing the assets from the Golf Course for redevelopment purposes. There was a discussion about the action items and whether they should or could be on the Consent Agenda. It was suggested that we use a monetary cutoff of \$50,000, those under \$50,000 would go on the Consent Agenda and those above would be on the Action Agenda.**
2. Future Board Meeting strategic discussion topics  
**No specific changes at this time. (At the budget meeting following, it was suggested that David Boesch speak to our board in the coming months about the use of TOT for County Services and possibly all the revenues that are collected in E. Placer such as sales taxes, parcel taxes, and TOT are expensed. May 7 was determined to be a good date to discuss this topic with the board)**
3. Staff Changes – Jessica Walker moving to AZ  
**Another person has been interviewed and will be offered the job pending reference checks. The transition will take place early April.**
4. Current Issues
  - Golf Course Oversight, Henrikson ask
  - On Our Way Grant – submitted by Placer County for close to \$200K
  - BACC projects for \$50,000- Enhanced Collaborative Free Music advertising leveraging High Notes, Peak Your Adventure summer campaign – to Board in April



- TAU Allocation meeting – 3-14
- State Park direction in Kings Beach – Thursday Town Hall
- Lawsuits at businesses – letter to Feinstein, Boxer, McClintock
- Chamber Trek to Park City

**Sandy discussed the above issues to inform the Executive Committee on a variety of topics that she has been working on. There was no recommended action from this discussion.**

5. New/Old Business

**Board Development is a task that the Executive Committee has been tasked with. This includes Board and Staff Succession Plan and Board Member Recruitment. Wally and Ron will begin to work on this and bring back recommendations to the rest of the committee next month.**

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Eight Months Ending February 28, 2014**



March 27, 2014

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the February 2014 Financial Statements

As of February 28<sup>th</sup>, 67% of the budget calendar should be completed. The following are the major reforecast to actual variances **YEAR-TO-DATE**:

**New:**

- Salaries and Wages expense is over reforecast. The Patelco employer HSA contribution of \$8,000 that was made in February was not included in the reforecast.
- Membership Activities expense is over reforecast. Trade expense for events were recorded in February; however, revenue recorded from the trades offset these expenses.
- Marketing Other Programs expense is over reforecast. \$43,200 of the total is for the Snow Rebuttal Campaign that was approved by the Board. This expense is offset by the transfer-in of \$43,200 from reserves recorded in the revenue section.
- Board Functions expense is over reforecast due to unanticipated costs of the Board Retreat.

**Recurring:**

- Marketing Special Events and Conference Commission revenue is down; actual revenue for IronMan and conference groups came in under estimates.
- Merchandise Sales revenue and Cost of Goods Sold are over reforecast due to strong sales in the North Lake Tahoe Visitors Information Center.
- Salaries and Wages expense is over reforecast. A large sales commission was paid in January. Also, a majority of the company's federal and state unemployment taxes are paid in January and February. Once employees reach \$7,000 in earnings, unemployment tax is no longer owed.
- Community Marketing Programs is currently under reforecast. \$100,000 of this item is special event and business association grants. Timing of payments is dependent upon receiving invoices from grant recipients.
- Special Events/Sponsorship expense is over budget, some IronMan expenditures were higher than anticipated.
- Variances in Infrastructure and Transportation Project Costs and Research and Planning are due to timing of projects.

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**Consolidated Departments**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$2,545,904	\$ 2,545,904	\$ -	\$3,254,912	\$ 3,621,360	70%
-	84,840	Cap Imp Funding - Placer Held	-	1,375,052	(1,375,052)	-	2,223,452	0%
12,680	9,800	Membership	77,092	74,389	2,703	75,919	113,589	68%
375	400	New Member Fees	1,025	1,300	(275)	-	2,900	35%
4,505	4,000	Membership Activities	13,818	12,983	835	17,193	41,633	33%
510	769	Tuesday Morning Breakfast Club	8,315	6,613	1,702	7,119	9,689	86%
-	100	Sponsorships	-	100	(100)	-	4,900	0%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
525	500	Non-Retail VIC Sales	6,191	4,647	1,544	1,250	7,647	81%
(4,668)	-	Commissions	73,834	94,180	(20,346)	47,935	115,360	64%
43,200	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
3,903	4,700	Merchandise Sales	72,499	69,469	3,030	61,079	96,869	75%
<u>329,893</u>	<u>373,972</u>	<b>Total Revenue</b>	<u>2,929,586</u>	<u>4,289,573</u>	<u>(1,359,987)</u>	<u>3,465,407</u>	<u>6,342,335</u>	<u>46%</u>
2,128	2,491	Cost of Goods Sold/Discounts	39,730	37,377	(2,353)	26,951	51,899	77%
<u>2,128</u>	<u>2,491</u>	<b>Total Cost of Goods Sold</b>	<u>39,730</u>	<u>37,377</u>	<u>(2,353)</u>	<u>26,951</u>	<u>51,899</u>	<u>77%</u>
<u>327,765</u>	<u>371,481</u>	<b>Gross Margin</b>	<u>2,889,856</u>	<u>4,252,196</u>	<u>(1,362,340)</u>	<u>3,438,456</u>	<u>6,290,436</u>	<u>46%</u>
<b>Operating Expenses</b>								
101,147	92,680	Salaries & Wages	832,776	819,211	(13,565)	813,414	1,234,496	67%
15,767	15,204	Rent	124,723	123,991	(732)	127,904	184,803	67%
2,765	3,106	Telephone	21,756	22,889	1,133	25,460	35,313	62%
324	319	Mail - USPS	2,392	2,428	36	2,310	3,704	65%
1,209	1,254	Insurance/Bonding	10,790	10,917	127	9,097	15,933	68%
912	1,376	Supplies	9,303	8,712	(591)	11,562	13,349	70%
33	-	Visitor Communications - Other	308	256	(52)	348	460	67%
300	971	Equipment Support & Maintenance	8,542	9,320	778	7,810	13,201	65%
279	335	Taxes, Licenses & Fees	2,936	2,412	(524)	1,998	3,752	78%
1,768	1,778	Equipment Rental/Leasing	12,883	13,929	1,046	14,900	21,041	61%
1,800	-	Training Seminars	2,755	4,505	1,750	1,784	5,130	54%
179	-	Public Outreach	1,092	1,000	(92)	-	3,776	29%
2,000	350	Professional Fees	18,120	18,450	330	22,358	19,350	94%
11,906	-	Community Marketing Programs	24,099	40,000	15,901	11,282	130,000	19%
15,533	5,000	Special Events/Sponsorships	429,337	398,138	(31,199)	127,046	456,638	94%
5,745	2,240	Membership Activities	14,750	10,615	(4,135)	8,433	26,147	56%
776	737	Tuesday Morning Breakfast Club	6,529	6,360	(169)	5,919	9,308	70%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	760	46,100	24%
90,000	90,000	Marketing Cooperative/Media	830,000	830,000	0	646,096	1,045,000	79%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
43,200	-	Other Programs	52,628	12,260	(40,368)	26,391	111,969	47%
-	-	Conference - PUD	-	-	0	-	8,000	0%
127	-	Employee Relations	2,112	2,445	333	1,545	2,445	86%
987	384	Board Functions	4,148	2,735	(1,413)	2,903	4,271	97%
406	330	Credit Card Fees	4,140	4,043	(97)	3,799	5,785	72%
1,541	813	Automobile Expenses	6,342	6,201	(141)	4,618	9,638	66%
236	262	Meals/Meetings	3,051	3,322	271	2,933	4,758	64%
25	511	Dues & Subscriptions	3,830	3,673	(157)	3,719	5,272	73%
998	686	Travel	4,335	4,609	274	1,164	8,107	53%
-	-	Research & Planning Dues	3,000	3,750	750	3,000	5,000	60%
4,134	11,830	Research & Planning	56,535	67,810	11,275	50,646	128,553	44%
68,887	8,750	Transportation Projects	440,629	281,503	(159,126)	354,433	530,003	83%
-	270,895	Infrastructure Projects	119,638	964,872	845,234	1,033,089	2,030,952	6%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
555	1,203	Depreciation	4,561	6,343	1,782	9,664	11,155	41%
<u>373,539</u>	<u>511,014</u>	<b>Total Operating Expenses</b>	<u>3,070,119</u>	<u>3,699,128</u>	<u>629,009</u>	<u>3,337,533</u>	<u>6,286,312</u>	<u>49%</u>
<u>(45,774)</u>	<u>(139,533)</u>	<b>Operating Income (Loss)</b>	<u>(180,263)</u>	<u>553,068</u>	<u>(733,331)</u>	<u>100,923</u>	<u>4,124</u>	
3	4	Investment Income/Interest	42	39	3	302	55	
<u>(45,771)</u>	<u>(139,529)</u>	<b>Net Income (Loss)</b>	<u>(180,221)</u>	<u>553,107</u>	<u>(733,328)</u>	<u>101,225</u>	<u>4,179</u>	



**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**All Departments Ex Infrastructure/Transportation**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 190,851	\$ 190,851	Placer County TOT Funding	\$ 1,921,808	\$ 1,921,808	\$ -	\$ 1,633,225	\$ 2,685,217	72%
12,680	9,800	Membership	77,092	74,389	2,703	75,919	113,589	68%
375	400	New Member Fees	1,025	1,300	(275)	-	2,900	35%
4,505	4,000	Membership Activities	13,818	12,983	835	17,193	41,633	33%
510	769	Tuesday Morning Breakfast Club	8,315	6,613	1,702	7,119	9,689	86%
-	100	Sponsorships	-	100	(100)	-	4,900	0%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
525	500	Non-Retail VIC Sales	6,191	4,647	1,544	1,250	7,647	81%
(4,668)	-	Commissions	73,834	94,180	(20,346)	47,935	115,360	64%
43,200	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
3,902	4,700	Merchandise Sales	72,499	69,469	3,030	61,079	96,869	75%
<u>251,880</u>	<u>211,120</u>	<b>Total Revenue</b>	<u>2,305,490</u>	<u>2,290,425</u>	<u>15,065</u>	<u>1,843,720</u>	<u>3,182,740</u>	<u>72%</u>
2,128	2,491	Cost of Goods Sold/Discounts	39,730	37,377	(2,353)	26,844	51,899	77%
<u>2,128</u>	<u>2,491</u>	<b>Total Cost of Goods Sold</b>	<u>39,730</u>	<u>37,377</u>	<u>(2,353)</u>	<u>26,844</u>	<u>51,899</u>	<u>77%</u>
<u>249,752</u>	<u>208,629</u>	<b>Gross Margin</b>	<u>2,265,760</u>	<u>2,253,048</u>	<u>12,712</u>	<u>1,816,876</u>	<u>3,130,841</u>	<u>72%</u>
89,478	80,352	Salaries & Wages	731,604	716,982	(14,622)	713,392	1,077,066	68%
14,419	13,292	Rent	114,393	112,008	(2,385)	117,770	165,175	69%
2,365	2,688	Telephone	18,307	19,386	1,079	21,651	30,138	61%
324	319	Mail - USPS	2,345	2,382	37	2,289	3,658	64%
1,137	1,142	Insurance/Bonding	10,142	10,151	9	8,460	14,719	69%
870	1,242	Supplies	8,480	7,903	(577)	10,858	12,004	71%
32	-	Visitor Communications - Other	308	256	(52)	348	460	67%
252	871	Equipment Support & Maintenance	7,584	8,265	681	7,033	11,749	65%
279	296	Taxes, Licenses & Fees	2,756	2,115	(641)	1,883	3,299	84%
1,450	1,487	Equipment Rental/Leasing	10,818	11,858	1,040	12,261	17,806	61%
1,800	-	Training Seminars	2,755	4,505	1,750	1,784	5,130	54%
179	-	Public Outreach	179	-	(179)	-	-	100%
2,000	350	Professional Fees	18,120	18,450	330	22,358	19,350	94%
11,906	-	Community Marketing Programs	24,099	40,000	15,901	11,282	130,000	19%
15,533	5,000	Special Events/Sponsorships	429,337	398,138	(31,199)	127,046	456,638	94%
5,745	2,240	Membership Activities	14,750	10,615	(4,135)	8,247	26,147	56%
746	737	Tuesday Morning Breakfast Club	6,499	6,360	(139)	5,919	9,308	70%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	759	46,100	24%
90,000	90,000	Marketing Cooperative/Media	830,000	830,000	0	646,096	1,045,000	79%
-	-	Media/Collateral/Production	-	-	0	-	1,574	0%
43,200	-	Other Programs	52,628	12,260	(40,368)	26,391	111,969	47%
-	-	Conference - PUD	-	-	0	-	8,000	0%
119	-	Employee Relations	1,904	2,245	341	1,519	2,245	85%
987	384	Board Functions	4,148	2,735	(1,413)	2,903	4,271	97%
406	330	Credit Card Fees	4,140	4,043	(97)	3,799	5,785	72%
1,373	504	Automobile Expenses	4,728	4,214	(514)	3,471	6,415	74%
213	262	Meals/Meetings	2,934	3,179	245	2,677	4,453	66%
25	511	Dues & Subscriptions	3,740	3,558	(182)	3,643	5,132	73%
998	686	Travel	4,335	4,609	274	1,164	8,107	53%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
466	1,013	Depreciation	3,831	5,311	1,480	8,118	9,363	41%
<u>286,302</u>	<u>203,706</u>	<b>Total Operating Expenses</b>	<u>2,326,943</u>	<u>2,253,957</u>	<u>(72,986)</u>	<u>1,774,269</u>	<u>3,242,390</u>	<u>72%</u>
<u>(36,550)</u>	<u>4,923</u>	<b>Operating Income (Loss)</b>	<u>(61,183)</u>	<u>(909)</u>	<u>(60,274)</u>	<u>42,607</u>	<u>(111,549)</u>	
3	4	Investment Income/Interest	42	39	3	302	55	
(7,496)	(6,148)	Allocated Expenses	(60,310)	(58,266)	2,044	(50,629)	(92,795)	
<u>(29,051)</u>	<u>11,075</u>	<b>Net Income (Loss)</b>	<u>(831)</u>	<u>57,396</u>	<u>(58,227)</u>	<u>93,538</u>	<u>(18,699)</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**Marketing**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$1,510,536	\$1,510,536	\$ -	\$ 1,189,576	\$ 2,068,304	73%
43,200	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	669	104,936	84%
<u>182,642</u>	<u>139,442</u>	<b>Total Revenue</b>	<u>1,641,444</u>	<u>1,615,472</u>	<u>25,972</u>	<u>1,190,245</u>	<u>2,173,240</u>	<u>76%</u>
<b>Operating Expenses</b>								
23,465	22,140	Salaries & Wages	190,845	190,444	(401)	184,995	291,004	66%
1,910	1,813	Rent	14,551	14,216	(335)	14,240	21,468	68%
862	884	Telephone	6,659	6,767	108	7,642	10,303	65%
13	96	Mail - USPS	138	396	258	712	780	18%
230	241	Insurance/Bonding	2,050	2,084	34	1,780	3,048	67%
200	276	Supplies	1,325	1,623	298	2,055	2,727	49%
75	200	Equipment Support & Maintenance	1,741	1,925	184	1,914	2,725	64%
-	59	Taxes, Licenses & Fees	281	458	177	380	694	41%
177	220	Equipment Rental/Leasing	1,567	1,720	153	1,767	2,600	60%
1,800	-	Training Seminars	1,800	4,000	2,200	1,054	4,425	41%
11,906	-	Community Marketing Programs	24,099	40,000	15,901	11,282	130,000	19%
15,533	5,000	Special Events/Sponsorships	429,337	398,138	(31,199)	127,046	456,638	94%
-	-	Market Study Reports & Research	11,100	11,100	0	133	46,100	24%
80,000	80,000	Marketing Cooperative/Media	750,000	750,000	0	556,768	925,000	81%
43,200	-	Other Programs	52,628	12,260	(40,368)	21,575	111,000	47%
24	-	Employee Relations	139	103	(36)	28	103	135%
-	16	Credit Card Fees	-	48	48	340	121	0%
745	183	Automobile Expenses	2,261	1,850	(411)	1,350	2,582	88%
43	130	Meals/Meetings	1,966	1,979	13	1,761	2,499	79%
24	116	Dues & Subscriptions	2,406	2,229	(177)	843	2,693	89%
-	-	Miscellaneous Expenses	-	-	0	283	-	0%
835	686	Travel	2,622	2,686	1,383	1,164	5,434	48%
139	301	Depreciation	1,140	1,625	485	2,416	2,829	40%
<u>181,181</u>	<u>112,361</u>	<b>Total Operating Expenses</b>	<u>1,498,655</u>	<u>1,445,651</u>	<u>(51,685)</u>	<u>941,528</u>	<u>2,024,773</u>	<u>74%</u>
1,461	27,081	<b>Operating Income (Loss)</b>	<u>142,789</u>	<u>169,821</u>	<u>(25,713)</u>	<u>248,717</u>	<u>148,467</u>	
16,355	15,367	Allocated Expenses	131,800	130,567	(1,233)	89,428	192,035	
<u>(14,894)</u>	<u>11,714</u>	<b>Net Income (Loss)</b>	<u>10,989</u>	<u>39,254</u>	<u>(26,946)</u>	<u>159,289</u>	<u>(43,568)</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**Conference**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 199,608	\$ 199,608	\$ -	\$ 234,801	\$ 299,412	67%
865	600	Membership	5,555	5,092	463	5,424	7,492	74%
(4,668)	-	Commissions	73,834	94,180	(20,346)	47,265	115,360	64%
<u>21,148</u>	<u>25,551</u>	<b>Total Revenue</b>	<u>278,997</u>	<u>298,880</u>	<u>(19,883)</u>	<u>287,490</u>	<u>422,264</u>	<u>66%</u>
<b>Operating Expenses</b>								
20,187	16,803	Salaries & Wages	155,353	147,747	(7,606)	145,875	224,775	69%
959	921	Rent	7,292	7,158	(134)	7,195	10,842	67%
209	281	Telephone	1,774	1,951	177	2,096	3,075	58%
35	65	Mail - USPS	702	728	26	565	988	71%
230	223	Insurance/Bonding	2,050	2,030	(20)	1,673	2,922	70%
34	77	Supplies	656	586	(70)	682	894	73%
39	138	Equipment Support & Maintenance	1,503	1,627	124	1,085	2,179	69%
-	16	Taxes, Licenses & Fees	147	192	45	94	256	57%
177	178	Equipment Rental/Leasing	1,659	1,725	66	1,543	2,437	68%
10,000	10,000	Marketing Cooperative/Media	80,000	80,000	0	89,328	120,000	67%
-	-	Other Programs	-	-	0	720	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
24	-	Employee Relations	493	425	(68)	350	425	116%
203	91	Automobile Expenses	560	630	70	767	994	56%
-	20	Meals/Meetings	98	106	8	117	186	53%
-	395	Dues & Subscriptions	425	395	(30)	760	1,105	38%
72	157	Depreciation	593	848	255	1,256	1,476	40%
<u>32,169</u>	<u>29,365</u>	<b>Total Operating Expenses</b>	<u>253,305</u>	<u>246,148</u>	<u>(7,157)</u>	<u>254,106</u>	<u>380,554</u>	<u>67%</u>
<u>(11,021)</u>	<u>(3,814)</u>	<b>Operating Income (Loss)</b>	<u>25,692</u>	<u>52,732</u>	<u>(27,040)</u>	<u>33,384</u>	<u>41,710</u>	
3,748	2,000	Allocated Expenses	30,725	27,399	(3,326)	54,659	35,399	
<u>(14,769)</u>	<u>(5,814)</u>	<b>Net Income (Loss)</b>	<u>(5,033)</u>	<u>25,333</u>	<u>(30,366)</u>	<u>(21,275)</u>	<u>6,311</u>	

North Lake Tahoe Resort Association  
**BUDGET TO ACTUAL**  
Statement of Activities and Changes in Net Assets  
For the Month Ended February 28, 2014  
Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 60,510	\$ 60,510	Placer County TOT Funding	\$ 484,080	\$ 484,080	\$ -	\$ 451,704	\$ 726,118	67%
60,510	60,510	<b>Total Revenue</b>	<b>484,080</b>	<b>484,080</b>	<b>-</b>	<b>451,704</b>	<b>726,118</b>	<b>67%</b>
<b>Operating Expenses</b>								
5,369	6,164	Salaries & Wages	45,562	47,715	2,153	46,208	75,317	60%
674	1,266	Rent	5,165	6,921	1,756	5,067	11,982	43%
200	222	Telephone	1,724	1,790	66	1,872	2,678	64%
-	-	Mail - USPS	24	24	0	11	24	100%
36	56	Insurance/Bonding	324	383	59	319	607	53%
21	53	Supplies	434	352	(82)	326	564	77%
24	49	Equipment Support & Maintenance	479	525	46	388	721	66%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
159	145	Equipment Rental/Leasing	1,032	1,034	2	1,320	1,614	64%
-	-	Public Outreach	-	-	0	93	950	0%
-	-	Research & Plan Dues	3,000	3,750	750	3,000	5,000	60%
2,267	2,500	Research & Planning	25,283	24,029	(1,254)	18,521	30,000	84%
68,887	8,750	Transportation Projects	440,629	281,503	(159,126)	354,433	530,003	83%
4	-	Employee Relations	79	100	21	-	100	79%
84	192	Automobile Expenses	807	1,106	299	571	1,874	43%
-	-	Meals/Meetings	12	43	31	13	105	11%
-	-	Dues & Subscriptions	45	45	0	38	45	100%
44	95	Depreciation	365	516	151	773	896	41%
<b>77,769</b>	<b>19,492</b>	<b>Total Operating Expenses</b>	<b>525,054</b>	<b>369,926</b>	<b>(155,128)</b>	<b>433,011</b>	<b>662,570</b>	<b>79%</b>
<b>(17,259)</b>	<b>41,018</b>	<b>Operating Income (Loss)</b>	<b>(40,974)</b>	<b>114,154</b>	<b>(155,128)</b>	<b>18,693</b>	<b>63,548</b>	
3,067	3,349	Allocated Expenses	24,835	27,329	2,494	22,566	40,670	
<b>(20,326)</b>	<b>37,669</b>	<b>Net Income (Loss)</b>	<b>(65,809)</b>	<b>86,825</b>	<b>(152,634)</b>	<b>(3,873)</b>	<b>22,878</b>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**Visitor Information**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 211,664	\$ 211,664	\$ -	\$ 208,847	\$ 317,501	67%
525	500	Non-Retail VIC Sales	6,191	4,647	1,544	1,250	7,647	81%
3,903	4,700	Merchandise Sales	72,499	69,469	3,030	61,079	96,869	75%
<u>30,886</u>	<u>31,658</u>	<b>Total Revenue</b>	<u>290,354</u>	<u>285,780</u>	<u>4,574</u>	<u>271,176</u>	<u>422,017</u>	<u>69%</u>
2,128	2,491	Cost of Goods Sold	39,730	37,377	(2,353)	26,844	51,899	77%
<u>2,128</u>	<u>2,491</u>	<b>Total Cost of Goods Sold</b>	<u>39,730</u>	<u>37,377</u>	<u>(2,353)</u>	<u>26,844</u>	<u>51,899</u>	<u>77%</u>
<u>28,758</u>	<u>29,167</u>	<b>Gross Margin</b>	<u>250,624</u>	<u>248,403</u>	<u>2,221</u>	<u>244,332</u>	<u>370,118</u>	<u>68%</u>
<b>Operating Expenses</b>								
12,460	12,878	Salaries & Wages	124,441	128,370	3,929	138,504	184,999	67%
8,787	7,828	Rent	71,220	69,434	(1,786)	75,273	100,746	71%
327	460	Telephone	2,505	2,965	460	3,655	4,805	52%
179	37	Mail - USPS	934	611	(323)	339	759	123%
302	288	Insurance/Bonding	2,697	2,654	(43)	2,168	3,806	71%
393	500	Supplies	3,071	2,266	(805)	4,577	3,400	90%
33	-	Visitor Communications Other	308	256	(52)	273	460	67%
39	175	Equipment Support & Maintenance	947	1,208	261	1,281	1,908	50%
-	93	Taxes, Licenses & Fees	204	483	279	588	855	24%
531	506	Equipment Rental/Leasing	3,542	3,637	95	4,144	5,661	63%
-	-	Professional Fees	-	-	0	3,187	900	0%
-	-	Media/Collateral/Production	-	-	0	93	1,574	0%
-	-	Other Programs	-	-	0	4,594	969	0%
32	-	Employee Relations	315	275	(40)	425	275	115%
172	100	Credit Card Fees	2,552	2,430	(122)	2,190	3,243	79%
403	150	Automobile Expenses	1,280	1,013	(267)	1,099	1,613	79%
58	-	Meals/Meetings	396	432	36	371	658	60%
163	-	Travel	164	-	(164)	-	-	100%
72	157	Depreciation	593	691	98	1,256	1,319	45%
<u>23,951</u>	<u>23,172</u>	<b>Total Operating Expenses</b>	<u>215,169</u>	<u>216,725</u>	<u>1,556</u>	<u>244,017</u>	<u>317,950</u>	<u>68%</u>
4,807	5,995	<b>Operating Income (Loss)</b>	<u>35,455</u>	<u>31,678</u>	<u>3,777</u>	<u>315</u>	<u>52,168</u>	
3,407	2,000	Allocated Expenses	28,270	25,610	(2,660)	31,701	33,610	
<u>1,400</u>	<u>3,995</u>	<b>Net Income (Loss)</b>	<u>7,185</u>	<u>6,068</u>	<u>1,117</u>	<u>(31,386)</u>	<u>18,558</u>	

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended February 28, 2014  
 Infrastructure

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 140,016	\$ 140,016	\$ -	\$ 1,169,983	\$ 210,025	67%
-	84,840	Cap Imp Funding - Placer Held	-	1,375,052	(1,375,052)	-	2,223,452	0%
<u>17,502</u>	<u>102,342</u>	<b>Total Revenue</b>	<u>140,016</u>	<u>1,515,068</u>	<u>(1,375,052)</u>	<u>1,169,983</u>	<u>2,433,477</u>	<u>6%</u>
<b>Operating Expenses</b>								
6,300	6,164	Salaries & Wages	55,611	54,514	(1,097)	53,813	82,113	68%
674	646	Rent	5,165	5,062	(103)	5,067	7,646	68%
200	196	Telephone	1,724	1,713	(11)	1,937	2,497	69%
-	-	Mail - USPS	23	22	(1)	10	22	105%
36	56	Insurance/Bonding	324	383	59	318	607	53%
21	81	Supplies	389	457	68	379	781	50%
24	51	Equipment Support & Maintenance	479	530	51	388	731	66%
-	39	Taxes, Licenses & Fees	90	207	117	58	363	25%
159	146	Equipment Rental/Leasing	1,032	1,037	5	1,320	1,621	64%
-	-	Public Outreach	913	1,000	87	93	2,826	32%
1,867	9,330	Research & Planning	31,252	43,781	12,529	32,125	56,053	56%
-	270,895	Infrastructure Projects	119,638	964,872	845,234	1,033,089	2,073,452	6%
4	-	Employee Relations	128	100	(28)	26	100	128%
84	117	Automobile Expenses	807	881	74	576	1,349	60%
23	-	Meals/Meetings	105	100	(5)	243	200	53%
-	-	Dues & Subscriptions	45	70	25	38	95	47%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
45	95	Depreciation	365	516	151	773	896	41%
<u>9,437</u>	<u>287,816</u>	<b>Total Operating Expenses</b>	<u>218,090</u>	<u>1,075,245</u>	<u>857,155</u>	<u>1,130,253</u>	<u>2,381,352</u>	<u>9%</u>
8,065	(185,474)	<b>Operating Income (Loss)</b>	<b>(78,074)</b>	<b>439,823</b>	<b>(517,897)</b>	<b>39,730</b>	<b>52,125</b>	
4,430	4,218	Allocated Expenses	35,476	35,253	(223)	28,063	52,125	
<u>3,635</u>	<u>(189,692)</u>	<b>Net Income (Loss)</b>	<u>(113,550)</u>	<u>404,570</u>	<u>(518,120)</u>	<u>11,667</u>	<u>-</u>	

**North Lake Tahoe Resort Association**  
**BUDGET TO ACTUAL**  
**Statement of Activities and Changes in Net Assets**  
**For the Month Ended February 28, 2014**  
**Membership**

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 11,815	\$ 9,200	Membership	\$ 71,537	\$ 69,297	\$ 2,240	\$ 70,496	\$ 106,097	67%
375	400	New Member Fees	1,025	1,300	(275)	-	2,900	35%
4,505	4,000	Membership Activities	13,818	12,983	835	17,193	41,633	33%
510	769	Tuesday Morning Breakfast Club	8,315	6,613	1,702	7,119	9,689	86%
-	100	Sponsorships	-	100	(100)	-	4,900	0%
<u>17,205</u>	<u>14,469</u>	<b>Total Revenue</b>	<u>94,695</u>	<u>90,293</u>	<u>4,402</u>	<u>94,808</u>	<u>165,219</u>	<u>57%</u>
<b>Operating Expenses</b>								
6,533	5,559	Salaries & Wages	45,599	44,439	(1,160)	49,594	68,616	66%
674	684	Rent	5,165	5,207	42	5,067	7,942	65%
266	310	Telephone	1,983	2,098	115	2,568	3,338	59%
40	66	Mail - USPS	211	254	43	241	518	41%
109	116	Insurance/Bonding	971	985	14	813	1,449	67%
125	114	Supplies	1,294	1,308	14	1,240	1,763	73%
24	47	Equipment Support & Maintenance	873	884	11	388	1,072	81%
-	60	Taxes, Licenses & Fees	90	270	180	58	510	18%
351	328	Equipment Rental/Leasing	1,368	1,739	371	2,751	3,051	45%
-	-	Training Seminars	405	405	0	180	405	100%
-	-	Professional Fees	100	100	0	160	100	100%
5,745	2,240	Membership Activities	14,750	10,615	(4,135)	7,877	26,147	56%
746	737	Tuesday Morning Breakfast Club	6,499	6,360	(139)	5,919	9,308	70%
-	-	Classified Advertising	545	545	0	477	545	100%
11	-	Employee Relations	211	225	14	25	225	94%
234	214	Credit Card Fees	1,588	1,565	(23)	1,269	2,421	66%
23	80	Automobile Expenses	515	628	113	-	948	54%
-	60	Meals/Meetings	136	244	108	82	484	28%
-	-	Dues & Subscriptions	774	774	0	556	774	100%
-	-	Travel	390	390	0	222	390	100%
44	96	Depreciation	365	519	154	773	903	40%
<u>14,925</u>	<u>10,711</u>	<b>Total Operating Expenses</b>	<u>83,832</u>	<u>79,554</u>	<u>(4,278)</u>	<u>80,260</u>	<u>130,909</u>	<u>64%</u>
<u>2,280</u>	<u>3,758</u>	<b>Operating Income (Loss)</b>	<u>10,863</u>	<u>10,739</u>	<u>124</u>	<u>14,548</u>	<u>34,310</u>	
3,067	2,578	Allocated Expenses	24,835	23,998	(837)	23,299	34,310	
<u>(787)</u>	<u>1,180</u>	<b>Net Income (Loss)</b>	<u>(13,972)</u>	<u>(13,259)</u>	<u>(713)</u>	<u>(8,751)</u>	<u>-</u>	



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes in Net Assets  
 For the Month Ended February 28, 2014  
 Administration

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
26,831	22,972	Salaries & Wages	215,366	205,982	(9,384)	194,424	307,672	70%
2,089	2,046	Rent	16,165	15,993	(172)	15,994	24,177	67%
701	753	Telephone	5,386	5,605	219	5,691	8,617	63%
56	55	Mail - USPS	359	393	34	432	613	59%
266	274	Insurance/Bonding	2,374	2,398	24	2,027	3,494	68%
118	275	Supplies	2,135	2,120	(15)	2,303	3,220	66%
75	311	Equipment Support & Maintenance	2,520	2,621	101	2,366	3,865	65%
279	68	Taxes, Licenses & Fees	2,034	712	(1,322)	763	984	207%
215	255	Equipment Rental/Leasing	2,683	3,037	354	2,055	4,057	66%
-	-	Training Seminars	550	100	(450)	550	300	183%
179	-	Public Outreach	179	-	(179)	-	-	100%
2,000	350	Professional Fees	18,020	18,350	330	19,010	18,350	98%
-	-	Classified Advertising	434	434	0	-	434	100%
28	-	Employee Relations	745	1,217	472	690	1,217	61%
987	384	Board Functions	4,148	2,735	(1,413)	2,903	4,271	97%
-	-	Automobile Expenses	113	93	(20)	256	278	41%
113	52	Meals/Meetings	338	418	80	345	626	54%
-	-	Dues & Subscriptions	135	160	25	1,690	560	24%
-	-	Travel	1,158	1,533	375	-	2,283	51%
-	-	Miscellaneous Expense	-	350	350	442	350	0%
139	302	Depreciation	1,140	1,628	488	2,416	2,836	40%
<b>34,076</b>	<b>28,097</b>	<b>Total Operating Expenses</b>	<b>275,982</b>	<b>265,879</b>	<b>(10,103)</b>	<b>254,357</b>	<b>388,204</b>	<b>71%</b>
<b>(34,076)</b>	<b>(28,097)</b>	<b>Operating Income (Loss)</b>	<b>(275,982)</b>	<b>(265,879)</b>	<b>(10,103)</b>	<b>(254,357)</b>	<b>(388,204)</b>	
3	4	Investment Income/Interest	42	39	3	302	55	
(34,073)	(28,093)	Allocated Expenses	(275,940)	(265,840)	10,100	(249,716)	(388,149)	
-	-	<b>Net Income (Loss)</b>	-	-	-	<b>(4,339)</b>	-	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Pleasant County TOT Funding	\$ 1,510,536	\$ 193,608	\$ 211,664	\$ 1,921,808	\$ -	\$ -	\$ 1,921,808	\$ 140,016	\$ 484,080	\$ 2,545,904
Cap Imp Funding - Placer Held	-	-	-	-	-	-	-	-	-	-
Membership	-	5,555	-	5,555	71,537	-	77,092	-	-	77,092
New Member Fees	-	-	-	-	1,025	-	1,025	-	-	1,025
Membership Activities	-	-	-	-	13,818	-	13,818	-	-	13,818
Tuesday Morning Breakfast Club	-	-	-	-	8,315	-	8,315	-	-	8,315
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Retail V/C Sales	-	-	6,191	6,191	-	-	6,191	-	-	6,191
Commissions	-	73,834	-	73,834	-	-	73,834	-	-	73,834
Merchandise Sales	-	-	72,489	72,489	-	-	72,489	-	-	72,489
Transfers in/Other	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Total Revenue	1,641,444	278,997	290,354	2,210,795	94,695	-	2,305,490	140,016	484,080	2,929,586
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	38,730	38,730	-	-	38,730	-	-	38,730
Gross Profit	1,641,444	278,997	250,624	2,171,065	94,695	-	2,266,760	140,016	484,080	2,889,856
<b>Operating Expenses</b>										
Salaries & Wages	190,845	155,353	124,441	470,639	45,599	215,366	731,604	55,611	45,562	832,777
Rent	14,551	7,292	71,220	93,063	5,165	16,165	114,393	5,165	5,165	124,723
Telephone	6,659	1,774	2,505	10,938	1,983	5,386	18,307	1,724	1,724	21,755
Mail - USPS	138	702	1,774	2,111	359	2,344	23	23	24	2,391
Insurance/Bonding	2,050	2,050	2,697	6,797	971	2,374	10,142	324	324	10,790
Supplies	1,325	656	3,071	5,052	1,294	2,135	8,481	389	434	9,304
Equipment Support & Maintenance	1,741	1,503	947	4,191	873	2,520	7,584	479	479	8,542
Tools, Licenses & Fees	281	147	204	632	90	2,034	2,756	90	90	2,986
Equipment Rental/Leasing	1,567	1,659	3,542	6,768	1,368	2,683	10,819	1,032	1,032	12,883
Training Seminars	1,800	-	-	1,800	405	550	2,755	-	-	2,755
Professional Fees	-	-	-	-	100	18,020	18,120	-	-	18,120
Public Outreach	-	-	-	-	179	-	179	913	-	1,092
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Transportation Projects	-	-	-	-	-	-	-	31,252	25,283	56,535
Infrastructure Projects	-	-	-	-	-	-	-	-	440,629	440,629
Community Marketing Programs	24,099	-	-	24,099	-	-	-	119,638	-	119,638
Special Events/Sponsorships	429,337	-	-	429,337	-	-	-	-	-	429,337
Membership Activities	-	-	-	-	14,750	-	14,750	-	-	14,750
Tuesday Morning Breakfast Club	-	-	-	-	6,499	-	6,499	-	-	6,499
Market Study Reports & Research	11,100	-	-	11,100	-	-	11,100	-	-	11,100
Marketing Cooperative/Media	750,000	80,000	-	830,000	-	-	830,000	-	-	830,000
Other Programs	52,628	-	-	52,628	-	-	52,628	-	-	52,628
Employee Relations	139	493	315	947	211	745	1,903	128	79	2,110
Board Functions	-	-	-	-	-	4,148	4,148	-	-	4,148
Credit Card Fees	-	-	2,552	2,552	1,588	-	4,140	-	-	4,140
Automobile Expenses	2,281	560	1,280	4,101	515	113	4,729	807	807	6,343
Meals/Meetings	1,968	98	386	2,460	136	338	2,934	105	12	3,051
Dues & Subscriptions	2,406	425	-	2,831	774	135	3,740	45	45	3,830
Travel	2,622	-	164	2,786	390	1,158	4,334	-	-	4,334
Depreciation	1,140	593	593	2,326	365	1,140	3,831	365	365	4,561
Miscellaneous	-	-	308	308	545	434	1,287	-	32	1,319
Total Operating Expenses	1,498,655	253,305	215,169	1,967,129	83,832	275,982	2,326,943	218,050	525,086	3,070,119
<b>Operating Income (Loss)</b>	142,789	25,692	35,455	203,936	10,863	(275,982)	(61,183)	(78,074)	(41,006)	(180,263)
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	42	42	-	-	42
<b>Other Expenses</b>										
Allocated	131,800	30,725	28,270	190,795	24,835	(275,940)	(50,310)	35,476	24,834	(65,840)
<b>Net Income (Loss)</b>	10,989	(5,033)	7,185	13,141	(13,972)	-	(831)	(113,550)	(65,840)	(180,221)

**North Lake Tahoe Resort Association**  
**COMPARISON BALANCE SHEET**  
**At February 28, 2014**

	February 28 2014	February 28 2013	<i>Audited</i> June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	500	500	500
Cash - Operations Acct #6712	419,591	830,834	549,620
Cash - Payroll Account #7421	7,059	7,350	13,480
Marketing Cooperative Cash	41,876	4,786	41,876
Cash - Infrastructure #8163	501	925,169	303,769
UBS Cash	8,887	8,596	8,856
Infrastructure Money Market	0	44,858	44,879
Cash in Drawer	352	314	300
Quickbooks Accounts Receivable	47,041	28,016	59,476
A/R - Sales Estimates	1,213	2,566	9,429
A/R - TOT Funding	307,163	1,125,539	408,188
Undeposited Funds	1,110	263	352
WebLink Accounts Receivable	63,360	49,265	21,325
Inventories	21,024	19,099	17,542
AR TOT Transportation NLTRA	1,012,480	338,778	112,926
AR TOT Transp County Held	0	469,000	0
AR TOT Infrastructure County	1,335,847	3,227,753	317,847
AR TOT Infrastructure NLTRA Held	293,540	198,040	33,007
AR TOT Infra Maintenance County	150,000	-	-
<b>Total Current Assets</b>	<b>3,711,544</b>	<b>7,280,726</b>	<b>1,943,370</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,480)	(58,935)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,654)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(26,370)	(22,457)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,600)	(23,401)	(23,467)
<b>Total Property and Equipment</b>	<b>14,880</b>	<b>16,222</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	148,433	104,854	42,132
Prepaid Insurance	6,334	6,652	4,797
<b>Total Other Assets</b>	<b>154,767</b>	<b>111,506</b>	<b>46,929</b>
<b>Total Assets</b>	<b>3,881,190</b>	<b>7,408,454</b>	<b>2,004,249</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	296,760	881,804	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,019)	16,426	655
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	606	470	1,302
Accrued Expenses	19,166	426	0
Ski Tahoe North Lift Tickets	0	10,356	0
Marketing Cooperative Liabilities	41,876	4,786	41,876
Intra-Company Borrowings	1,016	(327)	(139)
AFW Suspense Account	0	(90)	0
Payroll Liabilities	3,723	2,976	3,732
Deferred Rev - Membership Dues	101,618	98,301	81,113
Deferred Revenue - Other	16,332	10,060	19,441
Deferred Support	763,409	815,892	0
Deferred Transportation Support	242,038	694,852	0
Deferred Infrastructure Support	1,439,789	3,691,018	351,780
Deferred Support- Infra Maint. Reserve	292,086	150,000	142,096
<b>Total Liabilities</b>	<b>3,299,568</b>	<b>6,470,511</b>	<b>1,199,205</b>
<b>Net Assets</b>			
Unrestricted Net Assets	368,805	445,064	397,682
Designated Marketing Reserve	294,494	293,110	337,694
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(180,221)	101,225	(28,876)
<b>Total Net Assets</b>	<b>581,622</b>	<b>937,943</b>	<b>805,044</b>
<b>Total Liabilities and Net Assets</b>	<b>3,881,190</b>	<b>7,408,454</b>	<b>2,004,249</b>

**KEY METRICS FOR FEBRUARY 28, 2014**

Total TOT Collections by Quarter 2008 - 2014 (through February 28, 2014)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,662,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 10,190,041
2012-13	\$ 3,861,444	\$ 2,103,378	\$ 4,261,025	\$ 1,439,615	\$ 11,665,462
2013-14	\$ 4,516,706	\$ 2,076,328	\$ 626,581	\$ -	\$ 7,221,615
Total	\$ 21,405,375	\$ 11,195,631	\$ 18,171,565	\$ 6,707,347	\$ 48,828,052

**VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014**

Referals (July - February) Tahoe City:	2011/2012		2012/2013		2013/2014		YOY % Change
	Walk In	Phone	Walk In	Phone	Walk In	Phone	
Walk In	9,714	2,185	28,108	34,110	34,110	21,35%	21.35%
Phone	2,995	3,014	2,349	2,174	2,174	-7.45%	-7.45%
Kings Beach (Walk In Only)	1,660	1,793	3,014	5,278	5,278	75.12%	75.12%
Remo (Walk in - Thru Dec)			1,793	3,834	3,834	113.83%	113.83%

**Infrastructure Fund Balances Held**

by Placer County as of 6/30/13	2010	2011	2012	2013	2014
Contracts In:					
FY 2010-11	\$ -	\$ 135,445	\$ 135,445	\$ 135,445	\$ 135,445
FY 2011-12	\$ 1,503,690	\$ 1,503,690	\$ 1,503,690	\$ 1,503,690	\$ 1,503,690
FY 2012-13	\$ 1,168,080	\$ 1,168,080	\$ 1,168,080	\$ 1,168,080	\$ 1,168,080
FY 2013-14	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215
Total Fund Balances	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215	\$ 2,807,215

**Chamber Of Commerce Total Membership**

December 2012	451
June 2013	465
February 2014	456

MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during February	58.8%	51.5%	-12.4%
ADR February (Average Daily Rate)	\$ 279	\$ 284	1.8%
Occupancy Forecast March	42.2%	32.8%	-22.3%
ADR March (Average Daily Rate)	\$ 240	\$ 249	3.8%
Occupancy (prior 6 months)	43.2%	42.8%	-0.9%
ADR (prior 6 months)	\$ 233	\$ 253	8.6%
Occupancy (next 6 months)	23.3%	25.0%	7.3%
ADR (next 6 months)	\$ 221	\$ 227	2.7%
Incremental Pacing for February	4.6%	7.1%	54.3%

Unemployment	January 2013	June 2013	January 2014
California	10.4%	8.9%	8.5%
Placer County	8.9%	7.5%	7.0%
Dollar Point	9.5%	8.7%	8.3%
Kings Beach	8.2%	7.5%	7.1%
Sunnyside/Tahoe City	9.5%	8.7%	8.3%
Tahoe Vista	13.6%	12.5%	12.0%

**Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014**

FORWARD LOOKING (2013/14)	2012-13		2013-14		YOY % Change
	Actuals	Forecasted	Actuals	Forecasted	
Total Revenue Booked through February	\$ 2,113,783	\$ 2,600,142	\$ 2,113,783	\$ 2,600,142	23%
Forecasted Commission for this Revenue	67,339	157,300	67,339	157,300	134%
Number of Room Nights	9,374	11,325	9,374	11,325	21%
Number of Tentative Bookings	61	101	61	101	66%
CURRENT					
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	\$ 1,750,000	\$ 2,750,000	57%
Annual Commission Goal	\$ 75,000	\$ 150,000	\$ 75,000	\$ 150,000	100%

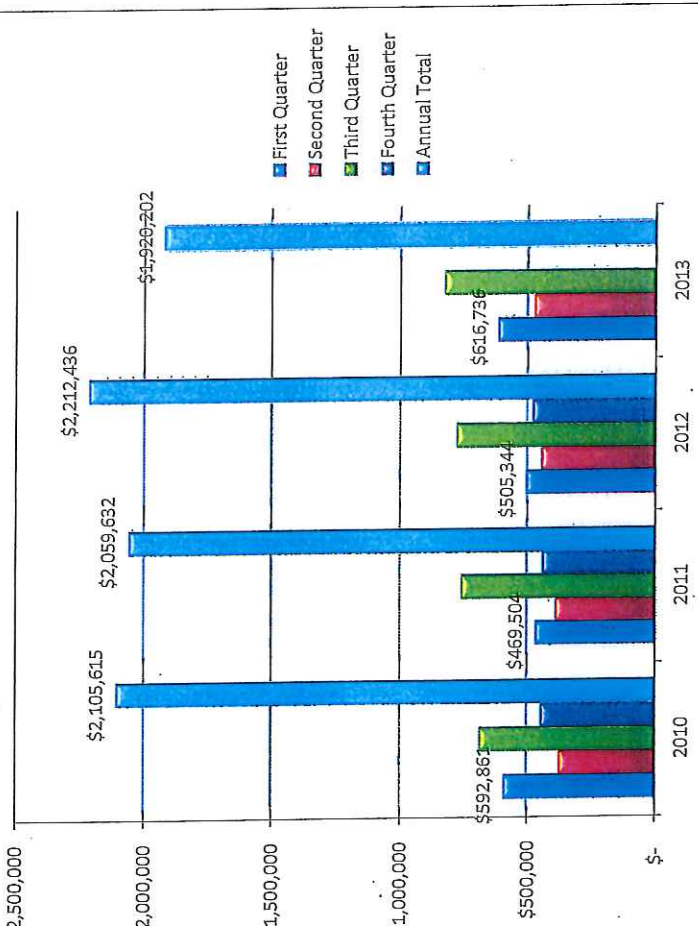
Conference Revenue And Percentage by County:

Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,811,054	62%
Washoe ('13: 19%, '14: 11%)	\$ 407,552	\$ 277,806	-32%
South Lake ('13: 27%, '14: 18%)	\$ 560,965	\$ 475,963	-18%
Nevada ('13: 1%, '14: 1%)	\$ 10,359	\$ 35,319	241%
Total Conference Revenue	\$ 2,113,783	\$ 2,600,142	23%

**Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)**

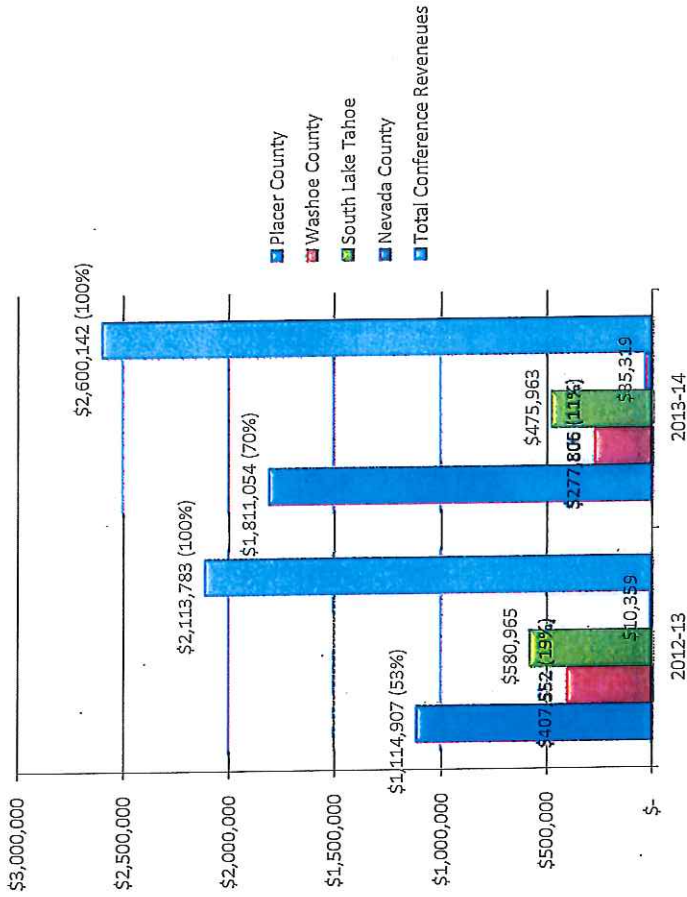
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 616,736	22.0%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603	6.9%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863	6.2%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ 482,877	6.2%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,212,436	\$ 1,920,202	

### Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 616,736	22.0%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 477,603	6.9%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 825,863	6.2%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 482,877	\$ -	-
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,212,436	\$ 1,920,202	

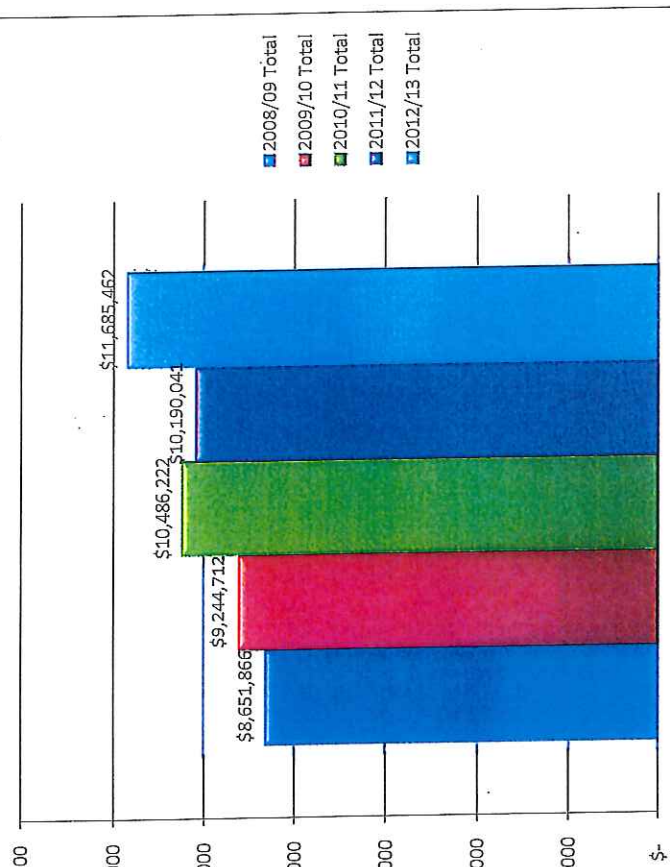
### Conference Revenue Statistics & Revenue Share by County



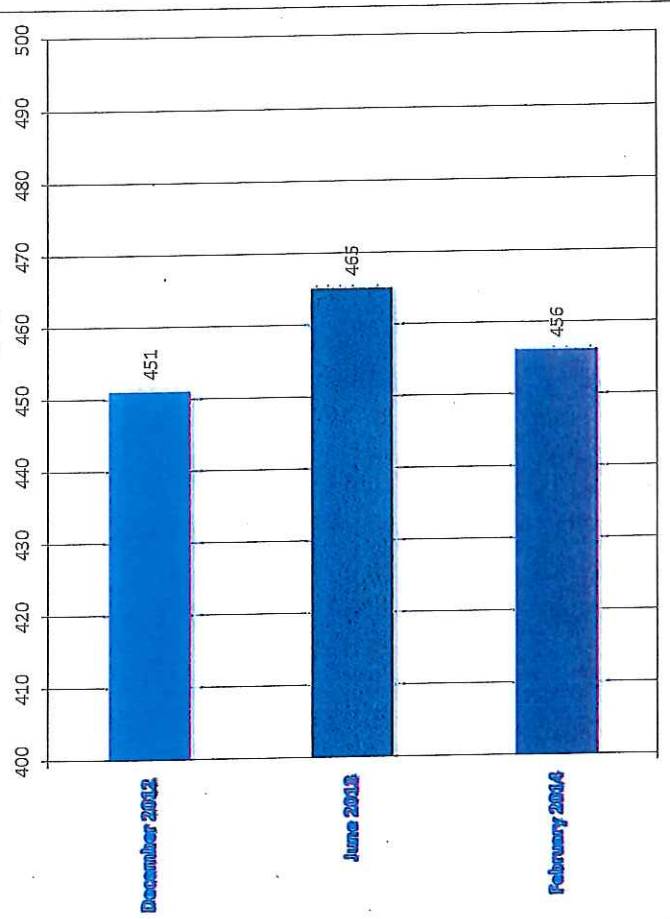
Conference Revenue Statistics Fiscal - July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)	Actuals	Forecasted	
Total Revenue Booked through February	\$ 2,113,783	\$ 2,600,142	23%
Forecasted Commission for this Revenue	67,339	157,300	134%
Number of Room Nights	9,374	11,325	21%
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<b>CURRENT</b>			
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Washoe ('13: 19%, '14: 11%)	\$ 407,552	\$ 277,806	-32%
South Lake ('13: 27%, '14: 19%)	\$ 580,965	\$ 475,963	-18%
Nevada ('13: 1%, '14: 1%)	\$ 10,359	\$ 35,319	241%
Total Conference Revenue	\$ 2,113,783	\$ 2,600,142	23%



### 5-Year Annual TOT Collections (Fiscal Year Basis)



### Chamber Membership (# of Members)



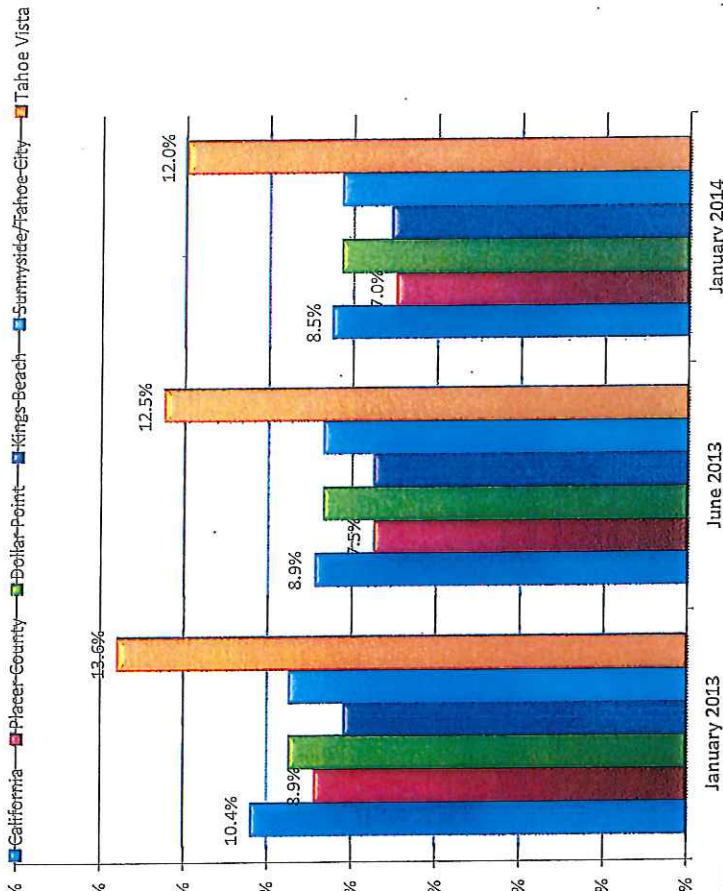
### Total TOT Collections by Quarter 2008 - 2014 (through January 31, 2014)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 10,190,041
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2013-14	\$ 4,516,706	\$ 2,078,328	\$ 626,581	\$ -	\$ 7,221,615
total	\$ 21,405,375	\$ 11,195,631	\$ 18,171,565	\$ 6,707,347	\$ 48,828,052

### Chamber Of Commerce Total Membership

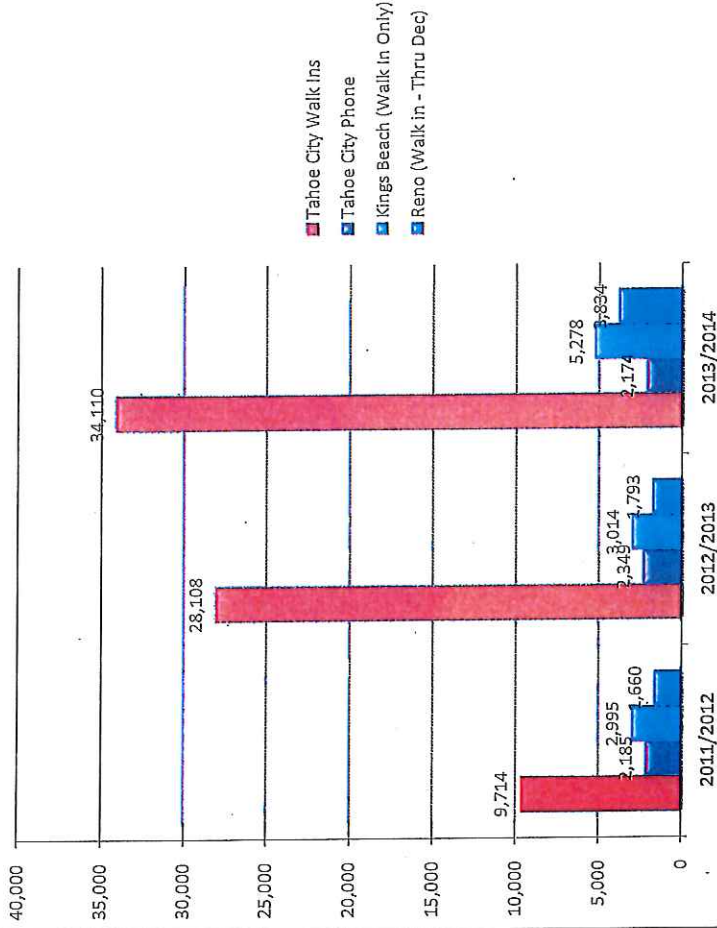
December 2012	451
June 2013	465
February 2014	456

### Unemployment Rates by Region



Region	January 2013	June 2013	January 2014
California	10.4%	10.4%	8.5%
Placer County	8.9%	8.9%	7.0%
Dollar Point	8.9%	8.9%	8.3%
Kings Beach	8.2%	7.5%	7.1%
Summitside/Tahoe City	9.5%	8.7%	8.3%
Tahoe Vista	13.6%	12.5%	12.0%

### Visitor Information - Fiscal YTD through February



### VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July - February)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	9,714	28,108	34,110	21.35%
Phone	2,185	2,349	2,174	-7.45%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

12.1-4



# NLTRA Executive Committee Meeting with David Boesch, Jennifer Merchant, and Supervisor Montgomery

March 18, 2014

## Meeting Report

Jennifer passed out an agenda for our meeting. The first thing we discussed was our **Timeline**:

- April 1 – (March 19) Budget figures to NLTRA
- April 30 – NLTRA Scope of Work is due
- June 3 – Board of Supervisors approval of budget
- June 4 – Board approval of Contract
- June 17 – Board of Supervisors approval of Contract

Next we discussed the **County's key interests**:

- Priority based budgeting – alignment of capital projects. This means sharing of County projects on the IWP and sharing of NLTRA priorities with County. It also means establishing priorities and examining values received for \$\$ expended.
- Community engagement – In order to facilitate the establishment of priorities, the County is ramping up their efforts to engage the public. NLTRA has improved committee membership with both the new Capital Improvement Transportation committee and the BACC. Additional outreach is desired regarding the Master Plan, Work Plan, Marketing Campaigns twice a year with BACC, and Budget.
- Economic Development – Complete area plans, capital and transportation projects, commodities, TRPA support re: RUUs and TAUs

The **projected budget for 2014-15**:

- Tahoe TOT budget is projected by the County to be flat to this year's budgeted number of \$6.2M
- County Services was decreased from \$1,602,757 to \$1,511,977 which represents a 5.6% decrease. The majority of this is due to the decrease of TOT used for Base Transit Services which is a direct result of post-recession recovery in sales tax revenues.
- The total available for the NLTRA budget is \$4,688,023
- NLTRA staff and executive committee suggested that this might be too low from the data that has been monitored from Destimetrics and projections that have been made for this current year. Being too conservative makes it difficult to adequately manage the funds and make good, well-thought out decisions that can be most effective for destination marketing. All agreed to look at additional 3<sup>rd</sup> Quarter receipts and make a decision in May to raise or lower the County's projection at that time.

- The NLTRA will create a double scenario budget and Scope of Work for submission on April 30 that will reflect the current projection as well as how additional funds would be recommended to be spent should the budget increase.
- We discussed the role of the NLTRA in advising the BOS on expenditures of TOT generated locally, and our desire to see the County account for the remaining portion of that TOT (the 40% of locally-generated TOT for which the NLTRA does not have an advisory role). David stated that the County is preparing a Tahoe budget that should answer those questions.

Finally we discussed progress on **Contract-Required Tasks**:

- Legislative Platform – Sandy said that nothing has changed in our legislative platform. Jennifer said that she would send a copy of Placer County's to the NLTRA for review. Sandy will bring a platform to the board for approval in April. David expressed concern that we were meeting with McClintock without notice or permission and Sandy explained that this was a meeting to ask for support for the Lake Tahoe Restoration Act which has been approved on our legislative platform. Any new issues, Sandy takes to Jennifer and Allison Carlos for permission before addressing.
- Conflict of Interest Forms – All but Wally Auerbach's have been received and as soon as we have that we will send a copy of each to Jennifer.
- Fair share operational commitments to NLTE were due prior to June 30, 2013, and Jennifer expected additional details on this. NLTRA efforts on this were redirected when NLTE operation changes were necessary. Ron Treabess will get the contributions and ridership data to Jennifer for the first half of this fiscal year (prior to reduced service and changed subsidy requirements). Going forward, the calculation and projections will also be provided to Jennifer along with Will Garner monthly. David expressed that these "fair-share" calculations are not something he was particularly concerned about going forward.
- Maintenance Reserve recommendation – the CIT is still working on this and is currently leaning on a percentage annually rather than a flat amount. Jennifer would like to see some comparative data looking at best practices of other agencies as to how much should be set aside annually. That data has been received and was discussed by the subcommittee working on this subject, but thus far a recommendation has not been developed.
- Auburn Welcome Center SOW for \$40,000 – Sandy will work with Mora to complete this Scope of Work for this current year. The last Scope of Work was sent to Jan and was never signed.

Some numbers were provided by Jennifer on Marketing Budget, Direct Marketing, and Marketing Personnel/G&A expenses, showing the increase of overhead over the last 6 years as a percentage of budgets. There are a number of possible reasons for this. Ron asked if the figures were inflation-adjusted, and suggested a more in-depth analysis might be needed. Sandy will have the marketing staff look at these numbers. No new staff has been added in the last year after a Sales person and some seasonal visitor center staff were added the year before; and approved incentive and merit pay has been kept to a low level.

**Monthly Report February 2014**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 2/28/14:	\$2,124,179	\$1,349,156	57%
Forecasted Commission for this Revenue:	\$157,300	\$59,307	165%
Number of Room Nights:	11325	7856	44%
Number of Delegates:	6563	3542	85%
Annual Revenue Goal:	\$2,750,000	\$1,750,000	
Annual Commission Goal:	\$150,000	\$75,000	
Number of Tentative Bookings:	101	86	17%

<u>Monthly Detail/Activity</u>	<u>February-14</u>	<u>February-13</u>	
<u>Number of Groups Booked:</u>	<b>3</b>	<b>11</b>	
Revenue Booked:	\$58,460	\$226,355	-74%
Projected Commission:	\$6,098	\$4,642	31%
Room Nights:	288	1750	-84%
Number of Delegates:	154	872	-82%

		1 Corp, 5 Assoc, 3 Film , 1 Tour Operator, 1 Smf
Booked Group Types:	2 Corp., 1 Film crew	
Lost Business, # of Groups:	3	5

<u>Arrived in the month</u>	<u>February-14</u>	* Est.	<u>February-13</u>	
Number of Groups:	3		5	
Revenue Arrived:	\$18,990		\$85,979	-78%
Projected Commission:	\$1,213		\$1,076	13%
Room Nights:	110		299	-63%
Number of Delegates:	61		150	-59%
Arrived Group Types:	1 Corp, 1 Smf, 1 Film Crew		2 Corp, 1 Assoc. 1 Smf, 1 Tour Operator	

<u>Monthly Detail/Activity</u>	<u>January-14</u>	<u>January-13</u>	
<u>Number of Groups Booked:</u>	<b>8</b>	<b>7</b>	
Revenue Booked:	\$52,456	\$203,022	-74%
Projected Commission:	\$4,173	\$13,107	-68%
Room Nights:	435	1210	-64%
Number of Delegates:	346	469	-26%
Booked Group Types:	1 Corp, 1 Assoc, 6 Smf	1 Corp, 2 Smf, 1 Govt, 2 Univ. and 1 Seminar	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>January-14</u>	* Est.	<u>January-13</u>	
Number of Groups:	7		1	
Revenue Arrived:	\$168,319		\$33,919	396%
Projected Commission:	\$12,459		\$1,696	635%
Room Nights:	846		136	522%
Number of Delegates:	386		55	602%
Arrived Group Types:	3 Corp, 2 Assoc, 1 TA and 1 Assoc. 1 Govt			

<u>Monthly Detail/Activity</u>	<u>December-13</u>	<u>December-12</u>	
<u>Number of Groups Booked:</u>	12	0	
Revenue Booked:	\$672,078	\$0	
Projected Commission:	\$47,775	\$0	
Room Nights:	5038	0	
Number of Delegates:	3225	0	
Booked Group Types:	1 Corp, 6		
Lost Business, # of Groups:	5	6	

<u>Arrived in the month</u>	<u>December-13</u>	<u>December-12</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$5,103	
Projected Commission:	\$0	\$510	
Room Nights:	0	27	
Number of Delegates:	0	13	
Arrived Group Types:	1 Corp.		

<u>Monthly Detail/Activity</u>	<u>November-13</u>	<u>November-12</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$10,800	\$211,573	-95%
Projected Commission:	\$459	\$9,494	-95%
Room Nights:	90	1119	-92%
Number of Delegates:	80	591	-86%
Booked Group Types:	2 Govt, 1 Smf, 2 Assoc, 1 Corp, 1 dmc		
Lost Business, # of Groups:	3	4	

<u>Arrived in the month</u>	<u>November-13</u>	<u>November-12</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$13,351	\$14,643	-9%
Projected Commission:	\$0	\$732	-100%
Room Nights:	75	145	-48%
Number of Delegates:	40	62	-35%
Arrived Group Types:	1 Assoc.		

<u>Monthly Detail/Activity</u>	<u>October-13</u>	<u>October-12</u>	
<u>Number of Groups Booked:</u>	7	2	
Revenue Booked:	\$163,439	\$59,386	175%
Projected Commission:	\$12,807	\$3,055	319%
Room Nights:	1080	585	85%
Number of Delegates:	473	225	110%

	5 Corp, 1 Smf,	
Booked Group Types:	1 Corp.	1 Corp, 1 Smf
Lost Business, # of Groups:	2	2

<u>Arrived in the month</u>	<u>October-13</u>	<u>October-12</u>	
Number of Groups:	5	6	
Revenue Arrived:	\$158,725	\$165,774	-4%
Projected Commission:	\$13,718	\$5,482	150%
Room Nights:	980	1185	-17%
Number of Delegates:	675	735	-8%
Arrived Group Types:	2 Assoc, 1 Smf 1 Non-Profit, 1 TA	2 Assoc., 2 Smf, 2 Film crew	

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

<u>Arrived in the month</u>	<u>September-13</u>	<u>September-12</u>	
Number of Groups:	12	8	
Revenue Arrived:	\$848,564	\$124,013	584%
Projected Commission:	\$78,408	\$13,900	464%
Room Nights:	4052	689	488%
Number of Delegates:	2148	347	519%
Arrived Group Types:	4 Corp, 2 Assoc., 1 Govt. 1 Film Crew, 4 Smerf	4 Corp., 2 Assoc 2 Smerf	

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

<u>Arrived in the month</u>	<u>August-13</u>	<u>August-12</u>	
Number of Groups:	15	6	
Revenue Arrived:	\$552,037	\$372,770	48%
Projected Commission:	\$31,949	\$23,733	35%
Room Nights:	2457	2033	21%
Number of Delegates:	1064	656	62%
Arrived Group Types:	6 Corp, 7 Assoc, 1 Smf 1 Film crew	2 Corp, 2 Assoc. 1 Smf 1 Film crew	

<b>Monthly Detail/Activity</b>	<b><u>July-13</u></b>	<b><u>July-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>6</b>	<b>9</b>	
Revenue Booked:	\$45,413	\$168,743	-73%
Projected Commission:	\$2,247	\$6,118	-63%
Room Nights:	369	953	-61%
Number of Delegates:	328	379	-13%
	4 Assoc., 6	5 Corp, 1	
Booked Group Types:	Smf, 1 Govt.	Assoc, 3 Smf	
Lost Business, # of Groups:	4	4	
<b><u>Arrived in the month</u></b>	<b><u>July-13</u></b>	<b><u>July-12</u></b>	
Number of Groups:	10	2	
Revenue Arrived:	\$177,016	\$82,912	113%
Projected Commission:	\$5,685	\$0	
Room Nights:	1256	426	195%
Number of Delegates:	1086	192	466%
Arrived Group Types:	3 Assoc, 5 Smf, 1 Corp, 1 Govt.	1 Corp, 1 Assoc.	

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

<b>For 2014/15:</b>	<b>\$1,744,389</b>	<b>(Goal)</b> <b>\$2,000,000</b>
<b>For 2015/16:</b>	<b>\$4,137,968</b>	<b>\$4,000,000</b>

**NUMBER OF LEADS Generated as o 2/28/14:**

<b>Total Number of Leads Generated in Previous Years:</b>	<b>117</b>
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

**Monthly Report February 2014**

**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 13/14</u>	<u>FY 12/13</u>	<u>Variance</u>
Total Revenue Booked as of 2/28/14:	\$475,963	\$558,230	-15%
Forecasted Commission for this Revenue:	\$7,411	\$14,836	-50%
Number of Room Nights:	4270	5587	-24%
Number of Delegates:	1327	2147	-38%
Annual Commission Projection:	\$10,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>February-14</u>	<u>February-13</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>February-14</u>	<u>February-13</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$15,717
Projected Commission:	\$0	\$0
Room Nights:	0	102
Number of Delegates:	0	70
Arrived Group Types:		1 TA

<u>Monthly Detail/Activity</u>	<u>January-14</u>	<u>January-13</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$1,350	\$20,943	-94%
Projected Commission:	\$202	\$644	-69%
Room Nights:	20	130	-85%
Number of Delegates:	25	85	-71%
Booked Group Types:	1 Corp.	1 Assoc. 1 Smf	

<u>Arrived in the month</u>	<u>January-14</u>	<u>January-13</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:		



<b>Monthly Detail/Activity</b>	<b><u>December-13</u></b>	<b><u>December-12</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>December-13</u></b>	<b><u>December-12</u></b>
Number of Groups:	1	1
Revenue Arrived:	\$382,681	\$401,031
Projected Commission:	\$0	\$0
Room Nights:	3769	4345
Number of Delegates:	1000	1200
Arrived Group Types:	1 Corp.	1 Corp.

<b>Monthly Detail/Activity</b>	<b><u>November-13</u></b>	<b><u>November-12</u></b>
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>0</b>
Revenue Booked:	\$28,800	\$0
Projected Commission:	\$4,320	\$0
Room Nights:	93	0
Number of Delegates:	30	0
Booked Group Types:	1 Smf.	

<b><u>Arrived in the month</u></b>	<b><u>November-13</u></b>	<b><u>November-12</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-13</u></b>	<b><u>October-12</u></b>	
<b><u>Number of Groups Booked:</u></b>	<b>1</b>	<b>2</b>	
Revenue Booked:	\$9,841	\$18,731	-47%
Projected Commission:	\$1,476	\$426	246%
Room Nights:	105	167	-37%
Number of Delegates:	35	113	-69%
Booked Group Types:	1 Corp.	1 Corp., 1 Tour t	

<b><u>Arrived in the month</u></b>	<b><u>October-13</u></b>	<b><u>October-12</u></b>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$8,573
Projected Commission:	\$0	\$0
Room Nights:	0	66
Number of Delegates:	0	180
Arrived Group Types:		1 Smerf

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

<b><u>Arrived in the month</u></b>	<b><u>September-13</u></b>	<b><u>September-12</u></b>	
Number of Groups:	1	2	
Revenue Arrived:	\$5,046	\$10,648	-53%
Projected Commission:	\$756	\$1,597	
Room Nights:	29	104	
Number of Delegates:	47	75	
Arrived Group Types:	1 Ca Assoc.	1 Assoc. and 1 Smf	

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

<b><u>Arrived in the month</u></b>	<b><u>August-13</u></b>	<b><u>August-12</u></b>	
Number of Groups:	1	1	
Revenue Arrived:	\$8,792	\$31,325	
Projected Commission:	\$1,318	\$4,698	
Room Nights:	48	175	
Number of Delegates:	40	90	
Arrived Group Types:	1 Assoc.	1 Corp.	

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

<b><u>Arrived in the month</u></b>	<b><u>July-13</u></b>	<b><u>July-12</u></b>	
Number of Groups:	4	1	
Revenue Arrived:	\$49,294	\$10,103	
Projected Commission:	\$813	\$1,515	
Room Nights:	311	60	
Number of Delegates:	185	40	
Arrived Group Types:	1 Corp. 1 Assoc. 3 Smf	1 Smerf	

**NUMBER OF LEADS Generated as of 2/28/14: 117**

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

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



## north lake tahoe

Chamber | CVB | Resort Association

April 2, 2014

**Subject:** Monthly Activity Report—March, 2014

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

### A. Capital Investment/Transportation Work Plan Projects—Update

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

- The Summit Coalition Partners are now moving forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions. Committees are meeting the necessary steps to achieve each of these actions.
- A draft environmental analysis has been prepared and is being circulated for review.
- An RFQ is being prepared to solicit a qualified consultant to prepare an economic analysis of the transportation vision. This will require a funding request, once the RFQ process has been completed.
- The Resort Triangle Transportation Vision Coalition will not be meeting in April as it conflicts with the Transportation Workshop tour of Park City. The Coalition will reconvene at its usual time following the May 1<sup>st</sup> TNTTMA meeting.

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

- After agreeing to continue support for the NLTE for the remainder of this FY, the funding partners met to plan for the F.Y. 14/15 service.
- It was agreed to negotiate a new contract starting July 1<sup>st</sup>.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$105,000 of TOT depending on final negotiations with the contractor.
- The contract will be prepared and signed by the Tahoe Transportation District and the operator, with the input of the funding partners.

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

- The TART voucher program that has been available to enhance the Express Ski Shuttle will continue to provide all day, every day lodging

guest service to ski areas on the regular route TART buses. Marketing will continue to support this portion of the service.

- Approximately 180 vouchers have been used for over 300 boardings
- The voucher system is being subsidized by TOT at a cost not to exceed \$20,000
- This program is tentatively being proposed to operate in winter 14/15.

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

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors at its December 10<sup>th</sup> meeting, which will allow operation of the shuttle in 2014.
- Staff, TTD, the operator, and TMA met on February 25<sup>th</sup> to review and assign tasks to be completed to prepare for the upcoming season.
- A water shuttle 2014 program options is being completed for review at the April Committee meeting.

#### **5. SR28/Fanny Bridge Community Revitalization Project**

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.

#### **6. Performing Arts Center**

- At its October 28<sup>th</sup> meeting the Capital Investment/Transportation Committee unanimously recommended funding of up to \$153,000 for the first stage project planning for the Center.
- The Board did approve (5-1-2) a motion to fund \$83,900 of the application and allow the Tahoe Regional Arts Foundation to return to request the rest of the funds after the first steps of stage one can substantiate the probable success of the Center.
- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- The Tahoe Regional Arts Foundation presented a summary of the Business/Operational Plan at the February 24<sup>th</sup> CIT Committee and

at the March 5<sup>th</sup> Board meeting. Recommendation by the Committee and approval by the Board for continuation of Phase One occurred at those meetings.

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

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving funding from the Federal Land Access Program and TOT local match funds.

**8. Tahoe City Winter Traffic Management Program**

- The end of day traffic coning program in Tahoe City has been suspended for the remainder of the ski season due to no traffic congestion occurring on the weekends. A cost savings will be realized and reported upon final accounting.

**9. Night Rider Evening Shuttle Service**

- The Night Rider service has also been suspended one week early for the remainder of the season. Ridership has dropped dramatically during the last two weeks and there was a need to provide a cost savings to stay within budget. After balancing the budget, a cost savings of approximately \$9000-\$10,000 should be realized and applied to the summer Night Rider program.

**10. Research and Planning**

- Expenditures paid in March for previously approved research and planning projects including \$12,000 for site analysis contracted by Placer County to evaluate possible location for Squaw Valley Olympic Heritage Museum. The other expenditure was \$25,000 for the Land Classification and challenge prepared for the Tahoe City Golf Course under the direction of the Golf Course Oversight Committee.

**11. March 24<sup>th</sup> Capital Investment/Transportation Committee Meeting**

- At the Committee meeting, further discussion and recommendation included:
  - Weighting to Assist with Project Priorities
  - Capital Investment/Transportation Work Plan Elements
  - Funding Distribution
  - Assignment of Sub-committee to work through Work Plan Details
- Discussion and recommendation of suggested 2014/15 summer transit budget for purpose of preparing contracts, marketing materials, and funding partner budgets. (see attached proposed transit budget)
- The total budget recommendation for Board consideration will occur at the Committee's April meeting.



- Recommendation to approve up to \$60,000 funding request for Commons Beach Sand Replenishment Enhancement Project. (see item in NLTRA Board packet for April 2<sup>nd</sup> meeting)

**12. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting will be a workshop format on **Monday, April 24th, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNTTMA Board Meeting
- Tahoe City Planning Update
- Olympic Museum Site Review Meeting
- SR 89/Fanny Bridge Workshop
- North Lake Tahoe Express Funding Meeting
- FY 2014/15 Transportation Services Workshop
- Tahoe Transportation District Board Meeting
- Placer County Economic Development Summit
- Resort Triangle Transportation Vision Outreach Committee



**North Lake Tahoe Resort Association Integrated Capital Investment and Transportation Work Plan  
2014-2022 Project Funding Needs**

Transportation Services (T)	Project Code	Service Title	Lead Provider	2013/14 TOT Committed	2013/14 TOT Expended	2014/15-2021/22 Potential \$	2014/15 Budget
APPROVED 2014	T-1	Winter TART 89: North Shore Runs	TART	\$47,250	\$47,250	\$372,000	\$48,700
APPROVED 2014	T-2	Winter Transit- TART 267	TART	\$84,000	\$84,000	\$669,000	\$86,500
APPROVED 2014	T-3	Winter Skier Shuttle-Sugar Bowl	Truckee, TMA, Funding Partners	\$19,000	\$19,000	\$200,000	\$25,000
EXIST REQUEST 2014	T-4 (J-3)	Winter Reg. Coordinated Ski Shuttle	TART, Funding Partners			\$368,000	\$46,000
APPROVED 2014	T-5	Winter Hourly Nighttime Transit Service	TTD, TMA, Funding Partners	\$220,000	\$220,000	\$500,000	\$247,420
EXIST REQUEST 2007	T-6	Winter/Summer Day 30 min Squaw	TART			\$967,000	
EXIST REQUEST 2007	T-7 (T-5, T-10)	Winter Summer Night 30 m Squaw	TTD, TMA, Funding Partners			\$2,414,520	
APPROVED 2014	T-9	Summer Enhanced Daytime N.S.	TART	\$156,600	\$156,600	\$1,370,000	\$164,800
APPROVED 2014	T-10	Summer Hourly Nighttime Squaw	TTD, TMA, Funding Partners	\$150,000	\$150,000	\$300,000	\$155,000
APPROVED	T-11	Year Round 89 Hourly Transit F&S	TART	\$131,250	\$131,250	\$1,030,000	\$135,200
EXIST REQUEST 2007	T-12	Year Round 267 Hourly Transit	TART			\$2,575,000	
EXIST REQUEST 2007	T-13	Year Round Daytime 30m TC to ST	TART			\$1,750,000	
APPROVED 2014	T-14	NLTE Airport Shuttle Year Round	TTD, TMA, Funding Partners	\$105,000	\$105,000	\$720,000	\$105,000
APPROVED 2014	T-18	Winter Traffic Management	Placer County DPW, NLTRA	\$30,000	\$20,000	\$264,000	\$33,000
APPROVED 2014	T-19	Summer Traffic Management	NLTRA, California Highway Patr	\$21,500	\$21,500	\$176,000	\$22,000
EXIST REQUEST 2009	T-20	Reg Traffic Management/Coordinat	NLTRA/Others			TBD	
<b>Transport. Totals</b>				<b>\$964,600</b>	<b>\$954,600</b>	<b>\$13,675,520</b>	<b>\$1,068,620</b>
				<b>CIT Committee Recommended Budget for 2014/15 Summer Transportation Services</b>			
				<b>\$582,000</b>			



## 2014 North Lake Tahoe Tourism Development Master Plan

*(Review and update of 2004 Tourism and Community Investment Master Plan and 1995 Tourism Development Master Plan)*

Chapters	Written	Formatted	Com. Review	Edited
Introduction	X	X	X	X
Issues	X	X	X	X
Vision	X	X	X	X
Management Structure	Needs Future recommendations	X		
Marketing, Visitor Services, Special Events	X	X		
Visitor Facilities	X	X		
Visitor Facilities Opportunities (Big Ideas)	Needs Board and Community Direction			
Transportation	X	X		
Funding and Financial Analysis				
Economic Development / Redevelopment				
Environment				
<b>Appendices</b>				
Organization Flow Chart	X	X		
Transit Vision - LLC	X	X		
Placer County Mobility Plan	Need to obtain from Placer Cty			
Prosperity Plan	X	X		
Market Analysis/ Competitive Analysis	X	X		
Dean Runyon Study – Economic Significance of Travel to North Lake Tahoe	X	X		
Marketing Metrics	X	X		
Events Calendar, Strike Zone Strategy				
Bicycle Trail Master Plan	X	X		
2012/2014 Intercept Research	Complete in Fall 2014			

## **Background**

1. Economic Development/Redevelopment, Environment, and Visitor Facilities Opportunities will be new chapters
2. All other chapters are reviews and updates of existing chapters in the 1995 plan. Where appropriate, language from the 2004 plan has also been utilized.
3. Updates consist of current conditions and future recommendations for each chapter
4. Public Outreach will focus on future recommendations and Visitor Facilities Opportunities
5. Research has been completed in the Dean Runyon study and the Carl Ribaudo Competitive Analysis
6. Research from 2014 Summer Intercept Research has not yet been done; also would be good to have some aggregated data from ski area Intercept Research such as Length of Stay, Daily Spend per Geo area, HHI, etc. for our winter visitor
7. On the Timeline, there is anticipated an additional \$12,500 for design, layout, and printing of the plan and facilitation and presentation materials for public outreach. This will be in the budget for Infrastructure Research and Planning for the 2014/15 fiscal year

## **Board Direction**

- Add or change items on the Visitor Services and Facilities List
- Provide Top Ten checklist to staff
- Two new committee members for the Task Force for Review



## Master Plan

### Visitor Services and Facilities – Possibilities for the Future

- High Altitude Training Center
- Human Powered Sports amenities and signage
- Art in Public Places
- Performing Arts Center
- Water Trail and Amenities
- Interpretive Visitor Center in Kings Beach – possibly with TERC
- Kings Beach Pier and Promenade
- Broadband throughout the basin
- Recreation Center at Lake Shore – indoor & outdoor (swimming pool indoor?)
- Olympic Heritage Museum
- Science Environmental Innovation Incubator & Education Center
- Complete Trail System – Tahoe Truckee triangle
- 2026 Olympic Bid
- Incubator for Human Powered Sports and High Altitude products – R&D, testing
- Winter plowing and year round maintenance of trails and parks
- Large group venue – Conference Center, multi-use
- Private investment incentives / commodities bank
- Sports Complex – diamond and sports fields, volleyball and tennis courts
- Ice Rink at lake shore
- Natural History Museum
- Bike Share Program
- Full Service Nordic Center

### Transportation

- Transit Vision – Peak season 30 minute service and night service, 267 year round, single brand
- Increased Air Service – guarantees or charters
- Gondolas connecting town centers with ski areas
- Light Rail Transit System
- Cross Lake Ferry
- Water Taxi to Sand Harbor and Emerald Bay
- Bus lanes or HOV lanes to ski areas in winter





## 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 2012	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	<b>DONE</b>
September 2012	Develop scope for resource studies needed and/or technical assistance	Ron T.	<b>DONE</b>
January 2013 – delayed until June	Request funding for resource studies from Joint Infrastructure/Transportation	Sandy	Est. \$50,000 <b>Actual - \$29,600</b> <b>DONE</b>
April 2 2014	Strategic Discussion with Board, request for funding to finalize document and prepare presentation materials	Sandy	**Est. \$7,500 (\$4,000 public outreach: advertising, room rental, food & beverage, \$1,500 presentation materials, \$2,000 facilitation)
April 2014	Review reports and recommendations with MP Review Task Force and determine public input process and integration	Task Force	
April 2014	Complete remaining chapters: Financial Analysis, Environmental Resources, Economic Development, Visitor Facilities, and Transportation	Staff, review by Task Force	
May – July 2014	Outreach to selected individuals and groups	Task Force, staff	

August 2014	Adjust Master Plan to reflect all input from CI/T (Joint Committee), resource studies and community outreach	Task Force, staff	
September 3, 2014	NLTRA Board approval		
October 21, 2014	Placer BOS approval and distribute copies to key partners and place on web		**Est. \$5,000 (\$3,400 layout and design, \$1,600 printing and distribution)

\*\* Funding of \$12,500 would be in 2014/15 Research and Planning budget



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## **1995 and 2004 Master Plan Review Process**

Meeting December 14, 2012 1-3 p.m. NLTRA Conference Room

Present: Kali Kopley, Ron Parson, Sandy Evans Hall, Phil GilanFarr, Alex Mourelatos, Ron Treabess, Andy Chapman, Lisa DeRoulet

### **1. Chapters for Review**

- Introduction: Master Plan Mission Statement and 5 Goals – **Sandy**
- Issues – **Sandy**
- Vision – **Sandy**
- Master Plan Management – **Sandy**

#### **Recommended changes:**

- On the Vision chapter, include maintenance as a separate bullet under future vision and combine all the Improvement bullets**
  - In the Management Structure chapter remove the subtitle – 1995 Recommendations PLUS and reword bullet that talks about additional staff to read ‘increase capacity.’**
  - Remove ‘it is’ and replace with action**
- 
- Master Plan Visitor Facilities – **Ron T.**  
**Recommended changes:**
    - Introduction – remove second paragraph with exception of last sentence**
    - Existing situation – simplify language to refer to “organization conducted studies to determine priorities” when talking about prior plans.**
    - Visitor Facilities – re-structure to discuss each area with the following: Current Situation, Desired Objective (end state), and Recommendations**
    - Create a table to show this in a much simpler format**
    - Traveler Information Systems – include language integrating technology - ‘Information Architecture to include web, mobile, Next Bus, digital signage, radio, GPS etc.**
    - Public Parking – include tactic of informing where parking is – signage, mapping, etc.**
    - Parklands and Plazas – include private as well as public funding**
    - Bicycle Trail Systems – include comprehensive elements to Bike Friendly status in the desired objective**

- Wayfinding Signage Program** – consider ways to deal with business center signage ( Lake Forest, Lighthouse, Boatworks, Granlibakken – good examples of inability to sign businesses not on highways)
- Integrated Work Plan** – provide some historical context of where the IWP comes from and how it is used
- **Master Plan and Marketing Program Opportunities** – **Andy C.**  
**Recommended Changes:**
  - Funding and Resource Requirements** – include importance of cooperative marketing programs in leveraging funds through private resources
  - Include marketing for events, infrastructure improvements**

**Add chapter to discuss the following:**

**Chamber/Economic Development** – provide data, education, environmental stewardship

## **2. Chapters needing Consultation**

- **Master Plan Funding / Financial Analysis** – **Consultant** – expert on public funding options through Lisa  
**Recommendations:**
  - Include grant funding for appropriate projects**
  - Include information on TRPA and change in regulations that encourage private investment**
- **Environmental Resources** – **Update to reflect trend to eco-travel and environmentally friendly amenities** – part of **Competitive Market Analysis**
- **Transportation Resources** – **Placer County Update of Mobility Plan, Transit Summit Vision** – **Ron and Sandy**
- **North Tahoe Market Analysis** – **Consultant**
- **Review of Competitive Markets** – **Consultant**
- **Market Realities and Trends** – **Wrap into both above**
- **Alternative Futures** –

## **3. Studies Recommended:**

- Economic Significance of Travel to the North Lake Tahoe Area** – **Dean Runyon and Associates**
- Competitive Analysis** – to include marketing spend, funding sources, summer destinations as well as winter destinations, transportation services and amenity comparison – **RRC**
- Situation Analysis** – **RRC**

**Existing Studies to incorporate:**

- Intercept Research** – **RRC** – **Summer 2012**
- Intercept Research from ski areas for Winter 2011/12**
- Ad Awareness Research** – **Smith & Jones 2012**
- Voter Survey for TOT Renewal**



**4. Timeline**

- 1.1. Timeline is currently 2 months behind schedule. We will move funding for studies through Infrastructure/Transportation Committee in January and to NLTRA Board and BOS in February.**



## Golf Course Oversight Committee Report

### Background:

- The NLTRA recommended \$25,000 be used to conduct a Land Capability Challenge as part of our goals to understand the land assets (details are attached)
- The Land Capability Challenge was presented to the TRPA Hearings officer on March 6 and was continued to March 25 at the request of the League, and property owners
- On March 17 there was a site visit for all concerned parties to discuss the soils science and address questions
- The League has accepted the science and methodology and it is believed that the hearings officer will approve the challenge on March 25.
- The Challenge does find that there is more high capability land than previously charted by earlier TRPA determinations, now at 8.35 acres.
- Once the final determination is made and approved, a full coverage calculation can be made to accurately identify the allowable coverage on the property.
- There is still work to be done to have appropriate portions of the Golf Course brought into the Town Center in the Tahoe City Area Plan, which will be necessary to achieve maximum asset value.
- Development assets on the Golf Course include coverage, high capability land, project area, and potential stream zone or wetlands restoration.
- These assets, once confirmed, can be used to provide benefits to mobility and redevelopment in the commercial core area, which is our goal in providing funds for purchasing the property
- There have been inquiries from adjacent property owners regarding possible partnerships that would involve utilization of some of the aforementioned assets.
- Use of golf course assets within the Tahoe City commercial core may impact the value of the property. This may have to be reconciled if one or more of the partners were to exercise their options to exit the partnership in accordance with the MOU.

### Goals as stated in MOU

- Improve parking and traffic circulation
- Provide a potential site for the construction of visitor amenity capital improvements
- Address water quality in the urbanized core so that individual buildings and parking areas can be reconfigured

- Address air quality in the urbanized core so that individual buildings and parking areas can be reconfigured

**Discussion Question**

**Is the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe City commercial core consistent with our goals as stated in the MOU, understanding that there may be impacts to the value of ownership shares of the partners in the future?**



TAHOE CITY PUBLIC UTILITY DISTRICT

MEMORANDUM

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**TO:** Tahoe City Golf Course Oversight Committee      **DATE:** March 12, 2014

**FROM:** Jon Le Roy, P.E. Planning Engineer      **SUBJ:** Update - Tahoe City Golf Course TRPA Land Capability Verification

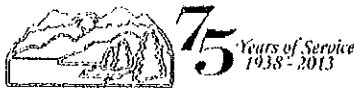
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The Land Capability Challenge (LCC) for the Tahoe City Golf Course was presented to the TRPA Hearings Officer this past Thursday, March 6th. The meeting was attended by TRPA staff, the League to Save Lake Tahoe, consultant Jan Brisco (phone), property owners bordering the Tahoe City Golf Course (in-attendance and via phone), the TCPUD General Manager and myself.

Per the request of the League to Save Lake Tahoe, Jan Brisco, and the property owners, the Hearings Officer agreed to allow a Continuance to the LCC and set a new hearing date. The new TRPA Hearing will be held at the TCPUD Administration Office on Tuesday, March 25, 2014 at 11 am. The Continuance was based primarily on requests for more time to review the TRPA staff report and the soils science related to the determinations. Neither TRPA nor TCPUD staff objected to the additional hearing and have subsequently mailed the new Notice of Application and Public Hearing to all properties within 300-ft of the golf course.

Additionally, TCPUD has scheduled a site visit for the concerned parties to specifically address the soils science behind the proposed Land Capability zones. TRPA staff and the independent Consulting Soil Scientist (Denny Churchill) will be in attendance to educate the participants and discuss the approach, methodology, and findings supporting the TRPA staff summary. This meeting is scheduled for Monday, March 17<sup>th</sup>, 2014 at 11 am, at the Tahoe City Golf Course.

The attached memo from Matt Homolka was written prior to the March 6<sup>th</sup> meeting and the subsequent Continuance. The Land Capability zones presented in the table reflect our current expectation and calculation of the areas per Land Capability zone.



**TAHOE CITY PUBLIC UTILITY DISTRICT**  
**MEMORANDUM**

**TO:** Tahoe City Golf Course Oversight Committee      **DATE:** March 7, 2014

**FROM:** Matt Homolka, P.E.  
District Engineer/  
Assistant General Manager      **SUBJ:** Tahoe City Golf Course  
TRPA Land Capability Verification

In January, the TCPUD submitted a TRPA Land Capability Verification application to TRPA for the entire Tahoe City Golf Course (TCGC) property. Field work by TRPA was completed in the late spring. In late June, we received TRPA's land capability determinations and mapping. At the July Oversight Committee meeting, TRPA's findings were reviewed.

At that July meeting, TCPUD received authorization to prepare an independent soil investigation to verify TRPA's findings. Denny Churchill/Consulting Soil Scientist was contracted to prepare the investigation. All associated field work was completed in October. Mr. Churchill's findings were different than TRPA's original determinations. A Land Capability Challenge application was submitted to TRPA in October.

Since that time, TCPUD staff, Mr. Churchill and TRPA staff have been working to finalize the Land Capability maps and provide information in support of the TRPA staff recommendation. The Land Capability Challenge was heard and approved at the March 6<sup>th</sup> TRPA Hearings Officer hearing.

The following table provides a comparison of the Land Capability zones at various stages of this process. The last column is the final TRPA-approved Land Capability area.

Land Capability District	TRPA Determination (July) (Acres)	TRPA Determination (Baily) (Acres)	TRPA-Approved (Challenge) (Acres)
Class 1b (SEZ)	42.40	41.77	32.12
Class 3	0.00	0.00	4.80
Class 4	0.00	0.00	0.39
Class 5	3.00	3.88	8.35
Class 6	1.06	0.00	0.00
<b>Subtotal</b>	<b>46.46</b>	<b>45.65</b>	<b>45.65</b>
Access Easement (1b/SEZ)	NA	0.63	0.18
Access Easement (Class 3)	NA	0.00	0.52
Access Easement (Class 5)	NA	0.18	0.10
<b>Totals</b>	<b>46.46</b>	<b>46.46</b>	<b>46.46</b>

With the Land Capability process complete, TCPUD will continue work on verification of existing coverage on the property.



## **Staff Report for Board**

**Subject:** Legislative Platform Principles

**From:** Sandy Evans Hall, Executive Committee and County Staff approved

### **Decision Considerations:**

- The current year contract with Placer County stipulates the following:  
“The RESORT ASSOCIATION shall create and implement an annual Board-approved legislative platform consistent with Placer County policies, and approved by the County Executive Officer, not later than its September 2013 meeting.
- This platform has not changed from the Executive Committee and County Staff approved Legislative Platform that was approved by the board in February 2013.
- In addition to the platform, the County has also asked that a list of employees or representatives that are represented on regional or local bodies. That information is also attached in this packet.

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

**Staff Recommendation:** Approve



## **North Lake Tahoe Chamber Resort Association**

### **2014 Legislative/Regulatory Platform Key Principles**

1. Encourage and seek legislation that facilitates orderly economic expansion and growth of the tourism industry and other economic initiatives identified in the Economic Prosperity Plan and Placer County Road Map and increases the opportunity for discretionary revenues and programmatic and financial flexibility for the Resort Association and County.
2. Oppose legislation that significantly impedes, or prohibits, or increases costs to tourism businesses in North Lake Tahoe without creating significant economic benefit to those businesses.
3. Support legislation that protects the North Lake Tahoe environmental quality of life, its diverse natural resources, wildlife habitat and lake clarity while also enhancing the socio-economic quality of life of the residents.
4. Encourage and seek legislation that provides tax and/or funding for redevelopment, public transportation, environmental mitigation programs, trails and other infrastructure development.





## **Employees and Representation on Local and Regional Bodies:**

### **Sandy Evans Hall**

Tahoe Prosperity Center, Executive Board member  
NTBA, TCDA – Board member  
WACVB – Member  
WACE – Member  
Placer County ED – Executive Board member  
Orthopedic and Sports Medicine Advisory Council – Member  
Leadership Truckee Tahoe – Coordinating Committee  
Lake Tahoe Partnership – Member  
North Lake Tahoe Marketing Cooperative – Board Member

### **Ron Treabess**

Placer County LAFCO – Board Member  
Placer County Transportation Planning Agency – Board Member  
TCPUD – Elected Board Member  
TTD – Board Member  
TNT-TMA – Board Member  
Lake Tahoe Partnership – Member

### **Andy Chapman**

Tahoe Prosperity Center – Board Member  
Visit California – Marketing Committee Member  
Sierra Ski Marketing Council – Board Member  
Regional Marketing Council – Board Member  
WACVB – Member  
High Sierra Visitors Council – Board Member



**Product Development Scope of Work**  
**May 2014 – September 2014**  
**Request for: \$50,000**

High Notes

Purpose

To promote the variety of live music events taking place around the North Shore of Lake Tahoe, Squaw Valley and Northstar California throughout the summer season. Geared specifically to those looking for a live music experience, this campaign would strengthen the already existing NLTRA program by bringing it in-market with the same recognizable creative campaign used out-of-market.

Strategic Goals

- Strengthen existing NLTRA High Notes program via in-marketing campaign
- Simplify user experience when searching live music events through NLTRA in-market mobile site
- Increase visitation to live music events in the North Lake Tahoe region

Budget

- \$20,000

Action Items

- Create High Notes button on front page of GoTahoeNorth.com in-market mobile site to directly link visitors to the High Notes calendar
- Create filters within Events Calendar on GoTahoeNorth.com so visitors can easily decipher live music events
- Launch in-market media buy to promote High Notes encompassing the following media formats – radio, print, television, digital, social media and printed collateral
- Establish role of NLTRA staff in campaign management

Key Performance Indicators

- Increased visitation to live music events over prior year
- In-market visitation to GoTahoeNorth.com

## Peak Your Adventures

### Purpose

“Peak Your Adventures” is the summer campaign to “Tough the Lake”. The purpose is to promote North Lake Tahoe activation beginning Memorial Day Weekend through October, to specifically drive summer visitors to the mountain Resort destinations, Squaw Valley and Northstar California, while also increasing engagement on the North Lake Tahoe Facebook page.

### Strategic Goals

- Increase summer visitation to mountain communities, specifically Squaw Valley and Northstar California.
- Bridge the Tough the Lake and Peak Your Adventures campaigns to create a year-round campaign to drive in-market visitors to explore the entire region during their stay.
- Grow participation in social media campaign emphasizing the beauty and uniqueness of the North Lake Tahoe Region.
- Increase reach of the North Lake Tahoe Facebook page developing an in-market information delivery mechanism for North Lake Tahoe Visitors

### Budget

- \$30,000

### Action Items

- Reimagine social media photo contest with monthly raffle drawings and mobile optimization to increase participation
- Contract with 3<sup>rd</sup> party social media agency to develop, set-up, and manage the social campaign including creative, campaign management, social media advertising buys, PR and earned media opportunities, and campaign analytics monitoring and recap
- Launch in-market media buy to promote Peak Your Adventures encompassing the following media formats – radio, print, television, digital, social media and printed collateral

### Key Performance Indicators

- Participation in social media photo contest through contest entries
- Likes and mentions of campaign Facebook page
- Campaign analytics



March 24, 2014

**Subject:** Commons Beach Enhancement Sand Replenishment Funding Request

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

**Staff Recommendation:**

- That the NLTRA Board approve and recommend to the Placer County Board of Supervisors, the Tahoe City Public Utility District TOT Infrastructure funding request of up to \$60,000 for a one-time sand replenishment project to enhance the recreational experience at one of North Lake Tahoe's most highly visited areas.

**Background:**

- The TCPUD was the lead agency for the Tahoe City Commons Restoration Project in 2003. This included securing full funding for the restoration on behalf of the visitors and community.
- The TCPUD has maintained the Commons facilities for Placer County and the North Lake Tahoe community since 1949. Over the last 10 years, TCPUD has provided an annual average subsidy of \$82,000 more than Placer County's maintenance contract contribution of \$55,000 to TCPUD for maintaining Commons Beach.
- As a result of the level of maintenance, the life of the beach and condition of facilities has remained in a condition which attracts more visitors each year for a wide variety of outdoor activities.
- Commons Beach attracts approximately 250,000 visitors annually of which 82% are destination visitors from out of the North Lake Tahoe area.

**Decision Considerations:**

- This 2014 TOT funding request will be up to \$60,000 for sand replenishment along Tahoe City's Commons Beach. (See attached TCPUD Capital Investment Infrastructure Funding Request)
- It is understood that any funding is contingent on all required permits being in place.
- Matching funding is provided by TCPUD through \$80,000 average annual contribution to Commons Beach maintenance and to continue obligation for this level of maintenance
- Project has been in Work Plan waiting for a low lake level to do proper replenishment.
- Commons Beach is a main stop along the Lakeside Trail System and easily accessible by North Shore, West Shore, Truckee River, and Squaw Valley trail systems.
- Commons Beach provides great access to human powered activities including swimming, kayaking, paddle boarding, hiking, running, and biking.

- There is also the opportunity for visitors to have group functions, weddings and attend special events, such as North Lake Tahoe celebrations and the popular concerts on the beach.
- No additional funding is anticipated as TCPUD will continue to maintain Commons Beach for the community on behalf of Placer County.
- TCPUD has retained a local consultant for design and permitting, and intends to hire a local contractor for any work not performed in-house.

#### **Capital Investment/Transportation Committee Action**

- After much discussion at its March 24 meeting, the CI/T Committee approved a motion to recommend up to \$60,000 be allocated as a capital investment project for one-time sand replenishment to enhance the recreational experience at Commons Beach. The motion was passed: 4 in favor/ 3 against/ 2 abstentions/ 1 recuse. Two other members had left the meeting prior to this agenda item. The discussion comments included:
  - Great project, 250,000 visits a year, 82% of which are destination visitors
  - This is County land, what is County's position, has applicant discussed with County, does County/TCPUD agreement deal with expenditures of this type? (Jennifer Merchant is checking with County facilities)
  - If this is County land, why is the County not contributing? (TOT funding is a County contribution)
  - Is TCPUD providing any matching funds? (TCPUD has paid for design and permitting, and contributes over \$80,000 a year to maintain Commons Beach)
  - Placement of sand on beach may not be "green". (This has been permitted in the past by all agencies with use of approved sand. Originally, turf was removed to put down sand, which was deemed to be a cleaner alternative)
  - Does this project need to be done at this time? (Project can be accomplished more efficiently when lake level is low)
  - Will TCPUD be able to get permits? (Application says so, but any funding is contingent on all permits being in place)

#### **Meets Tourism Master Plan/Funding Strategy Criteria:**

- **Criteria of High Importance (High Priority)**
  - **Supports NLTRA key core function areas and strategic goals**  
 Human powered sports and activities  
 Regional transportation vision  
 Advancement of tourism economy
  - **Supports regional special events**
- **Criteria of Importance (Medium Priority)**
  - **Included within multiple Work Plan Project Groupings-Trail Systems, Recreation Amenities, Parklands**
  - **Trail related requiring maintenance/operational funding**
    - **TOT helped to originate Commons Beach Restoration**
    - **Substantially serves visitors- 82% of 250,000 annual visits,**
    - **Matching funding available-design, permitting, maintenance**
- **Criteria for Consideration (Lessor Level of Priority)**
  - **Provides a better visitor experience**
  - **Project partners and funding ready to go**

INFRASTRUCTURE COMMITTEE  
REQUEST FOR TOT CAPITAL INVESTMENT INFRASTRUCTURE FUNDING



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

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

**PROJECT INFORMATION**

1. Project/program name: **Commons Beach Enhancement Project**
2. Brief description of project/program:  
**Commons Beach, owned by Placer County, is a jewel of Tahoe City. Commons Beach serves as a gateway to all visitors entering the Lake Tahoe Basin from SR89. Located lakeside in the heart of Tahoe City, Commons has many features including a beach, a playground, picnic areas, and a large grass area, all of which was restored in 2003. It is one of the most heavily used beach access points in North Lake Tahoe and it is the closest beach/park to Squaw Valley and Alpine.**

The beach area at Commons offers visitors convenient access to human powered sports including paddleboards and kayaks on Lake Tahoe. There is access to the TCPUD bike trail network that runs alongside the park and connects visitors to downtown Tahoe City businesses. Commons Beach is also the host site of the free summer concert series and movies in the park, which both draw a high percentage of visitors.

The sand at Commons is being transported away from the beach area due to prevailing winds and currents. This detracts from the visitor experience. Presently, the level of the Lake Tahoe is low which makes it an opportune time to replenish the sand.

The Commons Beach Enhancement Project will improve the conditions at the beach area and make it more aesthetically pleasing to visitors of North Lake Tahoe. The project will enhance their overall experience in North Lake Tahoe.

**FINANCIAL INFORMATION**

1. Total project cost **\$60,000**
2. Total TOT funds requested **\$60,000**

3. Other funding sources:  
**TCPUD is requesting full funding from TOT as the majority of the beach users are visitors. TCPUD maintains the beach under a contract with Placer County. TCPUD subsidizes the beach operations by approximately \$80,000 per year.**

**(Note: TCPUD conducts annual surveys of several of the recreational facilities that they maintain, including Commons Beach. In 2013, the survey showed that 82% of the users at Commons Beach were visitors; most stated that they were there to swim or be at the beach.)**

4. Will the project require future financial funding?  
**TCPUD does not anticipate that this project will require additional funding in the next 10 years. However, in 10 years, there may be the need to replenish the sand.**

What is the source of the future financial support?

**The large majority of the people who use the beach at Commons are visitors. Therefore, TCPUD may request TOT funds.**

Will this include maintenance needs?

**TCPUD has been the primary custodian for the Tahoe City Commons since 1949. TCPUD will continue to maintain Commons Beach for the community, on behalf of the County.**

5. Provide project proforma and implementation schedule.
6. How will project cost overruns or operating cost shortfalls be funded?  
**The project's budget includes a contingency that will cover any potential overruns.**

#### **QUALIFICATIONS OF PROJECT SPONSOR**

1. Name/address: **Tahoe City Public Utility District, Box 5249, Tahoe City, CA 96145**
2. Financial Capability:  
**For 2014, TCPUD has an \$8.7 million operating budget and is managing \$9.1 million in capital projects.**
3. Experience with projects of similar nature  
**TCPUD has a proven track record maintaining high quality trails, beaches, and parks.**  
  
**In addition, TCPUD has successfully managed over \$20 million in park, trail, and river access projects in the past 10 years.**
4. Objectives of project sponsor  
**Commons Beach offers the largest public beach and park area in Tahoe City/West Lake Tahoe for visitors to enjoy. TCPUD will replenish the sand at Commons. This will enhance the overall recreational experience for those who visit North Lake Tahoe.**

## ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: **250,000 visitors annually**
2. Time of year: **Commons is enjoyed year-round, with the majority of the visitors using the beach in the months of June through September**  
  
**Weekends: 65%**  
**Weekdays: 35%**
3. Number of visitors to be attracted as a result of project/program:  
**250,000 annually**  
  
    % Local: **18%**  
    % Out of area **82%** (Location of visitors includes the SF Bay Area, Sacramento, Reno, Southern California, and destination visitors. )
4. Projected expenditures by out of area attendees (per capita):  
  
    Hotel: **Standard North Tahoe visitation expenditures**  
    Restaurant: **Standard North Tahoe visitation expenditures**  
    Other: **Bicycle rentals, sporting goods rentals and retail sales**
5. How will the project improve or enhance service to the visitor?

**Providing visitors a beautiful public beach and access to the Lake will greatly enhance their overall experience and enjoyment of North Lake Tahoe.**

## COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?  
**There is a huge value to the entire North Shore for this project. The greater Tahoe City area, Squaw Valley and the West Shore all benefit.**  
  
**Commons Beach is located in the heart of downtown Tahoe City and is easily accessible from Squaw Valley and the West Shore on the TCPUD bike trail network.**
2. What region-wide tourism benefits will be created?  
**For the majority of the year, the Lake is the primary draw for visitors to North Lake Tahoe. Commons Beach provides convenient public access to Lake Tahoe as well as access to human powered sports such as cycling, walking, running, paddleboarding, and kayaking.**
3. Will local resources be used to create, design, construct this project?  
**Yes. TCPUD has contracted with Ogilvy Consulting, a local firm, for the design and permitting portion of this project. The District intends to hire a local contractor or perform the remainder of the work in-house.**

4. What types of businesses will receive the greatest economic impact?  
**Restaurants, coffee houses, retail shops, and lodging facilities will receive the greatest economic impact from this project. The primary reason people choose Lake Tahoe as a destination is to recreate. Commons Beach is centrally located in downtown Tahoe City and offers a wonderful recreational amenity for all guests of North Lake Tahoe. In addition to the beach, there is a large, contained playground with a lakeview, picnic tables and a large grass area. Commons is located alongside the bike trail network offering visitors a convenient, off-road connection to local restaurants, retail shops, and lodging facilities.**

Are they supportive of this project?

**The North Lake Tahoe community values all that Commons Beach has to offer and is in support of this project.**

5. Will the project require the addition of governmental service?: **Yes.**

If yes, describe: **The ongoing maintenance costs will be the responsibility of the TCPUD through a maintenance agreement with Placer County.**

How will these costs be funded? **TCPUD ad valorem property taxes are used to subsidize the additional maintenance costs that the County does not cover.**

6. Document the community support for the project

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

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application

**The 2004 North Lake Tahoe Tourism and Community Investment Master Plan states a goal of environmental stewardship and building economic sustainability. It also identifies that maintaining the qualities of clean water, fresh air, scenic beauty, open space, abundant plant and animal life, and opportunities for public recreation are elements that attract residents and visitors to the region. This project supports the goals of building economic sustainability and opportunities for public recreation by providing a spectacular recreational amenity that attracts visitors to North Lake Tahoe and retains them.**

**Additionally, the master plan states "investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services." The Commons Beach Enhancement project improves the appearance of the beach area making it more aesthetically pleasing to visitors.**

**The Commons Beach Enhancement Project:**

- **is consistent with the NLTRA's 5-year strategic goals**
- **will strengthen the overall tourism economy**



- will increase overnight stays in North Lake Tahoe
- will enhance the visitor experience and economic value for North Lake Tahoe
- will support the overall tourism core function areas of biking, boating, music, and non-motorized water sports

#### **OTHER**

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

**In 2003, TCPUD was the lead agency for the Tahoe City Commons Restoration Project. TCPUD secured full funding for the complete restoration of the Commons on behalf of the community and its visitors.**

**Commons Beach is owned by Placer County and maintained by TCPUD. The District has a maintenance agreement with the County, however this does not cover the full costs of maintaining Commons Beach.**

**TCPUD recognizes the enormous value Commons Beach offers the North Lake Tahoe community and the draw it is for visitors. Therefore, over the past 10 years, TCPUD has subsidized an average of \$82,010 per year with tax dollars to maintain this recreational amenity for all who visit North Lake Tahoe.**

**Attached is a copy of the TCPUD's report that shows the annual subsidy by the District on behalf of the community.**



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of February 28, 2014

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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 1,531 Units ('DestiMetrics Census'\*)

		2013/14	2012/13	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (February) changed by (-12.4%)	Occupancy (February) :	51.5%	58.8%	-12.4%
North Lake Tahoe Average Daily Rate for last month (February) changed by (1.9%)	ADR (February) :	\$284	\$279	1.9%
North Lake Tahoe RevPAR for last month (February) changed by (-10.7%)	RevPAR (February) :	\$146	\$164	-10.7%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (March) changed by (-22.2%)	Occupancy (March)	32.8%	42.2%	-22.2%
North Lake Tahoe Average Daily Rate for next month (March) changed by (4.1%)	ADR (March) :	\$249	\$240	4.1%
North Lake Tahoe RevPAR for next month (March) changed by (-19.0%)	RevPAR (March) :	\$82	\$101	-19.0%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (-0.9%)	Occupancy	42.8%	43.2%	-0.9%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (8.7%)	ADR	\$253	\$233	8.7%
North Lake Tahoe RevPAR for the prior 6 months changed by (7.8%)	RevPAR	\$108	\$101	7.8%
<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 (7.0%)	Occupancy	25.0%	23.3%	7.0%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (2.6%)	ADR	\$227	\$221	2.6%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (9.8%)	RevPAR	\$57	\$52	9.8%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Feb. 28, 2014 vs. Previous Year</b>				
Rooms Booked during last month (February, 2014) compared to Rooms Booked during the same period last year (February, 2013) for arrival February to July has changed by (52.5%)	Booking Pace (February)	7.1%	4.6%	52.5%

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

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.  
The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.  
Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants.  
As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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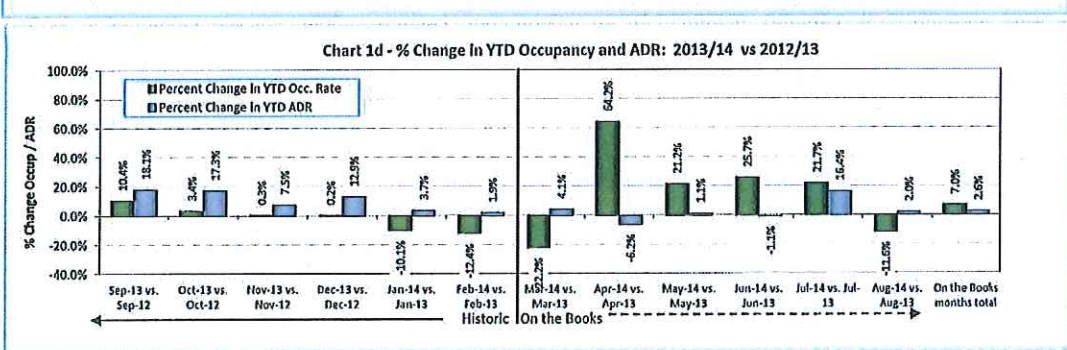
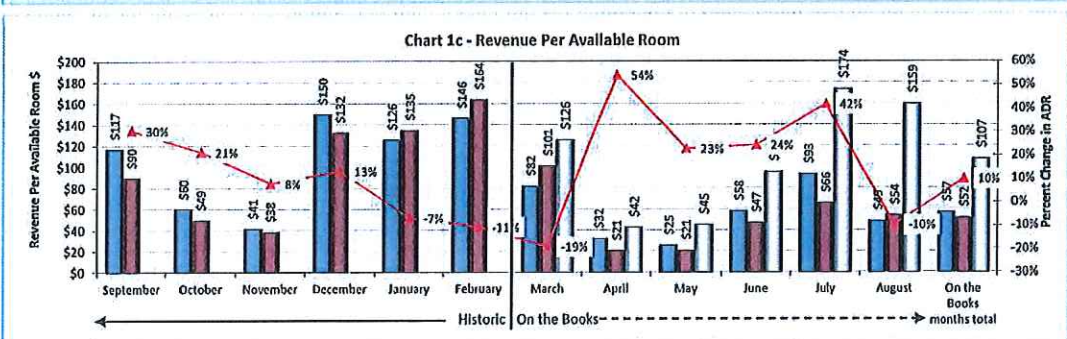
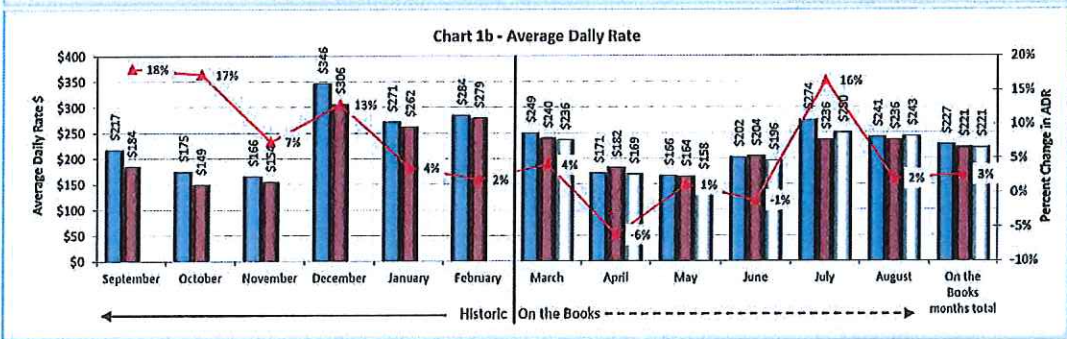
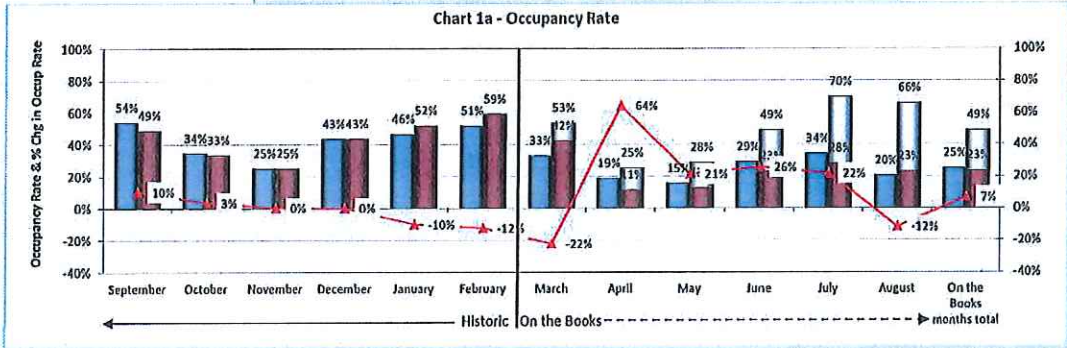
## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of February 28, 2014) vs. 2012/13 YTD (as of February 28, 2013) vs. 2012/13 Historical

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

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■ Historic Actual (2012/13 season)      ■ Data as of February 28, 2014 (2013/14 season)  
■ Data as of February 28, 2013 (2012/13 season)      — Percent Change



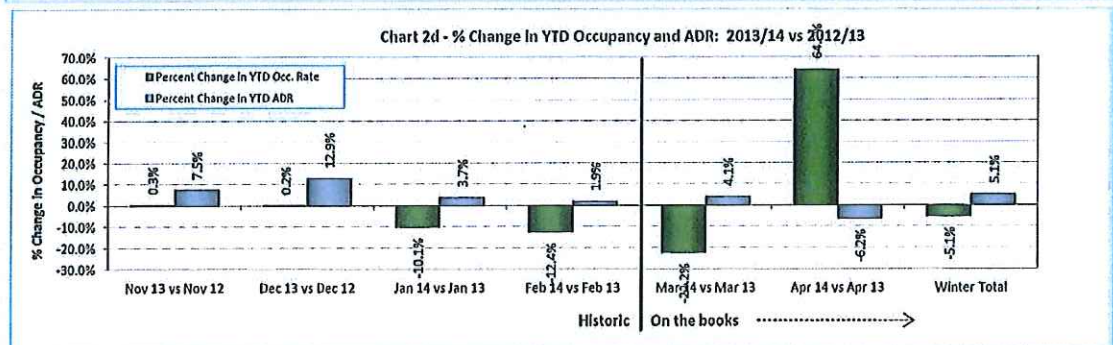
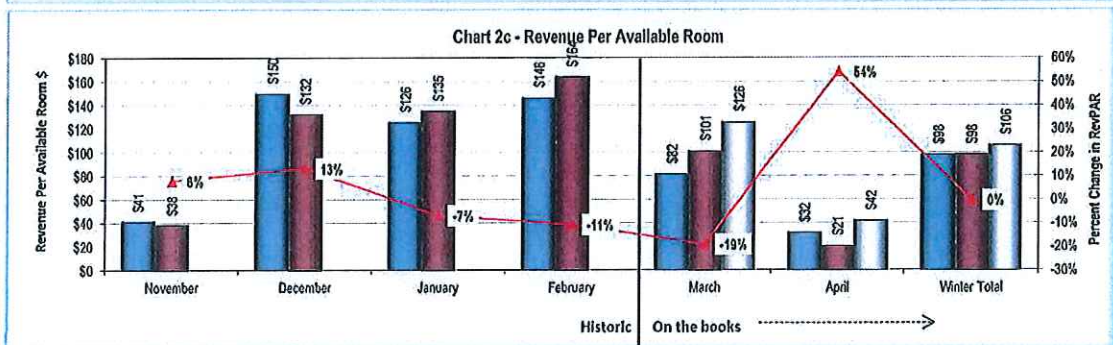
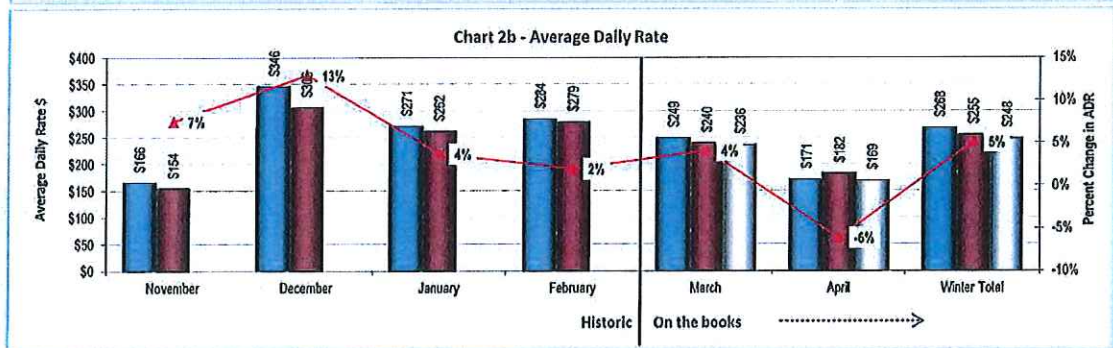
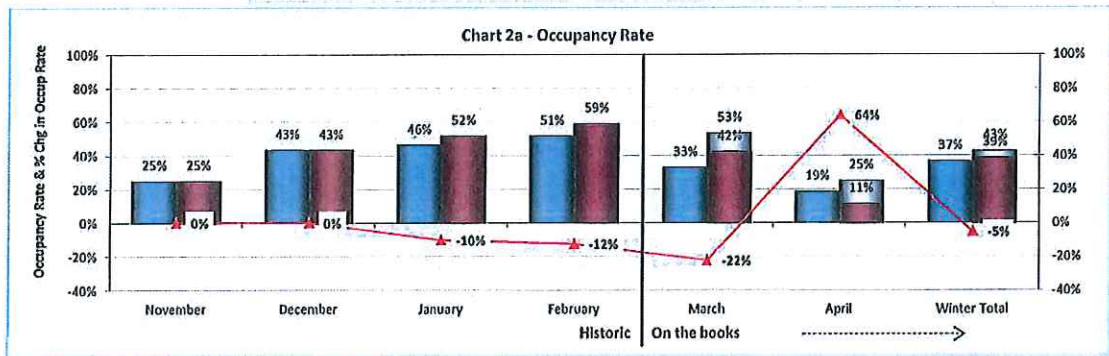


## RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2013/14 YTD (as of February 28, 2014) vs. 2012/13 YTD (as of February 28, 2013) vs. 2012/13 Historical

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

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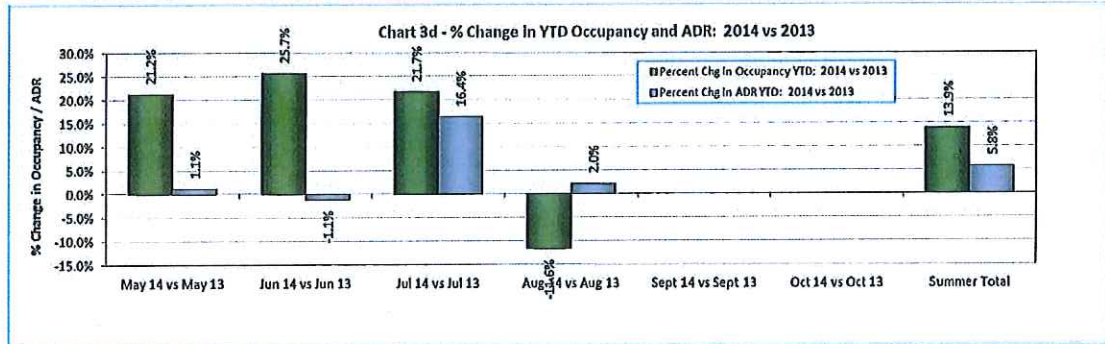
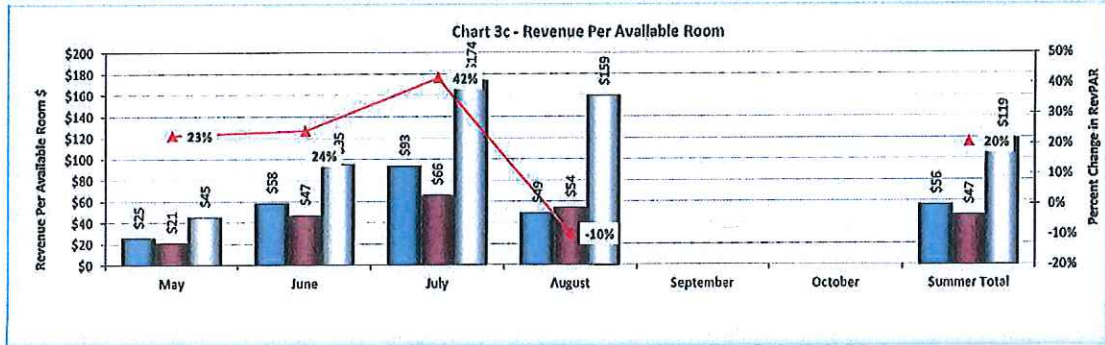
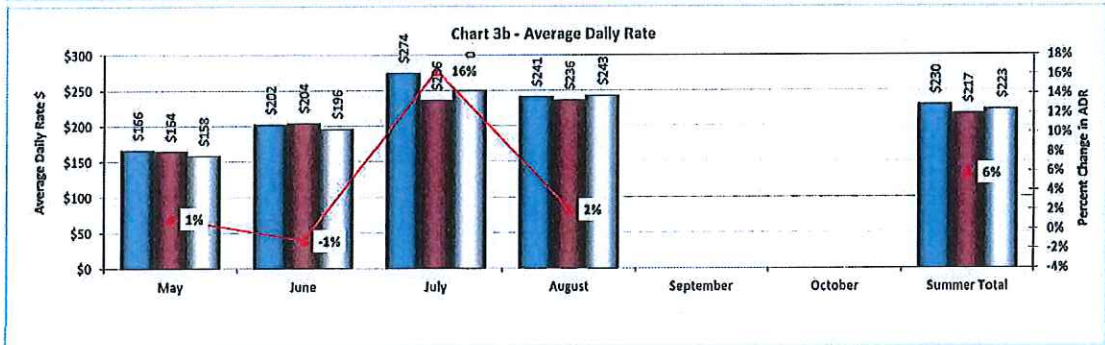
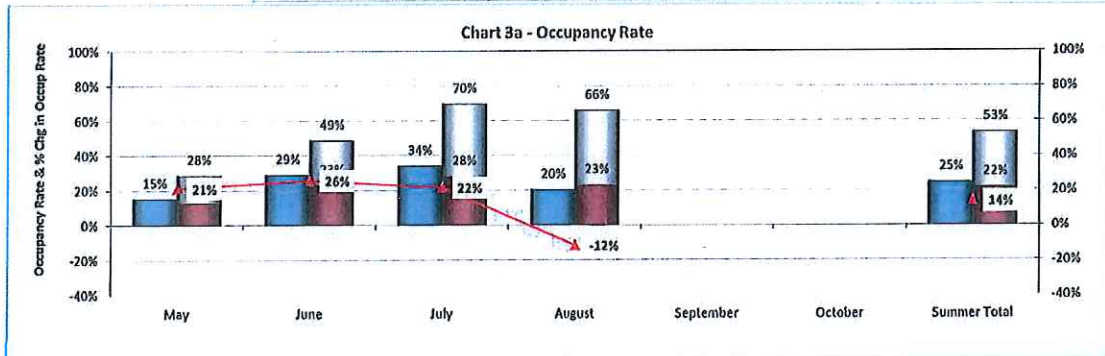




## RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

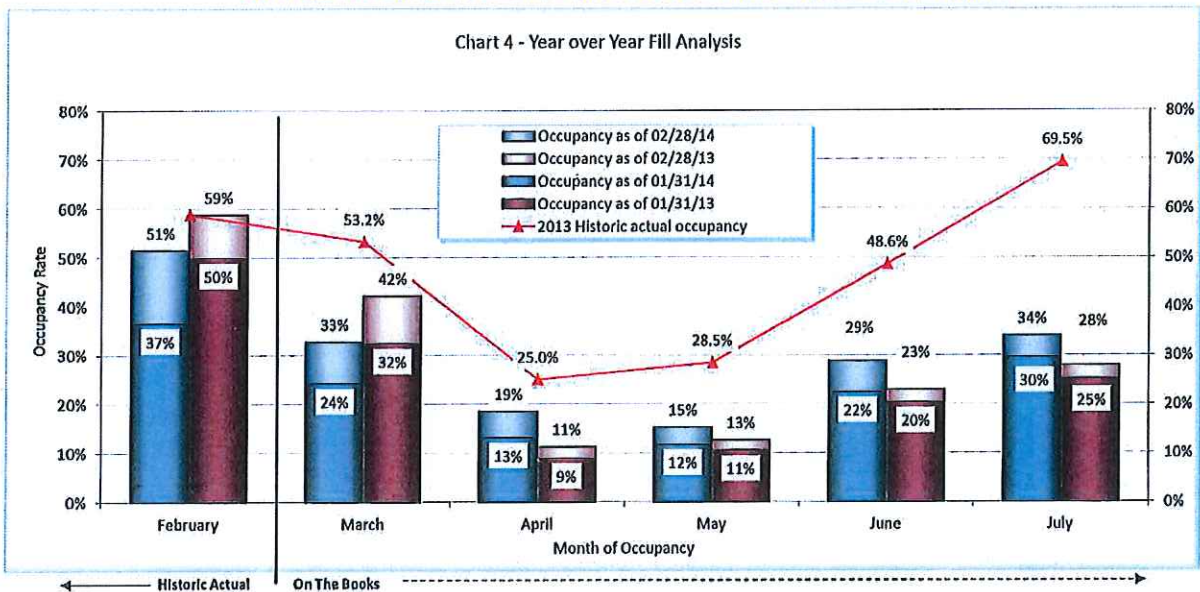
2014 YTD (as of February 28, 2014) vs. 2013 YTD (as of February 28, 2013) vs. 2013 Historical  
**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
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■ Historic Actual (2013 season)      ■ Data as of February 28, 2014 (2014 season)  
■ Data as of February 28, 2013 (2013 season)      —▲— Percent Change



**RESERVATIONS ACTIVITY REPORT**
**SECTION 4 - FILL ANALYSIS**
**2014 Occupancy Pace (as of February 28, 2014) vs. 2013 Occupancy Pace (as of February 28, 2013) vs. same period 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**


Supporting Table for Chart 4 &amp; Change In Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF FEB 28			OCCUPANCY AS OF JAN 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2013 Historic actual occupancy
	Occupancy as of 02/28/14	Occupancy as of 02/28/13	Absolute Change	Occupancy as of 01/31/14	Occupancy as of 01/31/13	Absolute Change	Incremental occupancy booked during Feb. 2014	Incremental occupancy booked during Feb. 2013	Absolute Change In Incremental Fill	Percent Change In Incremental Fill**	
	February	51.5%	58.8%	-7.3%	36.6%	50.0%	-13.4%	14.9%	8.8%	6.1%	
March	32.8%	42.2%	-9.4%	24.3%	32.5%	-8.2%	8.5%	9.7%	-1.1%	-11.8%	53.2%
April	18.6%	11.3%	7.3%	13.2%	9.0%	4.2%	5.4%	2.3%	3.1%	133.6%	25.0%
May	15.3%	12.6%	2.7%	11.8%	10.6%	1.2%	3.5%	2.0%	1.5%	71.3%	28.5%
June	28.8%	22.9%	5.9%	22.5%	20.4%	2.1%	6.3%	2.5%	3.8%	152.0%	48.6%
July	33.9%	27.9%	6.1%	29.6%	25.2%	4.3%	4.4%	2.7%	1.7%	64.5%	69.5%
<b>Total</b>	<b>29.9%</b>	<b>28.9%</b>	<b>1.0%</b>	<b>22.8%</b>	<b>24.2%</b>	<b>-1.4%</b>	<b>7.1%</b>	<b>4.6%</b>	<b>2.4%</b>	<b>52.5%</b>	<b>47.2%</b>

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

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





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5A - SUPPORTING DATA TABLES**  
 Bookings as of February 28, 2014

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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)	# of Properties In Sample
		Occup. Rate as of: February 28, 2014 (2013/14 season)	Occup. Rate as of: February 28, 2013 (2012/13 season)	Percent Change In YTD Occ. Rate		
Month of Occupancy (2013/14 & 2012/13)						
September		53.8%	48.8%	10.4%		11
October		34.4%	33.2%	3.4%		11
November		24.9%	24.8%	0.3%		11
December		43.3%	43.2%	0.2%		11
January		46.3%	51.5%	-10.1%		11
February	Historic Actual	51.5%	58.8%	-12.4%		11
March	On the Books	32.8%	42.2%	-22.2%	53.2%	11
April		18.6%	11.3%	64.2%	25.0%	11
May		15.3%	12.6%	21.2%	28.5%	11
June		28.8%	22.9%	25.7%	48.6%	11
July		33.9%	27.9%	21.7%	69.5%	11
August		20.2%	22.9%	-11.6%	65.8%	11
Grand total		33.7%	33.2%	1.7%	46.0%	11
Historic months total		42.8%	43.2%	-0.9%	43.2%	11
On the Books months total		25.0%	23.3%	7.0%	48.6%	11

AVERAGE DAILY RATE		ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)	# of Properties In Sample
		ADR as of: February 28, 2014 (2013/14 season)	ADR as of: February 28, 2013 (2012/13 season)	Percent Change In YTD ADR		
Month of Occupancy (2013/14 & 2012/13)						
September		\$217	\$184	18.1%		11
October		\$175	\$149	17.3%		11
November		\$166	\$154	7.5%		11
December		\$346	\$306	12.9%		11
January		\$271	\$262	3.7%		11
February	Historic Actual	\$284	\$279	1.9%		11
March	On the Books	\$249	\$240	4.1%	\$236	11
April		\$171	\$182	-6.2%	\$169	11
May		\$166	\$164	1.1%	\$158	11
June		\$202	\$204	-1.1%	\$196	11
July		\$274	\$236	16.4%	\$250	11
August		\$241	\$236	2.0%	\$243	11
Grand total		\$243	\$229	6.4%	\$227	11
Historic months total		\$253	\$233	8.7%	\$233	11
On the Books months total		\$227	\$221	2.6%	\$221	11

REVENUE PER AVAILABLE ROOM		REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)	# of Properties In Sample
		RevPAR as of: February 28, 2014 (2013/14 season)	RevPAR as of: February 28, 2013 (2012/13 season)	Percent Change In YTD RevPAR		
Month of Occupancy (2013/14 & 2012/13)						
September		\$117	\$90	30.4%		11
October		\$60	\$49	21.3%		11
November		\$41	\$38	7.8%		11
December		\$150	\$132	13.1%		11
January		\$126	\$135	-6.8%		11
February	Historic Actual	\$146	\$164	-10.7%		11
March	On the Books	\$82	\$101	-19.0%	\$126	11
April		\$32	\$21	54.1%	\$42	11
May		\$25	\$21	22.6%	\$45	11
June		\$58	\$47	24.3%	\$95	11
July		\$93	\$66	41.6%	\$174	11
August		\$49	\$54	-9.8%	\$159	11
Grand total		\$82	\$76	8.2%	\$104	11
Historic months total		\$108	\$101	7.8%	\$101	11
On the Books months total		\$57	\$52	9.8%	\$107	11





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5b - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of February 28, 2014**

**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 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: February 28, 2014 (2013/14 season)	Occup. Rate as of: February 28, 2013 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	24.9%	24.8%	0.3%	
December	43.3%	43.2%	0.2%	
January	46.3%	51.5%	-10.1%	
February	Historic Actual 51.5%	58.8%	-12.4%	
March	On the books 32.8%	42.2%	-22.2%	53.2%
April	18.6%	11.3%	64.2%	25.0%
Winter Total	36.5%	38.5%	-5.1%	42.7%

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)
	ADR as of: February 28, 2014 (2013/14 season)	ADR as of: February 28, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$166	\$154	7.5%	
December	\$346	\$306	12.9%	
January	\$271	\$262	3.7%	
February	Historic Actual \$284	\$279	1.9%	
March	On the book \$249	\$240	4.1%	\$236
April	\$171	\$182	-6.2%	\$169
Winter Total	\$268	\$255	5.1%	\$248

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: February 28, 2014 (2013/14 season)	RevPAR as of: February 28, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$41	\$38	7.8%	
December	\$150	\$132	13.1%	
January	\$126	\$135	-6.8%	
February	Historic Actual \$146	\$164	-10.7%	
March	On the books \$82	\$101	-19.0%	\$126
April	\$32	\$21	54.1%	\$42
Winter Total	\$98	\$98	-0.3%	\$106





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5c - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of February 28, 2014**

**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 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
	Occup. Rate as of: February 28, 2014 (2014 season)	Occup. Rate as of: February 28, 2013 (2013 season)	Percent Change In YTD Occ. Rate	
Month of Occupancy (2014 & 2013)				
May	15.3%	12.6%	21.2%	28.5%
June	28.8%	22.9%	25.7%	48.6%
July	33.9%	27.9%	21.7%	69.5%
August	20.2%	22.9%	-11.6%	65.8%
September				
October				
Summer Total	24.5%	21.5%	13.9%	53.2%

AVERAGE DAILY RATE	<u>ADR: YTD 2014 VS. YTD 2013</u>			Historic Actual ADR (2013 season)
	ADR as of: February 28, 2014 (2014 season)	ADR as of: February 28, 2013 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)				
May	\$166	\$164	1.1%	\$158
June	\$202	\$204	-1.1%	\$196
July	\$274	\$236	16.4%	\$250
August	\$241	\$236	2.0%	\$243
September				
October				
Summer Total	\$230	\$217	5.8%	\$223

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2014 VS. YTD 2013</u>			Historic Actual RevPAR (2013 season)
	RevPAR as of: February 28, 2014 (2014 season)	RevPAR as of: February 28, 2013 (2013 season)	Percent Change In YTD RevPAR	
Month of Occupancy (2014 & 2013)				
May	\$25	\$21	22.6%	\$45
June	\$58	\$47	24.3%	\$95
July	\$93	\$66	41.6%	\$174
August	\$49	\$54	-9.8%	\$159
September				
October				
Summer Total	\$56	\$47	20.5%	\$119



## north lake tahoe

Chamber | CVB | Resort Association

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

#### April

- |    |                                                                     |               |
|----|---------------------------------------------------------------------|---------------|
| 3  | Chamber Mixer-Stillwater Spa, Hyatt Regency<br>Incline Village, NV  | 5:00pm-7:00pm |
| 22 | Networking Event-Corks & Connections<br>Tahoe City Visitor's Center | 5:30pm-6:30pm |

#### May

- |   |                                                                                                                                                                                                                     |               |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 3 | Kentucky Derby Party<br>Tahoe City Golf-Course-1:00PM<br>\$20 Ticket includes Extravagant Fried Chicken Buffet and 1 Mint Julep<br>\$5 Mint Juleps<br>CASH Prize for best hat or outfit<br>Horse betting for prizes | 1:00pm-4:30pm |
| 8 | Chamber Mixer-Lakeside Pizza<br>Tahoe City, CA                                                                                                                                                                      | 5:00pm-7:00pm |

#### June

- |   |                                                                                                                                                |         |
|---|------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 5 | "Who's Ready for Summer" Luncheon<br>Sunnyside Restaurant Deck<br>\$20 for Members & Their Employees<br>\$30 for Non-Members & Their Employees | 11:30am |
|---|------------------------------------------------------------------------------------------------------------------------------------------------|---------|

Ginger Karl # (530) 581-8764 or [ginger@GoTahoeNorth.com](mailto:ginger@GoTahoeNorth.com)



# MONTHLY MIXER

**NEXT: THUR., APRIL 3**  
**5 TO 7 P.M.**  
Incline Hyatt, Stillwater Spa



**STRENGTHEN +  
WIDEN  
YOUR BUSINESS  
NETWORK**



Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com).



**Appetizers,  
Drinks, Music,  
+ Giveaways**





# MONTHLY MIXER

**NEXT: THUR., MAY 8**  
**5 TO 7 P.M.**  
Lakeside Pizza, Tahoe City



**STRENGTHEN +  
WIDEN  
YOUR BUSINESS  
NETWORK**



Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com).



**Appetizers,  
Drinks, Music,  
+ Giveaways**