



north lake tahoe

Chamber | CVB | Resort Association

May 1, 2013

Subject: Free Skier Shuttle Final Report

From: Ron Treabess, Director of Community Partnerships and Planning

North Tahoe Truckee Free Coordinated Skier Shuttle Final Monitoring Report:

- Attached is the end of season Final Report with evaluation and Passenger Log Counts

Decision Considerations:

- Gordon Shaw, LSC, will present the 2012/13 Final Coordinated Free Skier Shuttle Report with evaluation and recommendations for future consideration
- The Report will be distributed to the funding partners, TNTTMA, and Tahoe Transportation District for discussion and future direction

Tourism Master Plan/Strategic Goals:

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

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

Staff Recommendation:

- No decision is being requested by the Board at this time



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MEMORANDUM

DATE: April 25, 2013
TO: Ron Treabess, North Lake Tahoe Resort Association
FROM: Gordon Shaw, LSC Transportation Consultants, Inc.
RE: North Tahoe Truckee Coordinated Skier Shuttle 2012-13 Program Monitoring Report

This memorandum presents a review of the North Tahoe / Truckee Coordinated Skier Shuttle Program operated on peak days of the 2012/13 ski season. This is intended to provide background materials for decision making regarding operations and funding for the upcoming 2013 season.



Overview

The North Tahoe Truckee Coordinated Skier Service was managed by the Truckee – North Tahoe Transportation Management Association (TMA). This service was operated free-fare, using buses provided and operated by Amador Stage Lines, Inc. under a contract with the Tahoe Transportation District (TTD). The service was operated between December 24th, 2012 and March 31, 2013, on all Saturdays and Sundays as well as all days between Monday December 24th and Friday January 3rd, Monday February 18th and Friday February 22nd, as well as on Monday January 21st (a total of 44 days of operation). (While service was planned to also be provided on December 22nd and 23rd, it was suspended due to a major snowstorm.)

A total of five buses were used to operate three individual routes:

- **Incline Village – Squaw Valley Route** – Two buses serving stops between the Hyatt Resort in Incline Village along the North Shore (SR 28), the Tahoe City Transit Center, Deer Park (transfers to Alpine Meadows Mountain Resort shuttles) and Squaw Valley base area.
- **Northstar – Squaw Valley Route** – Two buses operating between Northstar Castle View intercept parking area and Squaw Valley, with stops at the Truckee Tahoe Airport, lodging properties along the Brockway Road/SR 267 corridor, Truckee Train Station, and the Truckee High School/Middle School. Park-and-ride spaces were available at the

Northstar Castle View Lot, Truckee Tahoe Airport, and Truckee High School/Middle School.

- **West Shore – Squaw Valley Route** – One bus operating between Tahoma and Squaw Valley, with stops in Homewood, Sunnyside, Granlibakken Resort, Tahoe City Transit Center, and Deer Park.

As shown in Table A, runs were timed to provide two trips to the ski resorts in the morning, and two trips away from the ski resorts in the afternoon. They were also timed to provide direct bus-to-bus transfers between the Incline Village – Squaw Valley Route and the West Shore – Squaw Valley Route at the Tahoe City Transit Center (to provide convenient service between the North Shore and Homewood Mountain Resort), and also at the Truckee High School / Middle School between the Northstar – Squaw Valley buses and the free Donner Summit bus service managed by the Town of Truckee.

This route system did not include service between Northstar and Incline Village, due to the final funding agreements. Northstar California operated separate free shuttle service not coordinated with the overall system.

Final agreements to fund and participate in the program were not in place until December 13th, which left little time for advanced marketing of the system.

Service Quantities

In total, 754.2 vehicle service-hours were operated, consisting of 198.4 hours on the Incline – Squaw Valley Route, 245.5 hours on the West Shore – Squaw Valley Route, and 310.2 hours on the Northstar – Squaw Valley Route. A summary of service quantities and ridership is provided in Table B.

Program Management

Day-to-day management of the program was the responsibility of the TMA. In this role, TMA staff conducted the following tasks:

- Developed and distributed Ski Shuttle collateral materials to funding partners, lodging properties, and business partners.
- Placed advertising in print media and social media.
- Coordinated between funding partners and the TTD.
- Prepared and installed Ski Shuttle signage at stops.
- Coordinated and managed provision of Park & Ride lots, including negotiation with the Truckee Tahoe Unified School District for use of the Middle School lot (at no charge), contracting for snow removal, providing A-frame signs, and providing parking coordinator on site.
- Reviewed passenger logs, with continuous weekly reporting and season-end summary.

- Worked with operator regarding service interruptions and notify lodging on any route affected via email blast & follow up phone calls.
- Placed “ambassadors” on buses to provide information and collect feedback.

Ridership

Total ridership for the entire season, as measured in one-way passenger-trips, equaled 3,206. Of these, 2,445 were carried on the Incline – Squaw Valley Route (76 percent), 443 were carried on the West Shore – Squaw Valley Route, (14 percent) and 318 were carried on the Northstar – Squaw Valley Route (10 percent)

Detailed ridership data by day, route and time of day (AM versus PM runs) is provided in Table C. Daily ridership is also shown in Figure A. A review of this data indicates the following:

- Peak ridership occurred on Thursday, January 3rd, with 127 passenger-trips. Ridership was generally highest around New Years, followed by the full week of service in Spring Break. Ridership after mid-March fell substantially. Ridership in the first few days of operation was probably reduced by a snowstorm.
- By route, the totals correspond to an average daily ridership of 55.6 passengers on the Incline – Squaw Valley Route, 10.1 passengers on the West Shore – Squaw Valley Route, and 7.2 passengers on the Northstar – Squaw Valley Route. This pattern is consistent with historic ridership patterns on services privately provided in previous years by the individual resorts.
- Overall ridership was concentrated on the PM runs, which carried 66 percent of total ridership. This proportion varied substantially by route, ranging from 73 percent on the Incline – Squaw Valley Route to 49 percent on the West Shore – Squaw Route, and 39 percent on the Northstar – Squaw Valley Route. This pattern is probably a result of employees using the service to a greater extent in the afternoon (as morning runs were too late to serve most employee start times), and potentially a function of skier groups that start the day at the same time but choose to split up so that some skiers can stay on the slopes longer.
- Overall daily ridership was higher on weekdays (85.9 passenger-trips) than on Saturdays (65.6) or Sundays (65.1). This is not surprising in that the service was only operated on weekdays during peak holiday periods.
- There were no recorded wheelchair boardings over the course of the season.

Table D presents the boarding/alighting passenger activity by stop for the Incline Village – Squaw Valley Route. The most popular AM boarding stop was the Hyatt Resort, with other popular boarding locations in Kings Beach, Tahoe Vista and Tahoe City. The most popular destination was Squaw Valley. In the PM period, the most popular boarding stop was Squaw Valley, while the most popular destinations were Dollar Hill, Tahoe City (across from the Peppertree) and Kings Beach East. This data reflects a modest amount of transfers between routes at the Tahoe City Transit Center. It also indicates that a modest level of use was generated by passengers deboarding in the AM period at stops other than the resorts or the Transit Center (14 percent) or boarding in the PM period at these other stops (10 percent).

Table E presents a similar summary of boarding/alighting by stop and direction for the West Shore – Squaw Valley Route. While total activity was low, the most prevalent pattern was trips between Granlibakken Resort and Squaw Valley, followed by trips between Granlibakken Resort and Homewood. Ridership activity was concentrated at the Squaw Valley, Deer Park, Tahoe City Transit Center, Granlibakken and Homewood stops.

The corresponding boarding/alighting data for the Northstar – Squaw Valley Route is presented in Table F. The most prevalent pattern (among the overall low numbers) was trips between the Truckee Train Depot / Truckee Middle School lot and Squaw Valley, followed by trips between the Truckee area lodging properties and Northstar. The number of passengers traveling between Northstar and Squaw Valley was low (no more than a few passenger-trips per day). Based on this data, the number of persons transferring between this route and the Truckee – Donner Summit route operated by the Town of Truckee was also very low (no more than 13 over the operating season).

Service to the Ritz-Carlton was included in all schedules and other marketing materials. Buses initially served this property but did not generate any ridership. Ritz-Carlton staff then requested (by phone) that service only be provided on request. No requests for service were ever received.

Table G provides a summary of overall ridership at key stops on all routes:

- By **resort**, the preponderance of passenger activity was at Squaw Valley (84 percent of all activity at the four resorts), followed by Alpine Meadows (8 percent) and 4 percent each at Northstar and at Homewood.
- At **transfer points**, the greatest activity was at the Tahoe City Transit Center (412 passenger-trips, or roughly 10 per day), followed by the Truckee Train Station (183) and the Truckee Middle School (95). Only 11 passenger-trips began or ended at the Truckee Tahoe Airport over the course of the operating season.
- Considering only activity on runs towards the resorts in the AM period and from the resorts in the PM period, the busiest stops at **lodging properties** were at the Hyatt (330 passenger-trips), followed by the Peppertree Inn (245), Granlibakken (229) and Ferrari Crown (203).

Passenger Surveys

LSC staffers rode each of the buses for all runs over a full day, distributing survey forms for passengers to complete. A total of 53 surveys were returned, with the majority of the forms completed in the PM period. Table H presents a summary of these onboard survey results. Highlights of these results are as follows:

- Most passengers were traveling in groups of one or two.
- 35 percent were making round-trips on the skier shuttle, while 65 percent were making one-way trips. Of those making one-way trips, most used TART or hitchhiked to complete their trip.

- The majority (83 percent) walked to their bus stop.
- Half of the respondents were using the service to go skiing/boarding, 46 percent were traveling to/from work, while the remaining were shopping/dining or "other."
- Only 24 percent of respondents were visitors (22 percent overnight visitors plus 2 percent day visitors), while 10 percent were permanent residents and 67 percent were seasonal residents. Of visitors, most were from foreign countries and the Bay Area.
- Most passengers learned about the service either by seeing a bus (38 percent) or from lodging staff (33 percent). Print media was cited by 19 percent, while internet / social media was cited by 10 percent.
- When asked to rank a total of eight categories on a scale of 1 (poor) to 5 (excellent), passengers indicated a high level of satisfaction with many of the categories. A "4" or "5" was indicated by 98 percent of respondents regarding the condition of the bus, by 96 percent regarding the driver, by 92 percent regarding location/quality of bus stops and regarding on-time performance, by 88 percent regarding space for gear, by 87 percent regarding convenience of schedule, and by 68 percent regarding the availability of information. Only the "days of service" did not generate a majority of higher marks, with 59 percent indicating a "3" or lower.
- If the service was not available, the preponderance (67 percent) would have made their trip by using TART, 14 percent would have hitchhiked, 9 percent would have drove, and 10 percent would not have made the trip.
- The majority (81 percent) of riders have also used TART, while 57 percent have used the Night Rider, 17 percent have used private ski area shuttles, and 11 percent have used Truckee Transit.
- 79 percent of respondents indicated that they think the service enhances North Tahoe as a ski destination, 17 percent were unsure, and 2 percent responded in the negative.
- Fully 91 percent of the respondents thought that the service should run in future years.

Responses to an open-ended question for suggestions were:

- Provide more frequent service (6 responses)
- Provide service on more days (5 responses)
- Provide service every day (2 responses)
- Go to South Lake Tahoe
- Stop at Alpine and earlier return in the afternoon
- More times in the PM
- More buses on different hours...i.e. for night skiing at Squaw

- Provide later runs
- Give lodges more info
- Better advertising, inform hotels of times and stops
- Better info on where the stops are and times
- Provide service on Fridays, and more runs on weekends
- Stop when people are standing on the side of the road (been passed 3x's)

Online Surveys

An online survey was designed by LSC and posted to a popular online survey site (surveymonkey.com). The survey was available throughout the service period. The availability of this survey was advertised in marketing materials. Unfortunately, only four persons completed the survey, which is too few to provide any firm conclusions. Table I presents the summary of these responses.

Service Quality

Driver logs were summarized to assess how well the service performed with regards to on-time performance and missed runs. Table J presents the available information, by date and route/run. A positive number indicates the minutes the service began or ended behind schedule, while a negative number reflects the service operating ahead of schedule. This data is summarized in Table K. A review of this information indicates the following:

- Some of the drivers did not correctly record their service time on the forms provided to them, as reflected in the "NA" responses. These runs were operated and ridership recorded, but service times were not recorded. This issue was largely (but not entirely) resolved after the first few weeks of service.
- The service got off to a poor start, as evidenced by the number of runs that started significantly behind schedule. As indicated in the driver logs and discussions with the contractor, this reflected a number of factors, including chain requirements on I-80 and SR 267 delaying buses traveling from the contractor's yard in Reno to the beginning of the runs, buses that did not start, and delays along the routes on the busiest days.
- The contractor did ultimately operate all runs, except for one run on which a bus had a mechanical failure (passengers were transferred to the following bus).
- Overall, 95 percent of runs started no more than 5 minutes late, and 80 percent of all runs ended no more than 5 minutes late. Only 4 percent started more than 15 minutes late and only 10 percent ended more than 15 minutes late.
- Traffic delays along the routes were noted by drivers on 13 of the 42 days of service. This was largely identified as traffic delays entering and exiting Squaw Valley or entering Tahoe City from the north. Note that the many runs ending early largely reflects runs that operated ahead of schedule once the bus passed the last pick-up point.

- The schedules generally worked well, with the following exceptions:
 - Less time should be scheduled between Homewood and Sunnyside.
 - More time should be scheduled for passenger loading at Granlibakken.
 - More time should be scheduled for travel between Tahoe City and Squaw Valley.
 - Less time should be scheduled for travel between Tahoe City and Incline Village, particularly in the PM period.
 - Buses were blocked at the Hampton Inn porte cochere on several occasions by autos double parked.

Revenues

Total revenues collected for the 2012-13 program are shown in the top portion of Table L. As shown, the greatest proportion of funds was provided by Squaw Valley/Alpine Meadows, with \$169,000 or 68.8 percent of the total revenues. The NLTRA provided \$65,900 in funds (26.8 percent), while Homewood Mountain Resort provided \$5,700 (2.3 percent) and the Town of Truckee provided \$5,000 (2.0 percent). While the original budget assumed that the Truckee Tahoe Airport District would provide \$1,000 in funding, the District instead chose to provide use of Airport parking for a park-and-ride.

As shown in the bottom portion of Table L, expenses are expected to be \$21,311 below the total revenues. Under the terms of the agreement, any excess funds may be returned to the funding partners (in proportion to the relative funds provided) or retained for funding service in future years (if all agree to the latter). In either case, the excess funds are not applicable to the 2012-13 season. Subtracting the allocated proportion of these excess funds, the NLTRA's total net funding for the 2012-13 season will be \$60,182.

Costs

Table L also presents the costs for the season. Note that the only uncertain cost is for the attorney fees, as a final figure has yet to be provided by TTD. The largest proportion (73.7 percent) was paid to Amador Stage Lines for the provision and operation of the vehicles. This cost reflects the contracted rate of \$219.96 per vehicle service-hour. Overall, 74.5 percent of costs were associated with operations, 11.7 percent were for marketing, 6.7 percent were for TMA administration, and the remaining 7.2 percent were for legal and monitoring costs.

This table also provides a comparison of budget versus actual costs. Overall, the TMA did a good job of adhering to the budget, with expenses coming in \$2,077 (or 1 percent) below budget.

Performance Measurement

Performance measurement is a crucial step in the appropriate allocation of public funds, particularly when (as is the case with the TOT-funded transportation program) there are many competing and diverse uses for limited funds.

A memo from Jennifer Merchant and Will Garner of Placer County dated November 12, 2008 provides some suggested numerical fiscal guidelines ("for discussion purposes only") that can be used as guidance:

- *Passengers per vehicle service hour- First and second years- 5.6 passenger-trips per vehicle service-hour, third year- 8.0 passenger-trips per vehicle service-hour. (TART Routes range from 10.75 to 30.17 for FY 07/08)*
- *Subsidy per passenger- All funding sources \$8.00 (TART 07/08 = \$5.44 systemwide; West Shore is highest at \$9.47 and North Shore is lowest at \$2.65)*
- *Subsidy per passenger - TOT funding should be no more than 75% of all funding sources*
- *Farebox ratio - 10 percent (As a free-fare system, this measure does not apply to the coordinated skier program)*

Using the data discussed above, various performance measures are presented in the bottom portion of Table B, and discussed below. The cost figures assume that attorney fees are \$8,000.

Passenger-Trips per Vehicle Service-Hour

This is a standard measure of the efficiency of a transit program. For the system overall, 4.3 passenger-trips were served per vehicle service-hour. This ranges from 12.3 for the Incline Village – Squaw Valley Route to 1.8 for the West Shore – Squaw Valley route to 1.0 for the Northstar – Squaw Valley Route. As a current point of comparison, the TART systemwide average is presently 14.2, ranging from 3.1 for SR 267 summer service to 10.3 on the SR 89 service and 16.5 on the Mainline Service to 16.8 on the winter SR 267 service.

Operating and Capital Cost/Subsidy per Passenger-Trip

Considering all program costs, and allocated administrative costs by the proportion of vehicle-service-hours, the overall service cost \$69.96 per passenger-trip. (As there is no passenger fare revenue, this is also equal to the overall subsidy per passenger-trip.) This ranges from \$24.13 for the Incline Village – Squaw Valley Route, through \$164.83 for the West Shore – Squaw Valley Route to a sobering figure of \$290.14 for the Squaw Valley – Northstar Route.

As these costs include the provision of vehicles (as part of the service contract), the figures cannot be directly compared with performance measures of other services (such as ongoing public transit routes, as cited in the memo from Placer County) which do not have capital included in these costs. As the contractor was not required as part of their bid to separate bus from operating costs, it is not possible to exactly calculate the operating cost without the bus costs. A reasonable estimate, however, can be made by considering the operating-only costs per vehicle-service hour for other services in the region. These costs are currently roughly \$87 per vehicle service-hour. As the coordinated skier shuttle service requires a relatively high proportion of non-service (or “deadhead” driver hours) to in-service hours, it is appropriate to increase this cost by 25 percent, to \$109 per vehicle service-hour. Comparing this figure with the contractor’s total cost per hour (just under \$220 per vehicle service-hour), an estimated \$111 per vehicle-service hour is associated with the provision of the buses, rather than their operations. Over the course of the season, this corresponds to approximately \$84,000 for the provision of buses. Subtracting the bus-related costs and dividing by the number of passenger-trips, the operating (only) cost per passenger-trip for the overall service is estimated to equal

\$43.86. This ranges from \$15.13 for the Incline Village – Squaw Valley Route to \$103.34 for the West Shore – Squaw Valley Route to \$181.90 for the Northstar – Squaw Valley Route.

Compared with the \$8.00 total subsidy per passenger-trip figure suggested in the Placer County memo, the Incline Village – Squaw Valley Route figure is slightly less than twice this standard, while the overall system is over 5 times this figure.

NLTRA Subsidy per Passenger-Trip

An important consideration to the NLTRA in assessing this program is the fact that NLTRA Transient Occupancy Tax (TOT) funds comprise only 27 percent of the total funding (far below the 75 percent figure identified in the Placer County memo). In considering the effective use of TOT funds, a key measure is the NLTRA subsidy required per passenger-trip. As also shown in Table B, \$18.77 in TOT subsidy was required per passenger-trip for the service as a whole, ranging from \$6.48 for the Incline Village – Squaw Valley Route up to \$77.85 for the Northstar – Squaw Valley Route. While the Incline Village – Squaw Valley Route figure is within the suggest guideline of \$8.00, the other routes (and the system as a whole) exceeds this figure.

NLTRA Subsidy per Non-Employee Passenger-Trip

It can reasonably be argued that, as the key goal of the coordinated skier shuttle program is to serve visitors rather than employees, and as a substantial proportion of ridership was generated by employees, a better measure of the effectiveness of NLTRA funding is to consider the NLTRA subsidy per non-employee passenger-trip. Non-employee ridership was estimated by factoring ridership on each route by the survey data, which indicates that 56 percent of riders were not traveling to/from work. Dividing subsidy by non-employee passenger-trips, \$34.77 in NLTRA subsidy was required per non-employee passenger-trip, ranging from \$12.00 for the Incline Village – Squaw Valley Route up to \$143.93 for the Northstar – Squaw Valley Route.

Summary and Conclusions

Based on the information presented above, LSC Transportation Consultants, Inc. draws the following conclusions:

- After a series of operational problems over the first few weeks of service, the program operated well, with only one uncompleted trip and on-time performance that is reasonable given the challenges of operating along North Tahoe roadways in the winter.
- Ridership was substantially lower than expected, particularly on the West Shore – Squaw Valley and Northstar – Squaw Valley Routes. There are several factors that indicate that long-term ridership would be greater than that seen in this initial service year:
 - New transit services commonly do not reach full ridership potential for several years. A common transit “rule of thumb” is that first-year ridership is 60 percent of ultimate ridership.
 - The late date of the final agreements precluded any meaningful marketing prior to the start of service. This negated the ability of visitors to choose their lodging

property or plan their trip in advance knowing of the flexibility that the shuttle program provided regarding ski area choices.

- Coordinated Skier Shuttle buses were not allowed to use the Northstar Village transit center, but rather were limited to a stop at the Castle Peak parking lot. This required any passengers to/from Northstar to transfer to internal Northstar buses, which reduced the overall attractiveness of the service. Northstar California staff has indicated that this restriction was due to the inability to accommodate full sized buses at the transit center, and that service in future years using a slightly smaller vehicle would be allowed to use the transit center.
- Setting these specific factors aside, it is realistic to conclude that the potential ridership under current conditions is limited. The low ridership is in part a reflection that the use of the private automobile for access to the ski resorts remains relatively convenient. Unlike some other mountain resorts, parking at North Tahoe ski areas is free to the skier¹. Except on the very busiest of days, parking is available at the North Tahoe resorts. Finally, while there is episodic traffic congestion on busy days, shifting from a private car to a bus service does not provide any travel time savings, as the region does not have any HOV/bus lanes or "jump queue" lanes at intersections. As a result, skiers with ready access to a private vehicle have little incentive (in terms of monetary or time savings) to use a transit service, given the time needed to wait for the bus or use a park-and-ride.
- The key market for this program is therefore skiers who do not have ready access to a private vehicle for their ski trip². Examples of this are:
 - Visitors who arrive by non-auto means (North Lake Tahoe Express, charter bus, etc.) and are not staying at a ski resort or choose to ski at another resort.
 - Non-drivers (such as teenagers).
 - Visitors arriving by car in a large party that choose to split up to ski differing areas.

Given that these groups are a minority, advance marketing is particularly important. In particular, travel groups that include members that wish to ski at differing resorts need to have knowledge of the availability of the skier shuttle program when choosing North Tahoe as a ski destination and when choosing their individual lodging property.

- The bulk of the ridership (and thus benefit) of the program was generated by Squaw Valley and Alpine Meadows. However, the program did benefit Homewood Mountain Resort and Northstar California. In particular, the scheduling of service to allow North Shore lodging guests to ski at Homewood (with a transfer at the Tahoe City Transit Center) provided an opportunity not available with previous private skier shuttles.

¹ At both Aspen Mountain and Vail, as examples, there is virtually no free skier parking within walking distance of the ski bases.

² Evidence of this is provided by the results of the onboard survey, where only 10 percent of passengers indicated that they would have driven when asked "How would you have made your trip today without the skier shuttle?"

- The cost-effectiveness of the program could be greatly improved if public funding could be used to purchase a transit fleet. Similar to the BlueGO transit program serving South Lake Tahoe and Heavenly Valley Resort, these buses could be used for differing peak season services in winter and in summer, and potentially could be funded up to 80 percent by Federal transit funding programs. Excluding bus costs would drop overall annual costs by 35 to 40 percent.
- While it is important to review the performance of any transit program, in assessing whether the coordinated skier shuttle program should be operated in future years it is also important to consider how the program serves as an element with other regional goals/strategies, such as:
 - Enhancing the ability to market the region as a single ski destination. In other mountain resort regions, regionwide skier-oriented transit programs have been developed to implement regional marketing strategies.
 - Encouraging a shift from the traditional "drive-up" market to the "fly-in" market, by providing more mobility options for those arriving without a car.
 - Improving the marketability of lodging properties not immediately at the ski base areas (such as Truckee and the North Shore).
 - Helping to address environmental goals, such as reduction in Vehicle-Miles of Travel.
- In assessing future NLTRA participation in the program, it is important to consider that the NLTRA funding leverages other (largely private) dollars at a 3 to 1 ratio.
- If operated in future years, the following are suggested changes to the program:
 - Expand marketing efforts, particularly focusing on getting information to visitors as they make their lodging choices. Marketing through vacation rental firms and homeowner associations could also spur additional use of park-and-rides.
 - Make the modifications to the schedule cited on page 7.
 - Consider adding additional service days in the Spring Break period.
 - Consider stopping the season in mid-March.
 - Consider a single mid-day run on all routes, for persons skiing half-day.
 - Provide service to the Northstar Village Transit Center (using a smaller bus).
 - Do not serve River Ranch, as there is not an adequate travel path for a bus to re-enter traffic in the northbound direction.
 - Only serve the Hampton Inn if a strategy to avoid cars blocking the bus travel path can be implemented.

- Redouble efforts with the contractor and the resorts to minimize employee use of the program, or at least to ensure skiers have first priority to use of the buses.
- Strive to include Northstar California in the program. This would also provide an opportunity to schedule service to Diamond Peak (if they also choose to be part of the program).
- Strive to complete all agreements no later than October 1st.

TABLE A: North Tahoe / Truckee Coordinated Skier Shuttle Schedule

12/13/2012

Note: Not all stops listed		Key Transfer Times						
		ROUTE/BUS					Town of Truckee	
		Skier Shuttle Program (TTD Contract)					Truckee	Truckee
Community	Stops	Squaw Valley	Squaw Valley	Alpine/ Squaw	Incline Village	Incline Village	Summit 1	Summit 2
		Northstar 1	Northstar 2	West Shore	Alpine/ Squaw 1	Alpine/ Squaw 2		
AM Period								
Squaw Valley	East End of Village	7:45						
Tahoma	Post Office			7:50				
Homewood	Homewood Mt Resort			8:00				
Sunnyside	TART Shelters			8:10				
Granlibakken	Porte Cochere			8:15				
Ritz Carlton			8:00					
Northstar	Castle Peak Lot		8:07					
Boreal							7:30	8:15
Royal Gorge	See Truckee Donner Summit						7:50	8:35
Donner Ski Ranch	Schedule for List of All Stops						8:05	8:50
Sugar Bowl (Mt Judah Lodge)							8:11	8:47
Downtown Truckee	Depot		8:30					
Truckee	Old Middle School PnR	8:03	8:35				8:35	
Downtown Truckee	Depot	8:08						
Tahoe City Transit Center	Bay 4			8:25				
Northstar	Castle Peak Lot	8:32						
Ritz Carlton		8:39						
Northstar	Castle Peak Lot	8:46						
Downtown Truckee	Depot	8:11						
Squaw Valley	East End of Village		8:58	8:45				
Truckee (arr)	Old Middle School PnR	8:16	8:16				9:16	
Truckee (dep)	Old Middle School PnR	8:20	8:20					8:20
Downtown Truckee	Depot		8:25					
Sugar Bowl (Mt Judah Lodge)							9:40	
Donner Ski Ranch	See Truckee Donner Summit						9:46	
Royal Gorge	Schedule for List of All Stops						10:01	
Boreal							10:20	
Northstar	Castle Peak Lot		9:50					
Incline Village	Hyatt				8:18	7:45		
Crystal Bay	Billmore (TART Stop)				8:33	8:00		
Kings Beach	Ferari Crown Motel				8:40	8:07		
Tahoe Vista	Red Wolf, Firelight, Cedar Glen				8:42	8:09		
Carmelian Bay	TART Stops				8:48	8:15		
Dollar Hill	TART Stops				8:51	8:18		
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe Marina Lodge				8:55	8:22		
Tahoe City Transit Center	Bays 4 and 5			9:05	9:05	8:32		
Granlibakken	Porte Cochere			9:10				
Sunnyside	TART Shelters			9:15				
Homewood	Homewood Mt Resort			9:30				
Tahoma	Post Office			9:40				
Homewood	Homewood Mt Resort			9:50				
Sunnyside	TART Shelters			10:05				
Granlibakken	Porte Cochere			10:10				
Tahoe City Transit Center	Bay 4			10:15				
Squaw Valley	East End of Village	9:38		10:35	9:25	8:52		
PM Period								
Squaw Valley	East End of Village	4:46		3:38	4:53	4:00		
Tahoe City Transit Center	Bays 4 and 5			4:03		4:20		
Granlibakken	Porte Cochere			4:08				
Sunnyside	TART Shelters			4:13				
Homewood	Homewood Mt Resort			4:28				
Tahoma	Post Office			4:38				
Homewood	Homewood Mt Resort			4:48				
Sunnyside	TART Shelters			4:58				
Granlibakken	Porte Cochere			5:03				
Northstar	Castle Peak Lot		4:44					
Boreal							4:05	
Royal Gorge	See Truckee Donner Summit						4:25	
Donner Ski Ranch	Schedule for List of All Stops						4:40	
Sugar Bowl (Mt Judah Lodge)							4:46	
Downtown Truckee	Depot		5:04					
Truckee (arr)	Old Middle School PnR	5:09	5:09				5:09	5:09
Truckee (dep)	Old Middle School PnR	6:10	5:10				5:10	
Downtown Truckee	Depot	5:15						
Tahoe City Transit Center	Bays 4 and 5				5:13	5:13		
Squaw Valley	East End of Village			5:33	5:33			
Northstar	Castle Peak Lot	5:30						
Ritz Carlton		5:37						
Northstar	Castle Peak Lot	5:44						
Sugar Bowl (Mt Judah Lodge)							5:33	
Donner Ski Ranch	See Truckee Donner Summit						5:39	
Royal Gorge	Schedule for List of All Stops						5:54	
Boreal							6:13	
Tahoe City Transit Center	Bay 4			5:53				
Downtown Truckee	Depot	6:04						
Truckee	Old Middle School PnR	6:09		5:51				
Downtown Truckee	Depot			5:56				
Northstar	Castle Peak Lot			6:16				
Ritz Carlton				6:23				
Tahoe City Lodging	Peppertree, Americas Best Value Inn, Tahoe Marina Lodge				5:17	4:24		
Dollar Hill	TART Stops				5:22	4:29		
Carmelian Bay	TART Stops				5:26	4:33		
Tahoe Vista	Red Wolf, Firelight, Cedar Glen				5:28	4:36		
Kings Beach	Ferari Crown Motel				5:38	4:45		
Crystal Bay	Crystal Bay Club (TART Stop)				5:43	4:50		
Incline Village	Hyatt				6:00	5:10		
Granlibakken	Porte Cochere			5:58				
Sunnyside	TART Shelters			6:03				
Homewood	Homewood Mt Resort			6:18				
Tahoma	Post Office			6:28				
Squaw Valley	East End of Village	6:27						
Total Contract Decimal Hours							Total	
Total In Service Hours		3.57	3.48	5.58	2.23	2.28	17.15	

TABLE B: Summary of Service, Ridership, Costs and Performance

	Incline -- Squaw Valley	West Shore -- Squaw Valley	Northstar -- Squaw Valley	TOTAL
Vehicle Service Hours	198.4	245.5	310.2	754.1
Total Ridership	2,445	443	318	3,206
Estimated Non-Employee Ridership ¹	1,320	239	172	1,731
Operating and Capital Costs	\$59,010	\$73,019	\$92,263	\$224,292
NLTRA Subsidy	\$15,834	\$19,592	\$24,756	\$60,182
Performance Measures				
Passengers per Vehicle Service-Hour	12.3	1.8	1.0	4.3
Operating/Capital Cost per Passenger-Trip	\$24.13	\$164.83	\$290.14	\$69.96
Estimated Operating Cost per Passenger-Trip	\$15.13	\$103.34	\$181.90	\$43.86
NLTRA Subsidy per Passenger-Trip	\$6.48	\$44.23	\$77.85	\$18.77
NLTRA Subsidy per Non-Employee Passenger-Trip	\$12.00	\$81.97	\$143.93	\$34.77

Note 1: Per onboard survey, 46 percent of passengers were traveling to/from work.

TABLE C: North Tahoe - Truckee Skier Shuttle Daily Ridership

Date	Incline-Squaw 1			Incline-Squaw 2			West Shore - Squaw			Squaw - Northstar			Northstar-Squaw			TOTAL		
	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total	AM	PM	Total
Monday 12/24	8	20	28	1	11	12	0	6	6	2	1	3	2	0	2	13	38	51
Tuesday 12/25	2	8	10	9	13	22	2	2	4	2	2	4	0	0	0	15	25	40
Wednesday 12/26	4	16	20	11	19	30	2	0	2	0	1	1	0	0	0	17	36	53
Thursday 12/27	16	17	33	5	11	16	3	3	6	1	0	1	1	0	1	26	31	57
Friday 12/28	10	27	37	13	23	36	8	6	14	8	1	9	3	0	1	40	57	97
Saturday 12/29	7	13	20	8	8	16	1	7	8	4	4	7	5	0	5	25	31	56
Sunday 12/30	7	25	32	4	10	14	6	6	12	0	4	4	8	0	8	25	45	70
Monday 12/31	18	27	45	10	17	27	9	12	21	2	4	6	11	6	17	50	66	116
Tuesday 1/1	19	31	50	1	17	18	1	6	7	0	0	0	6	0	6	27	54	81
Wednesday 1/2	15	28	43	4	21	25	11	13	24	2	13	15	8	1	9	40	76	116
Thursday 1/3	13	31	44	4	21	25	17	16	33	4	13	17	8	0	8	46	81	127
Friday 1/4	14	24	38	11	21	32	10	12	22	1	4	5	9	1	10	45	62	107
Saturday 1/5	21	44	65	12	14	26	3	11	14	5	0	5	0	0	0	41	69	110
Sunday 1/6	22	34	56	3	23	26	4	6	10	0	4	4	2	0	2	31	67	98
Saturday 1/12	10	21	31	2	20	22	0	0	0	6	2	8	2	2	4	20	45	65
Sunday 1/13	10	41	51	3	19	22	2	3	5	1	2	3	4	4	8	20	69	89
Saturday 1/19	12	25	37	5	22	27	5	6	11	0	0	0	1	0	1	23	53	76
Sunday 1/20	9	17	26	5	18	23	4	1	5	1	3	4	3	0	3	22	39	61
Monday 1/21	17	41	58	2	25	27	0	5	5	0	1	1	2	0	2	21	72	93
Saturday 1/28	13	39	52	3	21	24	11	0	11	0	0	0	0	0	0	27	60	87
Sunday 1/27	5	36	41	0	25	25	0	3	3	0	1	1	0	1	1	5	66	71
Saturday 2/2	5	28	33	0	6	6	3	2	5	2	1	3	0	0	0	10	37	47
Sunday 2/3	10	15	25	7	8	15	2	2	4	1	0	1	1	2	3	21	25	46
Saturday 2/9	19	16	35	0	18	18	7	4	11	3	2	5	0	0	0	29	40	69
Sunday 2/10	13	34	47	3	18	21	2	7	9	0	1	1	0	0	0	18	60	78
Saturday 2/16	12	37	49	6	3	9	6	1	7	2	3	5	2	2	28	44	72	
Sunday 2/17	5	17	22	8	25	33	1	0	1	0	0	3	3	1	4	17	46	63
Monday 2/18	12	35	47	4	32	36	5	0	5	0	0	0	0	0	1	22	67	89
Tuesday 2/19	12	36	48	5	21	26	1	2	3	2	1	3	2	0	2	22	60	82
Wednesday 2/20	9	27	36	0	18	18	9	8	17	0	0	0	4	4	8	22	57	79
Thursday 2/21	9	27	36	5	23	28	11	3	14	11	3	14	1	0	1	37	56	93
Friday 2/22	16	45	61	9	13	22	6	3	9	1	0	1	1	0	1	33	61	94
Saturday 2/23	17	36	53	1	20	21	7	13	20	2	3	5	1	0	1	28	72	100
Sunday 2/24	17	35	52	3	30	33	0	4	4	2	4	6	5	0	5	27	73	100
Saturday 3/2	9	12	21	4	14	18	4	9	13	15	1	16	1	0	1	33	36	69
Sunday 3/3	7	19	26	0	14	14	7	10	17	2	4	6	2	2	2	18	47	65
Saturday 3/9	11	30	41	0	0	0	19	3	22	0	4	4	4	0	4	34	37	71
Sunday 3/10	14	21	35	3	6	9	13	10	23	1	10	11	3	0	3	34	47	81
Saturday 3/16	7	9	16	2	10	12	4	3	7	0	2	1	1	0	1	14	24	38
Sunday 3/17	1	10	11	1	15	16	4	4	8	0	1	1	1	0	1	7	30	37
Saturday 3/23	2	12	14	0	6	6	9	3	12	0	0	0	0	0	0	11	21	32
Sunday 3/24	7	15	22	0	3	3	2	1	3	0	0	0	1	0	1	10	19	29
Saturday 3/30	3	10	13	0	6	6	3	1	4	0	1	1	3	0	3	9	18	27
Sunday 3/31	4	9	13	0	7	7	3	1	4	0	0	0	0	0	0	7	17	24
Subtotal: Saturday	148	332	480	43	168	211	82	63	145	39	22	61	20	2	22	332	587	919
Subtotal: Sunday	131	328	459	40	221	251	50	56	106	8	37	45	33	8	41	282	650	912
Subtotal: Weekday	194	440	634	94	306	400	95	97	192	36	44	80	57	12	69	476	899	1375
TOTAL	473	1100	1573	177	695	872	227	216	443	83	103	186	110	132	1070	2136	3206	
Average Daily																		
Saturday	10.6	23.7	34.3	3.1	12.0	15.1	5.9	4.5	10.4	2.8	1.6	4.4	1.4	0.1	1.6	23.7	41.9	65.6
Sunday	9.4	23.4	32.8	2.9	15.8	18.6	3.6	4.0	7.6	0.6	2.6	3.2	2.4	0.6	2.9	18.7	46.4	65.1
Weekday	12.1	27.5	39.6	5.9	19.1	25.0	5.9	6.1	12.0	2.3	2.8	5.0	3.6	0.8	4.3	29.8	56.2	85.9
TOTAL	10.8	25.0	35.6	4.0	15.8	19.8	5.2	4.9	10.1	1.9	2.3	4.2	2.5	0.5	3.0	24.3	48.5	72.9

Figure A: Daily Ridership by Route

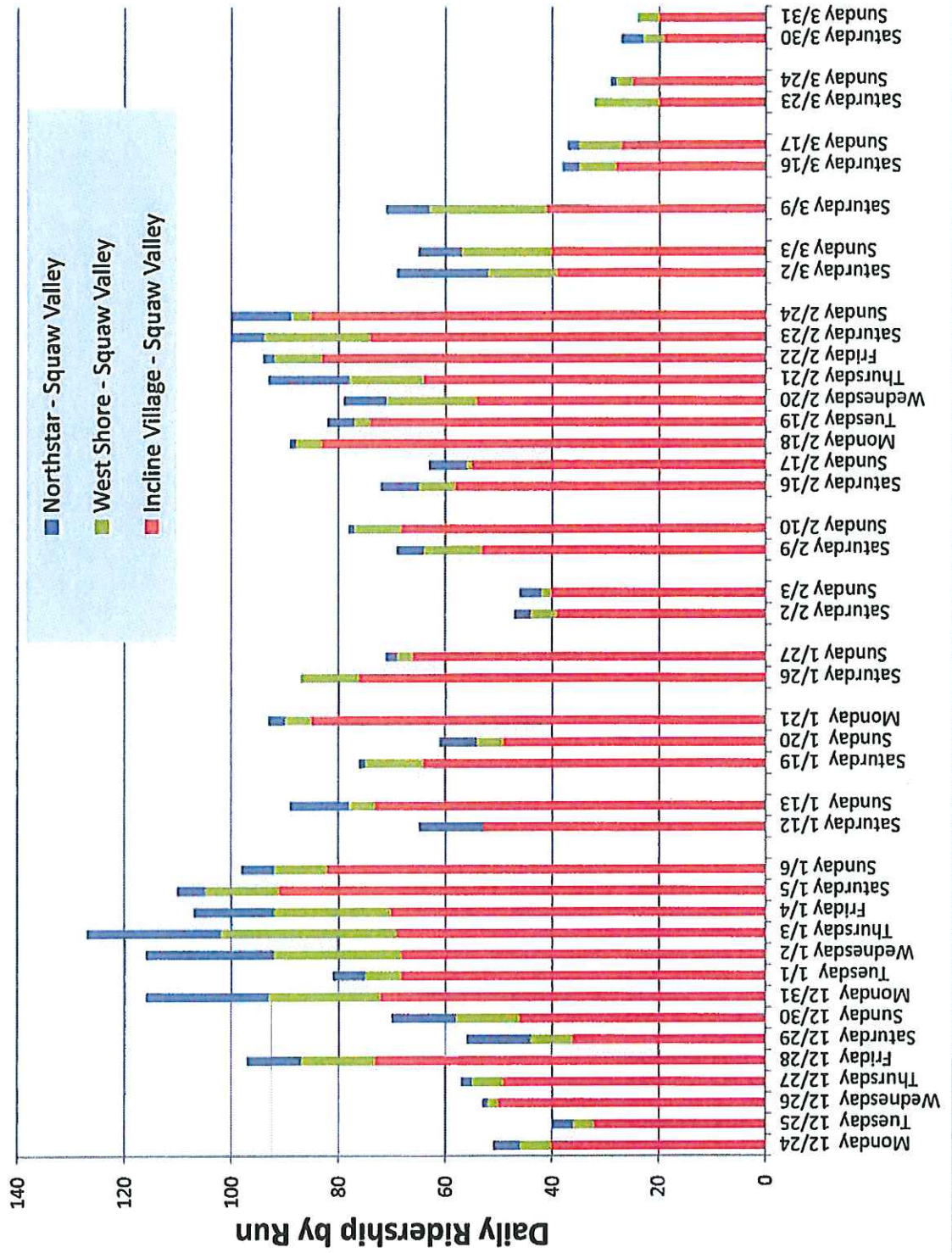


TABLE D: Incline Village – Squaw Valley Route Boarding/Alighting Data

Total of Both Runs

Stop	AM Passengers		Stop	PM Passengers	
	Boarding	Alighting		Boarding	Alighting
Hyatt	170	-	Squaw Valley	1384	-
Crystal Bay	10	-	Deer Park (Alpine Meadows)	178	5
Kings Beach East (Caliente)	129	-	River Ranch Parking Lot	15	4
Kings Beach Central (Daves Ski Shop)	53	1	Tahoe City Transit Center	50	188
Kings Beach West (Safeway TART Stop)	36	2	Tahoe City - Tahoe Marina Lodge (TART Stop)	62	75
Tahoe Vista East (Firelite Lodge)	26	18	Tahoe City - Across from Americas Best Value Inn	0	36
Tahoe Vista Central (TART Stop after Anderson Rd)	12	0	Tahoe City - Across from Pepper Tree	81	203
Tahoe Vista West (Cedar Glen Lodge)	47	2	Dollar Hill (7-11)	5	243
Camelion Bay (TART Stop at 7-11/CB's Pizza)	41	8	Camelion Bay (Garwoods)	0	136
Dollar Hill (TART Stop - across from 7-11)	30	5	Tahoe Vista West (Tahoe Sands)	1	142
Peppertree Inn	42	46	Tahoe Vista Central (Moureletos)	4	23
Americas Best Value Inn	18	2	Tahoe Vista East (TART Stop - E. of National)	4	75
Bank of America	17	1	Kings Beach West (Red Wolf Lodge)	6	93
Tahoe City Transit Center	18	33	Kings Beach Central (Ferrari Crown)	0	150
River Ranch	1	5	Kings Beach East (TART stop - Across from Caliente)	2	200
Deer Park (Alpine Meadows)	-	131	Crystal Bay (TART Stop)	3	62
Squaw Valley	-	396	Hyatt	-	160
Totals:	650	650	Totals:	1795	1795

TABLE E: West Shore -- Squaw Valley Route Boarding/Alighting Data

Stop	AM Passengers		Stop	PM Passengers	
	Boarding	Alighting		Boarding	Alighting
Tahoma Post Office	7	0	Squaw Valley	63	0
TART Stop - Across from Tahoma Meadows	4	0	Deer Park (Alpine Meadows)	15	1
Homewood Mt. Resort - TART Stop	0	4	River Ranch Parking Lot	0	0
Sunnyside - TART Stop	13	0	Tahoe City Transit Center	15	29
Granlibakken - Porte Cochere	62	0	Granlibakken	0	35
Tahoe City Transit Center	9	3	Sunnyside	0	11
River Ranch	3	2	Homewood	38	2
Deer Park (Alpine Meadows)	2	13	Tahoma	0	21
Squaw Valley	5	76	Homewood	25	5
Deer Park (Alpine Meadows)	1	0	Sunnyside	1	4
River Ranch	4	0	Granlibakken	0	17
Tahoe City Transit Center	9	5	Tahoe City Transit Center	2	29
Granlibakken	31	0	Deer Park (Alpine Meadows)	0	1
Sunnyside	4	1	River Ranch Parking Lot	0	0
Homewood	0	42	Squaw Valley	55	4
Tahoma	1	0	Deer Park (Alpine Meadows)	0	1
Homewood	1	1	River Ranch Parking Lot	0	0
Sunnyside	12	0	Tahoe City Transit Center	2	12
Granlibakken	40	0	Granlibakken	0	44
Tahoe City Transit Center	8	0	Sunnyside	0	0
River Ranch	3	0	Homewood	0	0
Deer Park (Alpine Meadows)	8	7	Tahoma	0	0
Squaw Valley	0	73		0	0
Totals:	227	227	Totals:	216	216

TABLE F: Northstar -- Squaw Valley Route Boarding/Alighting Data

Total of Both Runs

Stop	AM Passengers		Stop	PM Passengers	
	Boarding	Alighting		Boarding	Alighting
Squaw Valley (Village East)	23	--	Squaw Valley	92	--
Truckee Middle School	3	6	Truckee Middle School	6	50
Truckee Train Depot	18	1	Truckee Train Depot	1	24
Cedar House Sport Hotel	5	0	Cedar House Sport Hotel	0	7
Larkspur Hotel	8	0	Larkspur Hotel	0	11
Hampton Inn	14	0	Hampton Inn	0	11
Truckee Tahoe Airport	3	0	Truckee Tahoe Airport	0	0
Northstar Castle Peak Lot	20	75	Northstar Castle Peak Lot	20	4
Ritz Carlton	0	0	Ritz Carlton	0	0
Truckee Tahoe Airport	8	0	Truckee Tahoe Airport	0	0
Hampton Inn	10	0	Hampton Inn	1	0
Larkspur Hotel	13	0	Larkspur Hotel	4	1
Cedar House Sport Hotel	0	0	Cedar House Sport Hotel	0	0
Truckee Train Depot	40	13	Truckee Train Depot	1	1
Truckee Middle School	28	1	Truckee Middle School	0	1
Squaw Valley	--	97	Squaw Valley	--	15
Totals:	193	193	Totals:	125	125

TABLE G: Summary of Ridership at Key Stops

	AM Passengers		PM Passengers		Total
	Boarding	Alighting	Boarding	Alighting	
Resorts					
Squaw Valley	28	642	1,594	19	2,283
Alpine Meadows (Deer Park)	6	7	193	7	213
Homewood	1	47	63	7	118
Northstar (Castle Peak Lot)	20	75	20	4	119
Transfer Points / Park-and-Rides					
Truckee Middle School PnR	31	7	6	51	95
Truckee Tahoe Airport PnR	11	0	0	0	11
Truckee Train Station	58	98	2	25	183
Tahoe City Transit Center	44	41	69	258	412
Key Lodging Stops (Skier Directions Only)					
Hyatt	170	--	--	160	330
Crystal Bay	10	--	--	62	72
Ferarri Crown (Kings Beach Central)	53	--	--	150	203
Red Wolf Lodge (Kings Beach West)	36	--	--	93	129
Firelight Lodge (Tahoe Vista East)	26	--	--	75	101
Mourelatos (Tahoe Vista Central)	12	--	--	23	35
Cedar Glen Lodge (Tahoe Vista West)	47	--	--	142	189
Peppertree Inn	42	--	--	203	245
Americas Best Value Inn	18	--	--	36	54
Granlibakken	133	--	--	96	229
Sunnyside	29	--	--	15	44

TABLE H: Onboard Survey Results

		Number of Valid Responses						
Route	53	Squaw Incline	West Shore	Squaw Northstar				
		47 89%	1 2%	5 9%				
Run Starting Time	51	AM	PM					
		14 27%	37 73%					
1 How many people are travelling in your group on the shuttle?	49	1	2	3	4	5	6	>6
		10 20%	12 24%	5 10%	8 16%	1 2%	3 6%	10 20%
2 Are you making a round trip or a one-way trip on the ski shuttle today?	52	Round Trip	One Way					
		18 35%	34 65%					
2b If one-way, how did/will you make the other trip?	44	Dropped Off	TART	Hitchhiked	Other			
		1 2%	28 64%	13 30%	2 5%			
3 How did you get to your bus stop?	54	Walked	Drove &	Dropped Off	Other Bus			
		45 83%	0 0%	6 11%	3 6%			
4 Are you a visitor or a resident?	51	Overnight	Day Visitor	Seasonal	Full-time			
		11 22%	1 2%	34 67%	5 10%			
5 If you are a visitor, what is your home zip code in the US, or country of residence?	51	Bay Area	Southern CA	Other US	Foreign Country	Not Visitor		
		5 10%	1 2%	3 6%	7 14%	35 69%		
6 What ski resort did you travel to?	56	Squaw Valley	Alpine Meadows	Homewood	Northstar	Sugar Bowl	Boreal	Donner Ski Ranch
		44 79%	9 16%	2 4%	1 2%	0 0%	0 0%	0 0%
7 How did you hear about the service? (Multiple Responses)	52	Internet/Social Media	Newspaper/Flyer	Family/Friends	Lodging Staff	Saw the Bus	Other	
		5 10%	10 19%	10 19%	17 33%	20 38%	1 2%	
8 Please give us your opinion on the service.	53	1 (poor)	2	3	4	5 (excellent)		
		0 0%	1 2%	6 11%	7 13%	39 74%		
a. Convenience of schedule	53	0 0%	2 4%	2 4%	5 9%	44 83%		
b. On-time performance	53	0 0%	0 0%	6 11%	11 21%	36 68%		
c. Location/quality of bus stops	53	6 12%	11 22%	13 25%	8 16%	13 25%		
d. Days of service	51	2 4%	5 10%	9 18%	14 27%	21 41%		
e. Availability of information	51	1 2%	0 0%	5 9%	15 28%	32 60%		
f. Space for gear	53	0 0%	0 0%	2 4%	10 20%	39 76%		
g. Driver	51	1 2%	0 0%	0 0%	5 10%	45 88%		
h. Condition of Bus	52							
9 What is the purpose of your trip?	50	Skating/Boarding	Shopping/Dining	Get to Work	Other			
		25 50%	1 2%	23 46%	1 2%			
10 How would you have made your trip today without the skier shuttle?	58	Drove	Dropped Off	TART	Would Not Have Made Trip	Hitchhike	Other	
		5 9%	0 0%	39 67%	6 10%	8 14%		
11 What other transit services have you used in the Tahoe/Truckee area in the last year? (Multiple Responses)	53	None	TART	Truckee Transit	Night Rider	Ski Area Shuttle	Other	
		3 6%	43 81%	6 11%	30 57%	9 17%		
12 Do you think the Skier bus enhances North Tahoe as a ski destination?	53	Yes	No	Maybe				
		42 79%	1 2%	9 17%				
13 Should the Skier Bus run in future years?	53	Yes	No	Maybe				
		48 91%	1 2%	3 6%				

TABLE I: Online Survey Results

		Number of Valid Responses						
How many people are travelling in your group on the shuttle?	4	1 50%	2 0%	3 0%	4 25%	5 0%	6 0%	>6 25%
How did you get to your bus stop?	4	Walked 4 100%	Drove & 0 0%	Dropped Off 0 0%	Other Bus 0 0%			
Are you a visitor or a resident?	4	Overnight 2 50%	Day Visitor 1 25%	Seasonal 1 25%	Full-time 0 0%			
If you are a visitor, what is your home zip code in the US, or country of residence?	4	Bay Area 2 50%	Southern CA 0 0%	Other US 1 25%	Foreign Country 0 0%	Not Visitor 1 25%		
What ski resort did you travel to? (Multiple Responses)	4	Squaw Valley 4 100%	Alpine Meadows 1 25%	Homewood 0 0%	Northstar 2 50%	Sugar Bowl 0 0%	Boreal 0 0%	Donner Ski Ranch 0 0%
How did you hear about the service? (Multiple Responses)	4	Internet/ Social Media 1 25%	Newspaper/ Flyer 0 0%	Family/ Friends 0 0%	Lodging Staff 4 100%	Saw the Bus 1 25%	Other 0 0%	
Please give us your opinion on the service.		1 (poor) 2 3 4 5 (excellent)						
a. Convenience of schedule	4	0 0%	0 0%	0 0%	2 50%	2 50%		
b. On-time performance	4	0 0%	0 0%	1 25%	0 0%	3 75%		
c. Location/quality of bus stops	4	0 0%	0 0%	0 0%	2 50%	2 50%		
d. Days of service	4	1 25%	1 25%	0 0%	1 25%	1 25%		
e. Availability of information	4	0 0%	0 0%	0 0%	3 75%	1 25%		
f. Driver	4	0 0%	0 0%	0 0%	1 25%	3 75%		
g. Condition of Bus	4	1 25%	0 0%	0 0%	0 0%	3 75%		
13 Should the Skler Bus run in future years?	4	Yes 4 100%	No 0 0%	Maybe 0 0%				

TABLE J: North Tahoe - Truckee Skier Shuttle Daily Overtime Performance

Number of Minutes Behind Schedule
 Negative Numbers Indicate Service Ahead of Schedule
 NA = Run Operated, Bus Schedule Time Not Recorded

Route	Incline-Squaw 1			Incline-Squaw 2			West Shore - Squaw			Squaw - Northstar			Northstar-Squaw			
	AM Start	AM End	PM Start	AM Start	AM End	PM Start	AM Start	AM End	PM Start	AM Start	AM End	PM Start	AM Start	AM End	PM Start	PM End
Monday 12/24	47	85	0	12	NA	NA	0	20	0	-5	NA	NA	8	100	23	NA
Tuesday 12/25	NA	NA	0	NA	NA	NA	0	15	0	7	NA	NA	NA	NA	NA	NA
Wednesday 12/26	NA	NA	NA	93	48	0	25	60	0	12	NA	NA	NA	NA	NA	NA
Thursday 12/27	NA	NA	NA	32	53	60	75	40	0	48	NA	NA	0	40	15	25
Friday 12/28	5	5	NA	8	8	53	62	25	0	5	7	22	NA	NA	NA	NA
Saturday 12/29	NA	NA	NA	5	4	NA	0	10	0	9	NA	NA	NA	NA	NA	NA
Sunday 12/30	NA	NA	NA	0	4	NA	0	8	0	8	NA	NA	NA	NA	NA	NA
Monday 12/31	NA	NA	NA	0	0	5	NA	3	0	0	NA	NA	NA	NA	NA	NA
Tuesday 1/1	NA	NA	NA	0	1	3	20	2	0	0	NA	NA	NA	NA	NA	NA
Wednesday 1/2	NA	NA	NA	NA	8	2	24	9	0	26	NA	NA	5	14	0	27
Thursday 1/3	2	0	14	NA	NA	NA	NA	5	0	0	NA	NA	0	2	0	20
Friday 1/4	NA	NA	NA	0	4	2	8	0	0	0	NA	NA	NA	NA	NA	NA
Saturday 1/5	-4	2	0	2	-4	2	-5	4	0	0	NA	NA	NA	NA	NA	NA
Sunday 1/6	0	0	0	2	5	13	0	20	0	0	0	0	0	0	0	0
Saturday 1/12	0	0	0	5	5	2	4	9	0	0	0	2	0	0	0	7
Sunday 1/13	Note 1															
Sunday 1/19	0	0	0	1	-2	2	0	10	0	2	0	4	0	0	1	-2
Sunday 1/20	0	0	0	3	-2	3	-5	0	0	0	0	0	0	2	0	6
Monday 1/21	0	0	0	3	3	2	0	5	0	0	0	-2	0	0	0	8
Saturday 1/26	7	-2	0	3	8	8	1	0	0	0	3	0	0	5	0	9
Sunday 1/27	60	54	0	-5	68	2	0	69	55	0	25	29	24	40	0	0
Saturday 2/2	0	0	0	-1	-3	2	-7	1	0	0	0	0	0	0	0	0
Sunday 2/3	0	-2	0	0	2	2	0	0	0	0	0	0	0	0	0	0
Saturday 2/9	0	0	0	3	0	0	-8	5	0	-3	0	4	0	0	0	0
Sunday 2/10	0	0	0	-5	-2	0	2	0	10	0	NA	NA	0	1	0	2
Saturday 2/16	0	0	0	2	0	0	5	0	0	0	NA	NA	0	0	0	0
Sunday 2/17	0	-5	0	0	-5	1	-5	0	0	0	0	0	0	0	0	0
Monday 2/18	0	-2	0	0	-2	2	-5	0	0	0	0	0	0	0	0	0
Tuesday 2/19	0	-1	0	0	3	1	2	0	3	0	0	0	0	0	0	5
Wednesday 2/20	0	0	0	2	18	1	3	0	0	0	0	0	0	0	0	0
Thursday 2/21	5	0	0	1	3	2	4	0	-8	0	0	7	0	0	0	0
Friday 2/22	5	-5	0	1	3	2	4	0	0	0	0	0	0	0	0	1
Saturday 2/23	0	-2	0	0	-4	NA	0	0	0	0	0	0	3	0	0	0
Sunday 2/24	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0
Saturday 3/2	0	-1	0	0	5	0	0	0	0	0	0	0	0	0	0	0
Sunday 3/3	0	15	0	0	-3	0	0	25	0	0	NA	NA	0	-6	1	-6
Saturday 3/9	0	-4	0	0	0	0	0	5	0	0	NA	NA	0	2	0	0
Sunday 3/10	0	-4	0	0	0	0	0	0	-5	0	0	0	0	0	0	0
Saturday 3/16	0	-4	1	1	NA	NA	NA	0	5	0	0	0	0	0	0	0
Sunday 3/17	0	-3	0	0	1	0	0	0	9	0	0	2	0	1	0	0
Saturday 3/23	0	-3	0	0	0	0	-1	0	0	0	0	0	0	0	0	0
Sunday 3/24	0	-5	0	0	-2	1	-20	0	0	0	0	2	0	0	0	0
Saturday 3/30	0	-2	0	1	-10	1	-5	0	0	0	NA	NA	0	0	0	0

Note 1: Vehicle breakdown on route - run not completed

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

TABLE K: Summary of Service Performance

	Squaw Valley -- Incline Village			West Shore - Squaw Valley			Northstar-Squaw Valley			All Routes		
	AM	PM	Both	AM	PM	Both	AM	PM	Both	AM	PM	Both
Number of Runs												
Start Early	3	0	3	0	0	0	0	0	0	3	0	3
Start Ontime (0-5 min late)	67	68	135	40	44	84	57	57	114	164	169	333
Start Late (6-15 min late)	1	1	2	0	0	0	2	1	3	3	2	5
Start Very Late (>15 min late)	5	2	7	4	0	4	2	1	3	11	3	14
Data Not Available	12	17	29	0	0	0	27	29	56	39	46	85
End Early												
End Ontime (0-5 min late)	29	14	43	2	3	5	3	4	7	34	21	55
End Late (6-15 min late)	35	40	75	27	33	60	43	46	89	105	119	224
End Very Late (>15 min late)	6	6	12	8	5	13	6	5	11	20	16	36
Data Not Available	6	6	12	7	3	10	10	4	14	23	13	36
	12	22	34	0	0	0	26	29	55	38	51	89
Percent of Recorded Runs												
Start Early	4%	0%	2%	0%	0%	0%	0%	0%	0%	2%	0%	1%
Start Ontime (0-5 min late)	88%	96%	92%	91%	100%	95%	93%	97%	95%	91%	97%	94%
Start Late (6-15 min late)	1%	1%	1%	0%	0%	0%	3%	2%	3%	2%	1%	1%
Start Very Late (>15 min late)	7%	3%	5%	9%	0%	5%	3%	2%	3%	6%	2%	4%
End Early												
End Ontime (0-5 min late)	38%	21%	30%	5%	7%	6%	5%	7%	6%	19%	12%	16%
End Late (6-15 min late)	46%	61%	53%	61%	75%	68%	69%	78%	74%	58%	70%	64%
End Very Late (>15 min late)	8%	9%	8%	18%	11%	15%	10%	8%	9%	11%	9%	10%
Data Not Available	8%	9%	8%	16%	7%	11%	16%	7%	12%	13%	8%	10%

TABLE L: Coordinated Skier Shuttle Income and Expenses -- 2012/13

		Budget	Actual	% Actual	Balance	Repayment of Excess Funds	Total With Repayment
INCOME							
	North Lake Tahoe Resort Association	\$65,900	\$65,900	26.8%	\$0	\$5,718	\$60,182
	Town of Truckee	\$5,000	\$5,000	2.0%	\$0	\$434	\$4,566
	Squaw Valley/Alpine Meadows	\$169,000	\$169,000	68.8%	\$0	\$14,664	\$154,336
	Truckee Tahoe Airport	\$1,000	\$0	0.0%	\$1,000	\$0	\$0
	Homewood Mountain Resort	\$5,700	\$5,700	2.3%	\$0	\$495	\$5,205
	TOTAL INCOME	\$246,600	\$245,600	100.0%	\$1,000	\$21,311	\$224,289
EXPENSES							
Operations	TMA paid TTD to Pay Amador	\$167,366	\$165,349	73.7%	\$2,017		
	Snow Removal	\$3,000	\$1,740	0.8%	\$1,260		
	Subtotal	\$170,366	\$167,089	74.5%	\$3,277		
Monitoring	LSC Transportation	\$8,000	\$8,000	3.6%	\$0		
Attorney	TTD Attorney Fees (estimated)	\$8,000	\$8,000	3.6%	\$0		
	Website	\$200	\$200	0.1%	\$0		
	Radio	\$150	\$1,000	0.4%	-\$850		
	Conference Tables	\$150	\$172	0.1%	-\$22		
	Print Media	\$3,700	\$3,947	1.8%	-\$247		
	Signage	\$6,700	\$6,670	3.0%	\$30		
	Rack Cards	\$8,000	\$7,987	3.6%	\$13		
	Flyers/Posters	\$1,700	\$1,743	0.8%	-\$43		
	Door to Door Distribution/Certified	\$3,000	\$3,069	1.4%	-\$69		
	Resort Marketing Coordination	\$200	\$195	0.1%	\$5		
	Lodging Meetings/Materials	\$0	\$8	0.0%	-\$8		
	Logowear	\$1,200	\$1,211	0.5%	-\$11		
	Subtotal	\$25,000	\$26,201	11.7%	-\$1,201		
Administration	Staff time for Marketing	\$7,500	\$7,500	3.3%	\$0		
	TNT/TMA Administration/Training	\$7,500	\$7,500	3.3%	\$0		
	Subtotal	\$15,000	\$15,000	6.7%	\$0		
	TOTAL EXPENSES	\$226,366	\$224,289	100.0%	\$2,077		
	BALANCE	\$20,234	\$21,311				

Source: TNT/TMA and TTD



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May 1, 2013

Subject: North Lake Tahoe Water Shuttle Update and Marketing Plan Presentation

From: Ron Treabess, Director of Community Partnerships and Planning

Water Shuttle Pilot Program Update:

- No Board action is necessary at this time
- Agreements in place by Tahoe Transportation District, 4 dock owners (plus 2 alternates), and vessel operator
- TRPA permit in process for 1 year extension as allowed in original permit
- One vessel operation with docks in same four areas
- Scheduled service to begin June 27 and run daily through September 22
- Daily hours through Labor Day to be 10:00 am until 11:30 pm allowing evening service
- Walk-up passengers will be accommodated

Decision Considerations:

- 2013 Water Shuttle Marketing Plan will be presented by TNTTMA staff
- Conduct monitoring and evaluation of 2013 operating season the same as that which was prepared for 2012
- Collect data needed to make improvements in program operation in future years
- Necessary funding for 2013 marketing and monitoring is including in approved budget

Tourism Master Plan/Strategic Goals:

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

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

Board Action:

- Provide discussion and recommendations for the proposed Marketing Plan.
- No official Board action is requested at this time

North Lake Tahoe Water Shuttle

Marketing Presentation



- Online and Print Advertisement
- Lodging and Local Partners
- Television/Radio
- Signage
- Public Outreach/Distribution
- Press Releases/Social Media

- Questions/Feedback and Suggestions



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May 1, 2013

Subject: Snow Creek Wetlands Wayfinding Signage Funding Request
From: Ron Treabess, Director of Community Partnerships and Planning

Decision Considerations:

- The Funding Request to construct two or three wayfinding signs in the Snow Creek Wetlands Restoration Project has been submitted by Placer County Department of Public Works. (attached)
- This project is located along National Avenue in close proximity to the Tahoe Vista Recreation Area.
- The wetlands restoration will also include public access and interpretive opportunities through construction of a Class 1 trail connection which eventually will be part of the Resort Triangle Class 1 system.
- Placer County will partner with Sierra Watershed Educational Partnerships to educate visitors and local students on wetland restoration.
- The wayfinding signage giving visitors directional information and interpretive opportunities will be constructed and installed in two or three locations shown in the attached application, depending on the bids that are received.
- The requested Infrastructure funding is not to exceed \$12,000. No future funding will be necessary.
- The *North Lake Tahoe Community Wayfinding Signage Design Standards Manual* will be used to guide the preparation of the signage.
- The signage, once installed will identify and demonstrate the wayfinding program being initiated by NLTRA and encourage the design standards to be used throughout North Lake Tahoe.
- The Joint Committee voted unanimously to recommend this funding request, encourage the installation of three signs, and have DPW bring back the final design before fabrication

Tourism Master Plan/Strategic Goals:

By 2014, there will be 30 wayfinding signs in place within the North Lake Tahoe region, and 50 by 2016.

Complete all trail systems in the basin, including signage for biking, hiking, paddling and Nordic skiing.

Staff Recommendation:

- NLTRA Board approves and recommends to the Board of Supervisors: Infrastructure Funding Request not to exceed \$12,000 to Placer County DPW for the purpose of construction and installation of two or three specified wayfinding signs in Snow Creek Wetlands project.

INFRASTRUCTURE COMMITTEE
REQUEST FOR TOT CAPITAL INVESTMENT INFRASTRUCTURE FUNDING

DEFINITION

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

APPLICATION CRITERIA

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

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

PROJECT INFORMATION

1. Project/program name:
Snow Creek Wetlands Restoration Project. This is a TRPA Environmental Improvement Project, located just off National Avenue, in close proximity to Tahoe Vista Recreation Area.
2. Brief description of project/program:
This request for funding is for the Snow Creek Wetlands Restoration Project. Funding is requested from the NLTRA specifically for two Wayfinding signs, constructed consistent with the Wayfinding Signage Design Guidelines Manual provided by the North Lake Tahoe Resort Association. The design details and the proposed locations of the signs are provided in the plan set sheets attached.

Elements of the overall project include water quality improvement, pollutant load reduction, erosion control, restoration of riparian habitat, habitat construction and provision of public access and interpretive opportunities through construction of a Class I trail connection. Placer County will partner with the Sierra Watershed Educational Partnerships to facilitate community involvement and to educate visitors and local students on wetland restoration.

The project site consists of eight parcels, formerly used as a cement batch plant. Development of the project site placed fill material into the wetlands to expand the industrial space available. The natural perennial tributary into Snow Creek was channelized and routed into a culvert through the property, destroying the wetlands. The lack of riparian vegetation reduces wildlife habitat and encourages erosion. Six of the eight parcels are part of the Wood Vista Subdivision. The Tahoe Regional Planning Agency (TRPA) issued a moratorium on building in this subdivision in 1972 due to the presence of wetlands. The California Tahoe Conservancy (CTC) has pursued the acquisition of parcels in the subdivision and has deed-restricted them to prevent development. This project is consistent with the CTC and TRPA policies for land use, conservation and open public space.

The project will remove the concrete fill material and impervious surfaces, and restore approximately 2.4 acres of wetlands. The tributary to Snow Creek will be restored by routing flows into the historic stream channel path. Engineered wetlands will include a forebay and advanced filtration capabilities so that upgradient pollutants of nitrogen, phosphorus and fine sediment are removed prior to discharging into Snow Creek. Extensive revegetation will replace the industrial blight currently on the property.

FINANCIAL INFORMATION (See attached funding outlook table)

1. Total project cost:
Total project cost is estimated at \$4,564,120, which includes the amount for property acquisition (\$1,820,000) of the Truckee North Tahoe (TNT) cement batch plant site. All of the funding for the project has been secured.
2. Total TOT funds requested: \$12,000 for a total of two (2) Wayfinding Informational/Interpretive signs. Construction scheduled to begin August 1, 2013.

3. Other funding sources:

Funding has been secured by the following sources/agencies;

California River Parkways Grant Prop 84	\$1,000,000
Tahoe Regional Planning Agency (TRPA)	\$ 150,100
Bureau of Reclamation (Tahoe BLM)	\$ 250,000
US EPA Brownfield	\$ 600,000
California Abatement Fund	\$ 750,620

4. Will the project require future financial funding? No; all construction funds have been secured.

5. Provide project performance and implementation schedule.

Environmental document (EIR/EIS/EA) - Complete	March 2010
Project Design Completion	April 2013
Clear ROW/Utility relocation	Summer 2013
Secure Project Permits	July 2013
Advertise/Bid Solicitation and Award	July 2013
Begin construction	August 1, 2013
Complete construction	October 15, 2013

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

The estimated construction budget includes a 10 percent contingency which is considered appropriate for complexity of project.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address:

Placer County Department of Public Works
Tahoe Engineering Division
P.O. Box 336
7717 North Lake Blvd, Kings Beach, CA 96143
Attention: Ms. Kansas McGahan, P.E. Senior Engineer

2. Financial Capability:

The Department of Public Works manages a capital improvement program (CIP) annual budget of approximately \$100M. The large majority of the budget consists of local, state and federal grants. All grants are routinely audited, and records reflect excellent grant management performance.

3. Experience with projects of similar nature:

Placer County DPW built multiple wayfinding signs as part of the Tahoe City Transit Center project in 2012. More projects undertaken by the Tahoe Engineering Division will be including Class 1 trail components. Consistent trail signage will enhance these projects for local and visitor populations.

ECONOMIC IMPACT OF PROJECT

There has not been an economic impact analysis of this project.

1. Estimated number of users:
The new Tahoe Vista Recreation Area (NTPUD) has a parking lot on the corner of National Avenue and SR28 and a newly constructed Class I trail that will be continued across National Avenue. It will pass through the Snow Creek Wetlands Restoration project area, over wetland boardwalks and a bridge into the trail network maintained by the NTPUD for mountain biking/hiking and cross country skiing use.
2. Time of year: Year-round.
Weekends: Approximately 65 percent.
Weekdays: Approximately 35 percent.
3. How will the project improve or enhance service to the visitor?:
The project enhances pedestrian, bicycle, and parking facilities which will enable visitors to more safely and easily patronize the local businesses in a healthy way.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?:
All north shore areas including Kings Beach, Tahoe City, Tahoe Vista, Brockway, and the beach areas of Moon Dune Beach and the Tahoe Vista Recreation Area.
2. What region-wide benefits will be created?:
Designated parking, pedestrian/bicycle improvements, and enhanced TART bus stops will provide a region-wide benefit for traveling in and out of north shore communities. At some point in time, this trail and recreation area will be a part of the overall Resort Triangle Class I trail system.
3. What types of businesses will receive the greatest economic impact?:
Restaurants, retail shops, and lodging all will benefit from having improved pedestrian and bicycle facilities and trail system. Industrial blight will be removed from the area and access to public land through the Class I trail network will be provided. The commercial area square footage removed from the property can be banked and relocated to commercial corridors (like Kings Beach) better suited for commercial land use.
4. Will the project require the addition of governmental service?:
This is not anticipated.
5. What is the importance of this project compared to other projects being considered within the community?:
The project is equally important with other CIP projects to be implemented in the Lake Tahoe Basin.
6. Document the community support for the project:
Placer County held public meetings, as per the CEQA guidelines. Comments received reflect feelings that, "anything" done on the property will be an improvement over what was there previously.

The Division has not received any negative comments on the project. Public agency support from the CTC, TRPA and Lahontan RWQCB is documented.

NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

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

The Master Plan indicates that improving the pedestrian/bicycling environment and organizing parking and traffic flows, are key to capturing the economic benefits associated with nearby residential and lodging developments in the North Lake Tahoe area.

2011-16 NLTRA Strategic Goals

- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing
- Install 50 way-finding signs in the Tahoe basin

Removing industrial blight from the upper National Avenue area will enhance the visitor experience to the North Tahoe Regional Park.

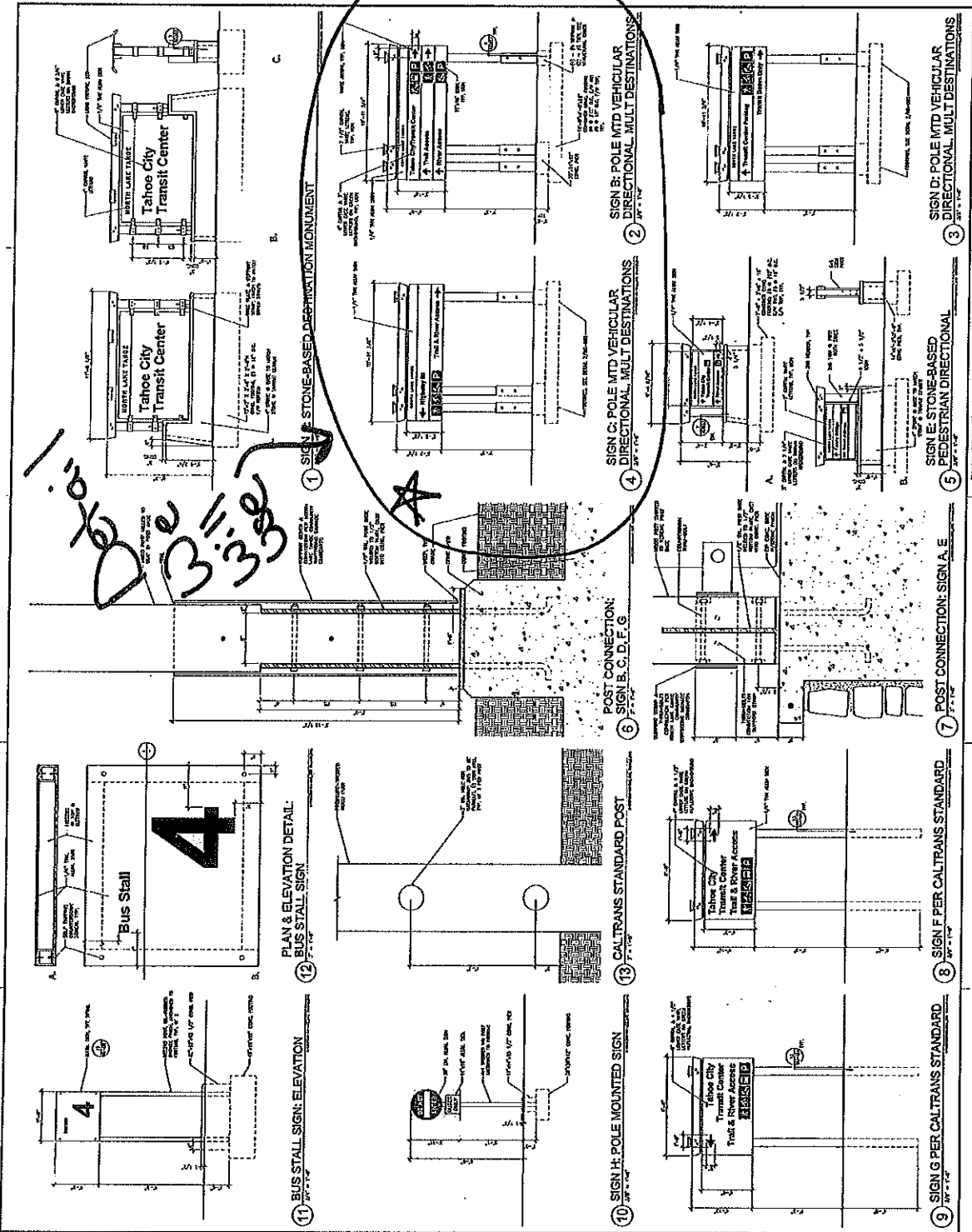
Use and Schedule of Funding:

The requested \$ 12,000 will be specifically used to fund construction of the trail signs included in the project. The signs will be erected by the lowest responsible and responsive contractor administered by Placer County through adherence to the California Public Contract Code. Construction will include a specific line item for the wayfinding trail signs.

DATE	DESCRIPTION
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS



DATE	DESCRIPTION
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS
11/15/17	ISSUED FOR PERMITS

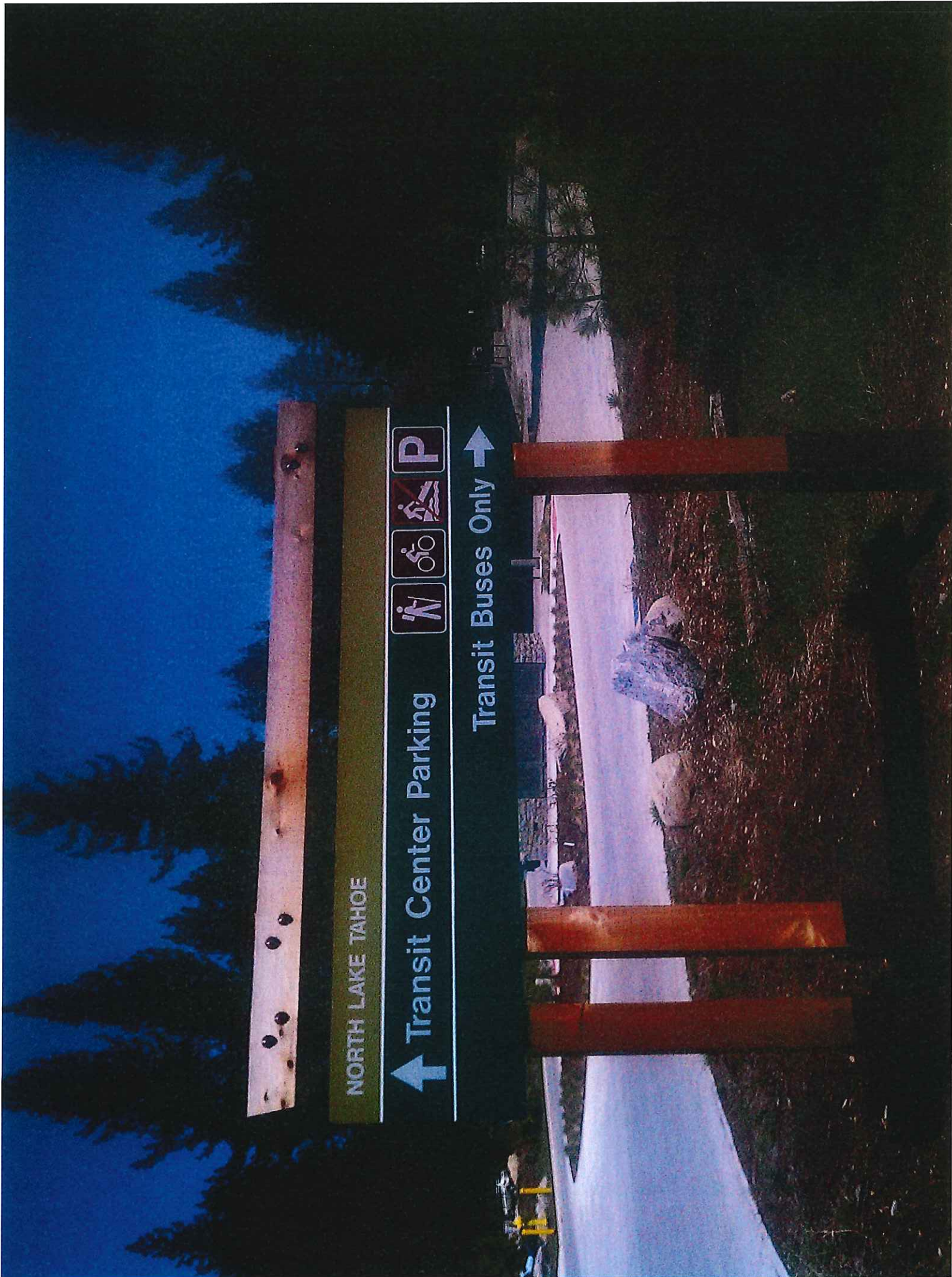


1:00 to 3:30

Tahoe City Transit Center

In partnership with the US Forest Service





NORTH LAKE TAHOE

↑ Transit Center Parking



Transit Buses Only →



TAHOE CITY

← PARKING - FIRE STATION

← PARKING - PUBLIC UTILITY DISTRICT

 PARKING - FIRE STATION →



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May 1, 2013

Subject: Tahoe XC Multi-use Trails Wayfinding Signage Funding Request
From: Ron Treabess, Director of Community Partnerships and Planning

Decision Considerations:

- The Funding Request to fabricate and install wayfinding trail signage has been submitted Tahoe Cross Country Ski Education Association (Tahoe XC). (attached)
- This non-profit tax-exempt 501 (c) (3) corporation has successfully operated Tahoe XC Ski Area for fourteen years under permit/contract with the California State Parks, California Tahoe Conservancy, and Tahoe City Public Utility District.
- Starting 2013, Tahoe XC will provide and maintain a backcountry trail system for visitors and residents to enjoy biking, hiking, running, and other outdoor activities.
- The system will require 30 wayfinding trail signs and 2 wayfinding trail heads.
- The *North Lake Tahoe Community Wayfinding Signage Design Standards Manual* will be used to guide the preparation of the signage.
- The signage, once installed will identify demonstrate the wayfinding program being initiated by NLTRA and encourage the design standards to be used throughout the expanding North Lake Tahoe backcountry trail system.
- The funding request is for up to \$8,595 for fabrication and installation of the signs. Installation will be accomplished by Tahoe XC.
- Any work requiring use of a contractor will be administered through adherence with the California Public Contractor Code.
- Permission to install the signage has been received from the property owning agencies.
- The Joint Committee unanimously recommended this Funding Request as described in the application

Tourism Master Plan/Strategic Goals:

By 2014, there will be 30 wayfinding signs in place within the North Lake Tahoe region, and 50 by 2016.

Complete all trail systems in the basin, including signage for biking, hiking, paddling and Nordic skiing.

Staff Recommendation:

- NLTRA Board approves and recommends to the Board of Supervisors: Infrastructure Funding Request not to exceed \$8,595 to Tahoe Cross Country Ski Education Association for the purpose of fabrication and installation of specified wayfinding multi-use trail signage.

INFRASTRUCTURE COMMITTEE
REQUEST FOR TOT CAPITAL INVESTMENT INFRASTRUCTURE FUNDING

DEFINITION

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

APPLICATION CRITERIA

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

The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGRAM

FUNDING APPLICATION

PROJECT INFORMATION

1. Project/program name:
Tahoe Cross Country Ski Education Association (Tahoe XC), a Non-profit Tax Exempt 501 (c) (3) Corporation, Wayfinding Signage for the Multi-Use Trails above Tahoe City to Enhance Recreation in the Area.
2. Brief description of project/program:
Purchase and installation of wayfinding trail signs and posts in the Burton Creek State Park/Conservancy Dollar Property Area, creating a marked trail system during the spring, summer, and fall. Currently the trails are only marked for Tahoe Cross Country's winter ski operation. The proposed wayfinding signage will conform with the NLTRA Wayfinding Signage Design Guidelines Manual.(See attached examples)

FINANCIAL INFORMATION

1. Total Project Cost : \$8595.00
2. Total TOT funds requested: \$8595.00
3. Other funding sources: Tahoe Cross Country Ski Education Association, Inc.
4. Will the project require future financial funding? No
What is the source of future financial support? N/A
5. Provide project proforma and implementation schedule.
See Attached files.
6. How will project cost overruns or operating cost shortfalls be funded?
Tahoe XC will cover any shortfalls

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/Address:
Tahoe Cross Country Ski Education Association, Inc. PO Box 7260 Tahoe City, Ca 96145
Contact: Kevin Murnane
2. Financial Capability:
Tahoe Cross Country has a 14-year history of successful Nordic ski area concessionaire with the Tahoe City Public Utility District, providing groomed cross country ski trails as well as free and discounted cross country ski programs for the community. As an established ski area, we have reached the point where we are confident about expanding our operation into a year-round business, offering high-quality recreation to the visitors of North Lake Tahoe.

3. Experience with projects of similar nature:
We have experience signing the identical property during the winter months for the Nordic ski area. Our knowledge of appropriate, clear signage is extensive. Feedback from summer users has shown that year-round signage is extremely needed in the area.
4. Objectives of project sponsor:
To provide our trail users with clearly marked trails in the approximately 3000 acres of Burton Creek State Park and Conservancy properties that sit just north of downtown Tahoe City. Modeled after several successful destinations across the United States, marked trail networks provide visitors with a safe and enjoyable trail experience when hiking, biking, and running. This encourages return visits and referrals.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users:
Approximately 25,000+ users during the summer months
2. Time of year:
Public trails, open sunrise to sunset, 7 days a week.
3. Number of visitors to be attracted as a result of project/program:
Approximately 2,000 as a result of the summer operation out of Tahoe XC/Highlands Community Center through promotion. However, the number of visitors from the countless access points into the property will be difficult to quantify. Use surveys may help with attaining visitor counts. Current use is high, with significant feedback about the need for improved signage.
4. Project expenditures by out of area attendees:
N/A
5. How will this project improve or enhance service to the visitor?
Enabling users to safely find their way through our surrounding multi-use trails is essential to a positive visitor experience. Our goal is to dramatically improve the visitor's experience by providing them clear guidance through the park. Currently, the winter trail signs are removed and summer users are left with nothing, resulting in a confusing and potentially unsafe outing on the trails. Wayfinding signage, coupled with trailhead services at the Highlands Community Center (Tahoe XC) will significantly improve the experience for the visitor, as well as the local resident.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?
With the trails conveniently located just above downtown Tahoe City, this project will benefit the visitors and residents primarily from Kings Beach down through the west shore of Lake Tahoe. Local businesses serving out-of-town visitors will be happy to send their customers to a nearby destination where they can have a great family experience, enjoy

lake views, and most importantly, know where they are going and how to get home.

2. What region-wide benefits will be created?

Marked multi-use trails function as recreational amenities that serve all types of users – runners, hikers, and bikers. They can serve as functional transportation routes, and as an attraction for visitors seeking healthy activities for the whole family. Similar destination towns all across the country are focusing on trail development, recognizing the importance of non-motorized recreation as a significant contributor to tourism. The trails above Tahoe City are some of the best in the Tahoe Basin, and also have the reputation of getting most users lost. This is a disservice to our visitors, and the entire region can benefit from having marked trails just outside of town.

3. What types of businesses will receive the greatest economic impact?

As interest in mountain biking, trail running, wildlife viewing, and hiking continues to grow, any business associated with serving visitors to the region stand to receive positive economic impact. Lodging properties in North Lake Tahoe will be able to promote their property's proximity to marked trails that lead them to the Tahoe Rim Trail, or to Tahoe City via trails rather than the main highway. When families ask about easy terrain for hiking and biking with kids, off the pavement, this will be a great option.

Are they supportive of this project?

We have spoken with several businesses, rental agencies, and restaurants in the area. All of the feedback we have received has been positive. Any additional service that can enhance the experience for the visitor to our area is in everyone's interests.

4. Will the project require the addition of governmental service?

No.

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

All of the projects being considered are worthy, such as enhancing the Tahoe City Golf Course Property to provide more benefits to the community and our visitors. In contrast, this proposed sign installation can be done quickly and for far less money. The return on investment may be difficult to quantify, as enhanced signage will be a free public service. However, using towns such as Bend, Moab, Whistler, and Crested Butte as examples, having a network of marked recreational trails close to town is a major benefit, particularly a tourist destination such as Tahoe City. This signage will provide a successful demonstration project for the overall NLTRA wayfinding signage program. By installing signs that reflect the Wayfinding Signage Design Guidelines Manual along backcountry trails, it will encourage others to provide utilize a compatible design as the trail system is expanded throughout North Lake Tahoe.

6. Document the community support for the project.

1. The Highlands Homeowners Association recently offered unanimous support for the

installation of signage on the property. They are regular users of the property and see the value of marked trails for themselves as well as for the visitors that will use the area.

2. The Burton Creek State Park General Plan states that the majority of the local community members surveyed are in favor of trail improvements and signage over any other development, such as campgrounds and roads. Burton Creek State Park Staff have endorsed the sign plan and are allowing Tahoe XC to install signage on the property. They also see the value of wayfinding signage, and are implementing a similar program in Ward Canyon.

TOURISM MASTER PLAN

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

To quote the Vision Statement of the Master Plan, "North Lake Tahoe can become the premier mountain resort for the West Coast and Inter-mountain West. The Visitor should be provided with a high quality yet affordable visit, with a convenient and diverse experience including unsurpassed natural environment, recreational facilities, and visitor services."

Adequate wayfinding signage and trailhead services for trail users are integral parts of creating a positive experience for our visitors. For Tahoe City to gain market share as a destination for active families seeking high quality non-motorized recreation, signage implementation on trails such as these is crucial.

2011-16 NLTRA Strategic Goals

- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing
- Install 50 wayfinding signs in the Tahoe basin

OTHER

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

To again quote the Tourism Master Plan, "The future vision for North Lake Tahoe includes: -Improvement in convenience for first-time visitors, through improved signage, information dissemination, and transportation services." This wayfinding signage proposal is consistent with that vision. It has the potential to enhance the visitor's experience and increase their likelihood of spreading the word about beautiful, accessible, marked trails just above downtown, increasing one's ability to travel without the use of a car.

This sign proposal is also consistent with the current NLTRA marketing initiative that promotes paddle sports, Nordic skiing, and road/mountain biking in North Lake Tahoe. Attracting users to the area is the first step. The next is providing a great experience. Wayfinding signage is one of the key elements. In this context, trail users will be able to find their way safely along the best trails in the Tahoe Basin for families and beginner to intermediate users. More experienced trail users can access more advanced terrain from these trails as well.

Thank you for your consideration. We are excited to be branching out from winter into the summer months, and we are eager to continue contributing to the economy of Tahoe City and North Lake Tahoe.

Kevin Murnane
Tahoe Cross Country

The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGRAM
Budget and Implementation Schedule

Expenses

30 Wayfinding Trail Signs	Prepare Artwork	\$250	
	Produce Signs with holes	\$1200	
	Pressure Treated Sign Posts	\$905	
	Installation incl. Footing, assem.	\$1500	\$3795.00
2 Wayfinding Trailhead Signs	Structures \$900/ea	\$1800	
	Sign Face \$250/ea	\$ 500	
	Prepare Map Artwork	\$1000	
	Prepare Art for Sign Face	\$ 500	
	Installation incl. Footing, assem.	\$1000	\$4800.00
Total			\$8595.00

Signage Implementation

Signage installed and maintained by Tahoe XC. All future maintenance handled by Tahoe XC.

Any necessary work requiring use of a contractor will be administered through adherence with the California Public Contractor Code.

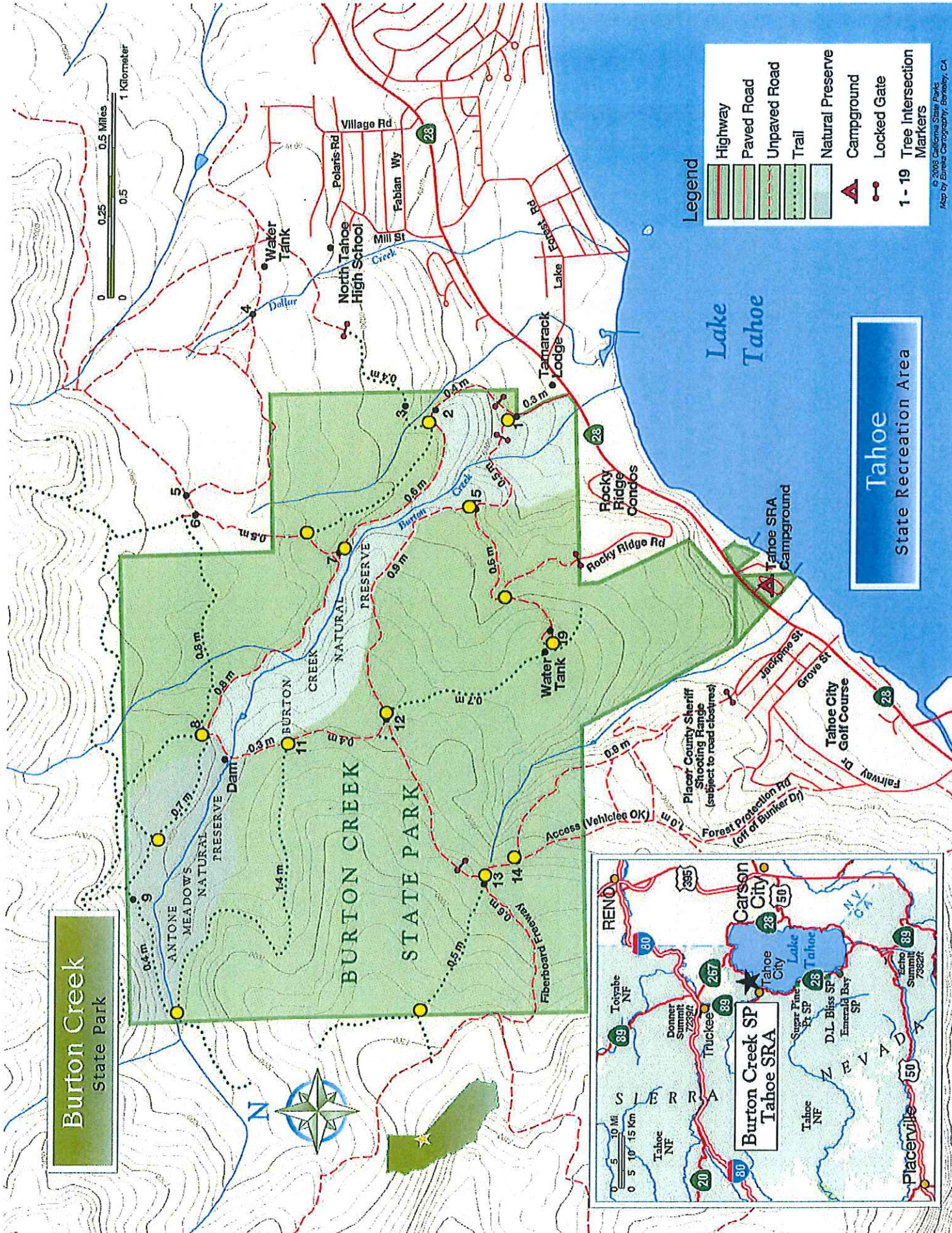
Installation of signage planned for June 2013.

12.2-7

Tahoe XC currently maintains winter signage for the property. Winter signage is removed each spring.

Summer signage would be removed in the fall and returned in the spring. Snow and trail conditions will determine the timing for the change of signage.

California State Parks has approved the sign plan, and has agreed to include the Conservancy Dollar Property, that will transfer to California State Parks in May 2013.



Burton Creek
State Park

Tahoe
State Recreation Area

- Legend**
- Highway
 - Paved Road
 - Unpaved Road
 - Trail
 - Natural Preserve
 - Campground
 - Locked Gate
 - 1 - 19 Tree Intersection Markers

© 2008 California State Parks
Map by Esri/Carography, Berkeley, CA



P
PARKING
FIRE STATION
UTILITY DISTRICT
TAHOE NORDIC
SEARCH & RESCUE

521



12.2-11



north lake tahoe

Chamber | CVB | Resort Association

April 26, 2013

Subject: Membership Update

From: Deanna Frumenti, Membership Manager

Decisions and Considerations:

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

For the month of April we had 19 new members:

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Video Stop	Tahoe City	Video Rentals
Dimaggio's At the Lake	Incline Village	Food, Grocery, Bar
Sierra Sitters	Homewood	Child Care
Cash Clinical	Carson City	Medical
Village Meats, Seafood	Incline Village	Butcher
High Sierra Photography	Tahoe City	Photography
Art's Coffee House and Deli	Incline Village	Dining
Tahoe Elite Private Car Service	Truckee	Transportation
iFoster	Incline Village	Non-Profit
VACANorthTahoe.com	Tahoe Vista	Vacation Rentals
Souper Wagon	Incline Village	Dining
Mountain Mo's Bar and Grill	Kings Beach	Restaurant
Front Street Station Pizza	Tahoe City	Restaurant
Avalanche an Acoustical Duo	Truckee	Entertainment
La Fondue	Incline Village	Restaurant
Everything Hunky Dory	Squaw Valley	Crafts
Flume Trail Bikes	Incline Village	Bike Rental
Tunnel Creek Station	Incline Village	Deli
Jack Rabbit Moon	Incline Village	Dining

10 write-offs

<u>Name</u>	<u>Type</u>	<u>Reason</u>
North Tahoe Playground	App	Conflict
Answerwest	Answering Service	Non-Payment
Crystal Bay Marine	Boat Storage	Non-Payment
High Sierra Water Ski School	Water Ski	Non-Payment
James-Harold Galleries	Art	Non-Payment
Le Bistro Restaurant	Restaurant	Non-Payment
Pettit Gilwee Public Relations	Public Relations	Change in Business
Straley & Perdue, CPA	CPA	Partnership Dissolved
The Rock Garden	Landscaping	Focus on Truckee Only
The Village Church	Church	Non-Payment

24 renewing members:

TahoeRentals.com / Wells and Bennett
Tahoe Adventures
Coldstream Adventures
Goldfish Properties
Danielle Harkinson Photography
Mother Natures Inn / Cabin Fever
Franciscan Lakeside Lodge
North Lake Tahoe Lions Club
A Sante Lakeside Fitness
EXL Media Corp.
Cedar House Sport Hotel
Tahoe Luxury Properties, Inc.
Incline Vacation Rentals
Rainbow Printing
Holiday House / Windsurf North Tahoe
The Bridgetender Tavern and Grill
Alpenglow Sports, Inc.
Obexer's Boat Company
Tahoe Rim Trail Association
American Cancer Society
Mourelatos Lakeshore Resort
North Tahoe Arts
Squaw Valley Ski Holdings, LLC
Pullen Rental Group

April Focus

The April focus was continuing to offer the opportunity to become a member and to be listed in the Visitor Guide. Recruitment emphasis was on restaurants, retail, activities, and wedding professionals.

Interesting Conversations

Many of the business owners in North Lake Tahoe are concerned about summer construction reducing business.

North Lake Tahoe Bridal Faire

The North Lake Tahoe Bridal Faire was on Saturday, April 13, 2013. We had 45 brides pre-register for the event and 140 interested brides and family members attended. All of the information on the attending brides was shared among the participating vendors.



north lake tahoe

Chamber | CVB | Resort Association

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

Event and Education Schedule

MAY

- | | | |
|----|--|---------|
| 14 | Networking Event: Speed Networking
Tahoe City Visitor Information Center | 12-1pm |
| 15 | ChamberEd: Health Care Reform
Impact to Small Business Employers
Tahoe City Visitor Information Center | 8am-9 |
| 16 | Mixer: UC Davis Tahoe Environmental Research
Center, Incline Village | 5-7pm |
| 23 | ChamberEd: Dealing with Difficult Customers
TBA | 9am-12 |
| 25 | Wildflower Talk with Roger Rosenberger
Tahoe City Visitor Information Center | 9:30-11 |



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday April 3, 2013 – 8:30 am

Tahoe City Public Utility District

Preliminary Minutes

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

NOT PRESENT: Eric Brandt, Eric Sather, and Andy Wirth

STAFF IN ATTENDANCE: Sandy Evans Hall, Ron Treabess, Andy Chapman, Deanna Frumentti, Lisa de Roulet, Judy Laverty, Emily Detwiler and Jessica Walker.

OTHERS IN ATTENDANCE: Cindy Gustafson, Jerry Gamez, Virginia Meyers, Keats McGonigal, Dan LePlante, Steve Hoch

A. CALL TO ORDER - ESTABLISH QUORUM

Chair Phil GilanFarr called the meeting to order at 8:36am, and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

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

M/S/C (Auerbach/Murnane) (8-0-0) to approve the agenda with items taken out of order if necessary

C. PUBLIC FORUM

D. REPORTS & ACTION ITEMS (2 hrs 10 minutes) 8:35 – 10:45

Organization (45 minutes)

3. Master Plan Update and Approval of using \$5,000 of Marketing Reserves for funding Dean Runyan Economic Benefit of Tourism Study – **MOTION** Sandy Evans Hall (5 minutes)
This was approved prior by the Board to come out of Infrastructure and Transportation, Marketing, and Research and Planning. It was then brought to the Board of Supervisors but then tabled by Jennifer Montgomery because she didn't feel the funds were properly allocated. After meeting with her and Jennifer Merchant it was agreed to pull the funds from the Marketing Reserves, and replenish them with funds from 2013/14.

M/S/C (Parson/Mourelatos) (8-0-0) to approve using \$5,000 of Marketing Reserves for funding Dean Runyan Economic Benefit of Tourism Study

4. Finance Committee Recommendations – Bill Rock/Lisa de Roulet (15 minutes)

4.1 Audit RFP **MOTION**

- Staff put out to bid for a new audit company. The bids from several companies are in the packet. The Finance Committee recommends hiring McClintock Accountancy, even though they are a higher rate, because they are a local company.

- The Board questioned if there was any issue in using McClintock as both the auditor and the ballot counter for the Board elections. It was confirmed that it is not an issue as we will likely be doing our elections electronically next year.

M/S/C (Kopley/Mourelatos) (7-0-1 abstention Parson) to approve hiring of McClintock Accountancy as the new audit firm.

4.2 Employee Manual MOTION

- There were some changes in California law at the first of the year in regards to family and pregnancy leave. Also added was a section on a social media policy. The changes have all been reviewed and approved by the Resort Association's attorney.

M/S/C (Parson/Kopley) (8-0-0) to approve changes to employee manual

4.3 Visitor Center Issues and Potential Policy Development

- There was a letter from the County addressing some concerns about the Visitor Center. Bill Rock believes that the correct actions are being made by staff in regards to the Counties' questions.
- Bill Rock, Ron Parson, Sandy Evans Hall, Jennifer Merchant and Lisa de Roulet met with David Boesch for initial budget talks earlier this week. All were in agreement about the process.
- The initial budget draft will go to the Board of Supervisors on June 18th.

5 Proposed Changes to TOT Ordinance to include change in sunset dates, appeal process, definitions of what is taxable and what constitutes receipt, and record keeping terms. (25 minutes)

Jerry Gamez, Placer County Director of Administrator Services, gave a presentation on proposed changes to TOT. The ordinance was last updated in June of 2007. Because the ordinance was renewed it is now necessary to update and a good time to make some "housekeeping" changes.

- The biggest change was in regards to rent; anything that visitors are being charged for requires tax.
- Another change was regarding length of stay. A signed lease must be provided in Audit for proof of a long term stay that is exempt to TOT, a receipt will not be enough proof.
- Updated exemptions to include Government and Diplomat stays.
- Made clear that it is the responsibility of the owner to report their rentals, even when going through a property management company.
- Another major change relates to requesting a penalty waiver. The change has made the guidelines more flexible to make a waiver easier to obtain.
- Appeal process, trying to make it more streamlined.
- Changed guidelines so that electronic records are acceptable. Including allowing the documents to be sent electronically.
- These changes will all be brought to the Board of Supervisors on April 23rd.
- Ron Parson is concerned about the fact that the operators have not had a chance to review and provide public comment.
- Jennifer Merchant clarified that this will go to BOS twice, which does allow a bit of public comment.
- The current ordinance was distributed to the Board and a draft of the proposed changes to the ordinance will be given to the Board.

ACTION – Distribute redline copy of ordinance to Board and also take to Lodging Committee.

Marketing (20 minutes)

- 6 Special Event Grant Funding Recommendations, Round Two – MOTION Judy Laverty (5 minutes)**
 Last month the task force met to accept applications for the remaining Grant Funds. Staff asks for a motion to approve task force applications.
 There was a question about the Bridal Faire and if it really fits the requirement of a special event. Alex Mourelatos questioned if the strategy of partially funding all events is appropriate. Would like to see full funding to events that fully meet criteria.

ACTION – Review partial funding strategy before next round of grant funding.

M/S/C (Parson/Mourelatos) (7-1-0) to approve funding recommendations of special event grant with direction to staff.

7 MTRiP Update – Andy Chapman (5 minutes)

Andy gave a review of the latest MTRIP data which is in the packet beginning on page 7-1. All six month indicators are up. The summer data advanced booking is tracking 49% above last year.

8 IRONMAN Foundation Contribution Update (5 minutes)

Keats McGonigal from IRONMAN discussed the Foundation Contribution as well as some updates from his meetings the last few days.

He met with law enforcement, safety, and other interested parties about traffic management, and Tuesday night was the first Volunteer Captains meeting. Both meetings went very well and community really seems to be behind the event.

The Foundation is the non-profit arm of the organization. All of the race host venues will be receiving funding. In North Lake Tahoe \$50,000 of funding will be given back to local non-profits. Funds are used to support groups that in turn support the event. Andy will essentially be the gatekeeper in collecting information on who should receive the funds and will report that back to the foundation. The volunteer groups who support the race will be a big receiver of the funds.

9 Lake Tahoe Sports Organizing Committee/X Games Bid Update – Andy Chapman (5 minutes)

They are continuing with X Games process. The group met last week and looking to bring contract agency in to help with bid. They are meeting with the Wasserman Group from LA. The deadline to submit bid is June 3, and are on track for that date.

Transportation/Infrastructure (25 minutes)

10 Resort Triangle Transportation Vision Coalition update – Ron Treabess (5 minutes)

Tomorrow morning is 3rd monthly meeting. There is a full agenda including review and discussion of cost scenarios for different levels of service in the resort triangle. The report is included in packet. In the next couple months Ron would like to, with Gordon Shaw, give a full presentation to Board. Scenarios range from an improvement to current services to a full new transportation system. Other things on the agenda include different types of funding and governance options such as taxes and ordinances. They are also starting to work on an outreach plan to take the whole vision forward to the people.

ACTION – Bring full presentation to the Board at next months meeting.

11 Free Skier Shuttle Report – Ron Treabess (5 minutes)

The last day was Sunday, March 31st with a grand total of 3,206 riders.

At next months meeting it is recommended that more time be spent on the end of season report.

ACTION – Bring to May meeting a final report of the Free Skier Shuttle

12 Integrated Work Plan **MOTION** – Ron Treabess (15 minutes)

This is being brought to the Board today to have the draft reviewed and approved in order to get the numbers incorporated in the initial budget discussions. In the packet the specific changes and areas to be strengthened are highlighted.

Ron summarized the historical distribution of budget funds. In the past, infrastructure expenditures have been higher than transportation but this year there are much more transportation funds needed.

Also, it is important to include a budget line item for operation and maintenance of existing projects. There was a recommendation that a working group of people maintaining and operating these

projects consider what would be an appropriate amount put towards these projects. The thought is to have an annual contribution of \$150,000 for operations and maintenance. The bottom line can be changed throughout the year as new projects come up.

Ron then went over Infrastructure projects for this year. Ron discussed the changes in transportation needs from last year as highlighted in the packet on page 12-28. Transportation request is approximately \$200k more this year than last year. The Joint Infrastructure Transportation Committee has recommended this. Also included is the 5-year cash flow spreadsheet. It is revised every quarter.

Finally, on 12-34 is application for infrastructure funds and the changes made to that are highlighted.

The Board had a brief discussion about this IWP draft. The Operations and Maintenance funding, and Transportation funding overtaking Infrastructure are the two areas of concern. The Board does however support this Draft IWP.

ACTION – Add Infrastructure and Transportation cash flow to Finance Committee agenda every month.

The Board accepts and recommends the draft IWP for the purpose of enabling the preparation of a draft 2013 /14 Infrastructure and Transportation budget.

Membership (10 minutes)

13 Membership Sales, Activities and Events – Deanna Frumentti (5 minutes)

- In March there were 20 new members, 27 renewing, and 3 write-offs due to non-payment.
- Deanna's March focus was to inform all non-member business about the upcoming summer Visitor Guide and that time is running out to join and be included.
- The Community Awards Dinner was last week and was a great success.
- The Bridal Faire is coming up on April 13th and the Bridal Guide is in the process of being created.
- The Legislative Luncheon is scheduled to be on April 25th at a location to be determined.
- A complete listing of upcoming Chamber events can be found in the packet on page 13-5

14 Marketing Grant for TCDA – Deanna Frumentti **MOTION** (5 minutes)

The TCDA has requested \$10,000 marketing grant. In the packet is a detailed review of the request along with supporting documents.

M/S/C (Kopley/Murnane) (8-0-0) to approve the \$10,000 marketing grant to TCDA

Visitor Information (10 minutes)

15 Visitor Center Proposal for Kings Beach – Emily Detwiler **MOTION** (10 minutes)

Emily Detwiler gave a presentation about moving the Kings Beach VIC from the North Tahoe Beach to the Kings Beach State Recreation Area. The move would bring the beach center to an area with much more traffic and guests. The move would require the purchase of a pop up tent. The proposal includes 3 scenarios and staff recommends the scenario with the large logo tent. The cost for this is \$2,023.62

There is a permanent sign at the current location that was paid for and installed by the California Tahoe Conservancy (CTC). Removing or relocating the sign is an option but not necessary or recommended by staff. It currently holds permanent visitor information panels installed by the CTC.

The Board did question the logistics of putting up and taking down a tent every day. It will be a bit of a hassle but will increase the number of visitors reached as it is in a much higher traffic area.

M/S/C (Mourelatos/Auerbach) (6-2-0) to approve with understanding that Board will receive a report comparing the old and new location.

Special Presentation (20 minutes)

16 Kings Beach Commercial Core Improvement Plan – Dan LaPlante (20 minutes)

Dan LaPlante gave an update on the project and a PowerPoint presentation. He discussed the key accomplishments, project funding, the "Core of the Core" project, what is not in the "Core of the Core" project, the timeline for 2013, and the public outreach plan.

ACTION – Staff to write a letter in support of the KBCCIP project to CTC.

E. DIRECTORS' COMMENTS (5 minutes) 10:45 – 10:50

- Andy Wirth has resigned from the Board. It is an at-large position. He has recommended his VP ?? as a replacement.
- Kristi Boosman announced that the Friends of the West Shore and Sierra Club surprisingly did not appeal Homewood ruling.
- Jennifer Merchant informed the group that the Board of Supervisors will be here meeting April 22-23. There will be a reception hosted by NTPUD on April 22nd at the North Tahoe Events Center.
- Ron Parson thanked everyone for selecting Granlibakken as large business of year at the Community Awards Dinner along with the Tree Top Adventure Course. Also, discussed challenge coming with Hwy 89 CalTrans project. This is going to seriously affect the economic vitality of the West Shore and even Tahoe City. He would like direction for Sandy to write a letter to CalTrans asking them to reconsider plans for 2014 and 2016.
- Valli Murnane requested that the upcoming Water Shuttle marketing plan be on next months agenda.
- Bill Rock thanked for Resort Association for sending in letters on opposition to SB564. Hearing was moved back so still time for additional letters.
- Northstar has two upcoming projects; the mountain flyer and an updated master plan. They will be presented at next months Board Meeting.

ACTION – Add to next months agenda, the upcoming Water Shuttle marketing plan.

ACTION – Have executive committee review applicants and present to Board for vote next month.

ACTION – Sandy to write letter to CalTrans in regards to the upcoming Hwy 89 construction.

F. CONSENT CALENDAR – MOTIONS (5 min) 10:50 – 10:55

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.

17 Board Meeting Minutes – February 6, 2013

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

18 Joint Infrastructure/Transportation Committee – March 25, 2013

19 Marketing Committee – March 28, 2013

20 Business Association and Chamber Collaborative – March 13, 2013

21 Lodging Committee – March 7, 2013

22 Conference Sales Directors Committee – No meeting in March

23 Finance Committee – March 28, 2013

24 Executive Committee Report – March 29, 2013

25 Financial Reports for February, 2013

25.1 Financial Analysis – Project Updates

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

26 Conference Sales Reports

27 Infrastructure/Transportation Activity Report – March

M/S/C (Parson/Rock) (8-0-0) to approve the consent calendar as presented

G. MEETING REVIEW AND STAFF DIRECTION (5 minutes) 10:55- 11:00

- Take TOT ordinance red line to Lodging Committee, also alert to all lodging properties of proposed changes through Emily
- Special Event is directed to look at and revise partial funding strategy

- Presentation to Board and Joint Committee on LSC's findings on transportation vision scenarios
- Solicit candidates for Andy Wirth's replacement on the Board and discuss with Executive Committee.
- Sandy to draft letter to CalTrans in regards to Hwy 89 project during 2014 and 2016
- On the May agenda include skier shuttle review, upcoming Water Shuttle marketing plan and Northstar's two upcoming projects
- Staff to provide an MTRIP 5-year comparison

H. CLOSED SESSION (If necessary)

I. RECONVENE TO OPEN SESSION

J. ADJOURNMENT

The meeting is adjourned at 11:58 am

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



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Staff Action Items

Board Meeting 4-3-13

Sandy/Emily – Distribute a redline copy of the TOT ordinance to the Board and also take it to the Lodging Committee **DONE**

Judy – Before the next round of grant funding, review the current partial funding strategy and discuss with the allocations committee

Ron/Sandy – Bring a full presentation of Gordon's report to the Board on the May agenda. **DONE**

Ron – Bring a final season report of the Free Skier Shuttle to the Board on the May agenda. **DONE**

Ron/Lisa – Add Transportation/Infrastructure Cash Flow report to Finance Committee packet and agenda every month.

Sandy – Add Water Shuttle Marketing Plan and Northstar expansion plan to the May agenda. **DONE**

Sandy – Draft letter to CalTrans in regards to Hwy 89 project timing for 2014-2016.

Sandy – Solicit potential board members from our membership and bring a list of interested candidates to the Exec. Committee meeting for recommendation to board on May 1 **DONE**

Andy – Provide a 5 year comparison with MTRiP data

Sandy – Write a letter of support to CTC regarding the KBCCIP with information provided by Jennifer Merchant. **DONE**

Left from Board Meeting 3-6-13

Sandy – If there is a significant change in timing or funding caused by County CEOs Office prior to submitting an approved item to the Board of Supervisors, the County will be placed on the next Board Agenda to provide explanation. **DONE**

Ron – Provide an End of Season report on the Free Skier Shuttle that includes all costs in a cost per person analysis. **DONE**

Left from Board Meeting 1-9-13

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

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

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

Left from Board Meeting 12-5-12

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

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

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

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

Left from Board Meeting 11-7-12

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

Left from Board Meeting 10-3-12

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

Left from Board Meeting 4-4-12

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

Left from Board Meeting 3-7-12

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

Andy – Develop 3 year measureable goals for coop

Left from Board Meeting 8-3-11

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

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



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COMMITTEE: Joint Infrastructure/Transportation Committee

MEETING DATE: April 22, 2013

BOARD MEMBERS PRESENT: Phil GilanFarr, Eric Brandt

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Pang/Kyler) (10-0-0) to approve the Joint Infrastructure/Transportation Committee Agenda for April 22, 2013

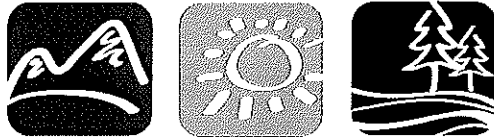
M/S/C (Pang/Perman) (10-0-0) to approve the Joint Infrastructure/Transportation Committee minutes of March 25, 2013

BOARD APPROVAL/DIRECTION REQUESTED:

M/S/C (Pang/Kronkhyte) (10-0-0) to recommend to the Board: funding not to exceed \$12,000 to Placer County DPW for the purpose of construction and installation if two specified wayfinding signs in Snow Creek Wetlands Project

M/S/C (Pang/Foster) (0-0-0) to recommend to the Board: funding not to exceed \$8,595 to Tahoe Cross Country Ski Education Association for the purpose of construction and installation of specified wayfinding multi-use trail signage.

M/S/C (Kronkhyte/Garner) (0-0-0) to recommend the approval of the Draft FY-2013/22 Infrastructure/Transportation and Draft 2013/14 Budget Expenditures to the Board for inclusion into the overall NLTRA Budget development process for FY-2103/14



north lake tahoe

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COMMITTEE: Marketing
MEETING DATE: April 23, 2013
BOARD MEMBERS PRESENT: Eric Brandt

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to staff (Andy): Communicate dates and place for workshop to review North Lake Tahoe Marketing Brand Statement with committee members.

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Moore/Brandt) (7/0) to approve the agenda as presented.
- 4.1 M/S/C (Brandt/Maurer) (7/0) to approve the Marketing Committee minutes from March 28, 2013.
- 5.3 M/S/C (Brandt/Sprague) (7/0) to follow the agency (School of Thought) recommendation with not moving forward with "Getting Away Together."

BOARD APPROVAL/DIRECTION REQUESTED:



COMMITTEE: Finance

MEETING DATE: April 25, 2013

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

ACTION ITEMS TAKEN:

Kim Lambert will add more detail to item 9.4 in the February 2013 minutes.

Lisa de Roulet will change the title "Programs" in the expense section of the P&L to "Marketing Programs."

The 9-Month Actual/3-Month Reforecast will be included in the Board Packet for the Wednesday, May 1st meeting.

Lisa de Roulet will prepare a report regarding 2012/13 Community and Special Event Marketing Grant disbursements to determine if there are unused funds that could be used to cover the projected budget shortfall.

The County Services portion of the 2013/14 TOT Budget will be redacted when presented with the Scope of Work to Placer County.

MOTIONS MADE / VOTE:

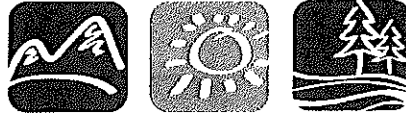
M/S/C (Parson/Salmon) (3/0) to approve the agenda as presented.

The committee decided to table the February 2013 minutes until the next meeting.

BOARD APPROVAL / DIRECTION REQUESTED:

M/S/C (Parson/Salmon) (5/0) to recommend the Board of Directors approve the March 2013 Financial Statements.

M/S/C (Parson/GilanFarr) (4/0 – 1 abstention) to recommend that the Board of Directors adopt the Balanced Priority Based TOT Budget for 2013/14.



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NLTRA Executive Committee

Monday, April 22, 2013
3:00 p.m.
NLTRA Offices

Agenda

A. Open Session

1. Items for Board Meeting Agenda – May 1
Timing on agenda items was adjusted to allow for more discussion if necessary. It was requested to postpone the Northstar presentation to June to provide more time on the May Agenda.
2. Contract Budget
Sandy shared concerns with the proposed budget provided by County staff and what is necessary to continue our marketing program as well as meet our commitments in Infrastructure and Transportation. All three budget scenarios were looked at with the preference for the balanced priority based budget. It was recommended to add back in the County Services expenses and start with the 60% of TOT collections as a beginning point.
3. Board of Supervisors Agenda
 - a. TOT Ordinance – **Ron Parson will speak about concerns that he has regarding the ordinance changes. He has sent a letter to the BOS requesting that the ordinance be tabled until all the issues can be resolved or discussed by constituents. NLTRA sent out the draft ordinance to lodging in April, notifying them of the reading on April 23.**
 - b. Public Comment – **Sandy will address the BOS with accomplishments over the past quarter.**
 - c. Reception at Garwoods at 5 p.m. – **All are invited.**
4. Appointment recommendations for Board seat
There are four candidates for the position, Exec Committee members asked to send the candidates' information out to the entire Exec. Committee to ask for their preference. The general consensus was that we should continue to seek people with executive decision making authority.

5. **Lake Tahoe Sports Organizing Committee – X-Games Bid /Wasserman Media Group NLTRA along with LTVA, Squaw/Alpine, Heavenly Valley, and Reno Tahoe Visitor Authority have contracted with Wasserman Media Group to assist with the bid to ESPN for the X Games. Each entity is contributing an equal share of \$8,000 and NLTRA will be the lead agent for collecting funds and distributing contract for signatures.**

6. **Truckee Tomorrow Meeting**
Andy and Sandy met with the citizen group of Truckee Tomorrow last week at their request to discuss how Truckee might be able to participate in the North Lake Tahoe Cooperative Marketing Partnership. The equitable amount to participate was determined to be 15% of total TOT collected within their area which would be approximately \$200,000. This is the beginning of discussions and the Exec. Committee suggested that County staff be informed that we are considering this addition to the coop.

7. **Legislative Issues – SB630, SB229, CalChamber Legislative Briefing May 21**
Sandy discussed the legislation that is stirring between Nevada and California as it has the ability to do away with the compact and recently adopted Regional Plan. Currently the County is neutral on this issue and we have remained aligned with the County. Sandy will be attending a Legislative Briefing hosted by CalChamber on May 21 and will be setting up meetings with legislators while in Sacramento.

8. **4 p.m. – 5 p.m. CEO Goals and Performance Evaluation – Meeting with Laura Moriarty**
Laura walked the Exec. Comm members through the process and policy drafted for the evaluation of the CEO. Members made a few changes to the report but overall were happy with the progress. One metric that will need to be established is the maximum percentage of merit increase that would be available for the CEO if 3% is budgeted. Laura suggested that 6% would be a good cap to have.

NLT Chamber/CVB/ Resort Association
Financial Statements
For the Nine Months Ending March 31, 2013



April 25, 2013

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the March 2013 Financial Statements

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

- Membership dues are down due to write-offs of non-renewing members; however, actual revenue is ahead of last year at this time.
- Membership Activities revenue is down as is corresponding expense. (Note: FY 2012/13 Membership Activities revenue is significantly below FY 2011/12 because Business Directory advertising and AFW labor are included in FY2011/12.)
- Marketing Commissions are down due to slow sales of the Ski Tahoe North interchangeable lift ticket.
- Miscellaneous revenue is under budget; anticipated sales opportunities have not yet materialized.
- Conference salaries are over budget as not enough money was budgeted for sales commissions.
- Rent, Telephone, Insurance/Bonding, Supplies and Equipment Rental/Leasing expense are over budget in some departments due to the expansion of operations.
- Programs expense is under budget as NLTRA has not yet received invoices from Community Marketing Grant recipients. All money budgeted will be spent.
- Special Events expense is over budget currently; however, only 67% of budget has been consumed.
- Market Study Reports, and Miscellaneous Programs expenses are down in comparison to budget due to timing. The budgeted money will be spent.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

North Lake Tahoe Resort Association
BALANCE SHEET
Mar 31, 2013

Assets	March 31, 2013	March 31, 2012	June 30, 2012
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	887,182	701,668	698,840
Cash - Payroll Account #7421	14,014	7,363	16,479
Marketing Cooperative Cash	(84,629)	98,329	217,829
Cash - Infrastructure #8163	266,247	47,227	40,939
UBS Cash	8,601	9,056	8,557
Operations Money Market BW	44,864	244,460	244,608
Citizens Bank CDs	-	207,847	0
Cash in Drawer	223	-	355
Accounts Receivable	19,797	101,402	121,951
A/R - Sales Estimates	3,208	-	4,064
A/R - TOT Funding	1,369,619	1,412,930	443,558
Undeposited Funds	508	-	28
WebLink Accounts Receivable	38,600	-	0
Inventory Asset	17,808	4,406	13,108
AR TOT Transportation	286,639	291,641	103,200
AR TOT Infrastructure	3,425,793	7,541,659	4,962,993
Total Current Assets	6,298,973	10,668,489	6,877,008
Property and Equipment			
Furniture & Fixtures	64,991	64,991	64,991
Accum. Depr. - Furn & Fix	(59,629)	(51,301)	(53,388)
Computer Equipment	41,344	60,000	41,344
Accum. Depr. - Computer Equip	(39,870)	(56,013)	(37,923)
Computer Software	30,050	54,619	20,187
Accum. Amort. - Software	(22,748)	(54,620)	(20,188)
Leasehold Improvements	24,284	23,284	23,284
Accum. Amort - Leasehold Impr	(23,417)	(22,701)	(23,284)
Total Property and Equipment	15,005	18,259	15,024
Other Assets			
Prepaid Expenses	105,063	174,815	49,888
Prepaid Insurance	5,408	3,050	4,709
Total Other Assets	110,471	177,865	54,597
Total Assets	6,424,449	10,864,613	6,946,629
Liabilities and Net Assets			
	2013	2012	2012
Current Liabilities			
Accounts Payable	303,165	155	869,182
Salaries / Wages Payable	35,874	49,056	59,843
Empl. Federal Tax Payable	1,496	934	1,496
State Taxes Payable	-	(1,026)	0
FUTA Taxes Payable	48	(402)	48
FSA Payable	-	90	0
401 (k) Plan	6,282	10,954	16,136
Estimated PTO Liability	56,143	67,410	60,883
Sales and Use Tax Payable	843	1,314	2,425
SKI Tahoe North lift tickets	(2,576)	19,051	2,857
Marketing Cooperative Liabli	(84,629)	98,329	217,829
Intra-Company Borrowings	(305)	(489)	(962)
AFW Suspense Account	(90)	-	(4,590)
Payroll Liabilities	8,340	20,764	4,350
Reserves	-	31,438	0
Deferred Rev - Membership Dues	92,068	106,934	71,321
Def Revenue - Other	10,060	-	13,456
Unbilled Purchases	426	-	0
Deferred Support	463,210	1,284,537	0
Deferred Support-Transportation	286,642	85,241	0
Deferred Support - Infra	3,823,044	7,804,261	4,648,436
Deferred Sup- Infra Maint. Res	142,096	-	150,000
Total Current Liabilities	5,142,138	9,578,552	6,112,711
Long-Term Liabilities			
Total Liabilities	5,142,138	9,578,552	6,112,711
Net Assets			
Fund Balance - General	-	4,592,495	0
Fund Balance Restricted	-	243,110	0
Temp. Restricted Net Assets 5	-	(4,217,078)	0
Temp. Restricted Net Assets 4	-	49,415	0
Unrestricted Net Assets	442,264	29,477	305,763
Designated Marketing Reserve	293,110	-	293,110
Designated Infra Maint Reserve	98,544	-	98,544
Net Income	448,393	588,642	136,500
Total Net Assets	1,282,311	1,286,062	833,918
Total Liabilities and Net Assets	6,424,449	10,864,613	6,946,629

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 3 quarters ended Mar 31, 2013
Consolidated Departments

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						75%
316,202	316,202	Placer County TOT Funding	3,883,778	2,845,819	1,037,959	3,155,778	5,168,272	69%
9,528	10,355	Membership	85,447	93,199	(7,752)	79,817	124,265	68%
19,440	1,457	Revenues-Membership Activities	36,833	49,462	(12,829)	56,466	53,833	81%
150	744	Revenue-Tue AM Breakfast Club	7,269	6,695	574	9,287	8,927	-
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
800	-	Non-retail VIC income	1,975	-	1,975	-	-	46%
1,643	4,667	Commissions	49,578	59,657	(10,079)	117,589	107,000	84%
5,195	2,500	Merchandise Sales	65,997	63,000	2,997	16,821	79,000	0%
-	3,679	Miscellaneous	75	23,967	(23,892)	(3)	35,000	74%
352,958	339,604	Total Revenue	4,130,752	3,141,799	988,953	3,515,053	5,566,297	
		Operating Expenses						73%
88,995	99,497	Salaries & Wages	903,110	927,211	24,101	909,025	1,238,204	80%
15,098	14,841	Rent	143,002	133,567	(9,435)	93,949	178,091	121%
2,688	1,647	Telephone	28,149	18,366	(9,783)	20,410	23,309	83%
495	281	Mail - USPS	2,806	2,527	(279)	2,649	3,370	109%
1,244	790	Insurance/Bonding	10,341	7,114	(3,227)	7,228	9,485	85%
229	1,159	Supplies	11,790	10,435	(1,355)	12,492	13,918	-
35	-	Visitor Communications - Other	383	-	(383)	125	-	79%
1,217	1,147	Depreciation	10,881	10,323	(558)	10,160	13,762	73%
350	928	Equipment Support & Maintenance	8,160	8,355	195	10,394	11,140	55%
8	475	Taxes, Licenses & Fees	1,849	2,759	910	2,087	3,334	54%
-	171	Miscellaneous Expense	371	513	142	-	684	97%
1,370	1,403	Equipment Rental/Leasing	16,270	12,824	(3,446)	11,436	16,828	67%
307	42	Training Seminars	2,091	1,075	(1,016)	2,190	3,100	0%
-	859	Public Outreach	-	2,726	2,726	-	3,735	92%
2,400	250	Professional Fees	24,758	21,225	(3,533)	28,930	26,975	60%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	73%
9,571	11,833	Research & Planning	60,217	61,497	1,280	38,032	82,000	43%
67,780	18,333	Transportation Projects	422,213	850,000	427,787	225,438	977,000	77%
14,127	-	Infrastructure Projects	1,051,811	-	(1,051,811)	273,276	1,363,831	9%
7,239	-	Programs	18,521	140,000	121,479	27,050	196,600	-
-	-	Autumn Food & Wine	-	-	0	78,947	-	67%
781	10,000	Special Events	127,827	43,500	(84,327)	68,289	190,153	52%
15,162	1,590	Membership Activities	23,595	38,691	15,096	33,356	45,580	107%
503	500	Tuesday Morning Breakfast Club	6,422	4,500	(1,922)	6,688	6,000	-
-	-	Classified Ads	477	-	(477)	3,480	-	-
-	-	Promotions/Giveaways	727	-	(727)	-	-	0%
-	-	Market Study Reports/Research	33	5,000	4,967	74,327	18,000	75%
80,762	80,548	Marketing Cooperative/Media	726,858	724,928	(1,930)	792,000	966,566	-
-	-	Media/Collateral/Production	-	-	0	116,944	-	25%
-	42	Miscellaneous Programs	21,797	40,931	19,134	-	88,731	0%
-	-	Conference - PUD	-	-	0	-	10,000	89%
2,506	1,500	Cost of Goods Sold	29,350	25,000	(4,350)	11,139	33,000	50%
-	240	Associate Relations	1,545	2,358	811	2,407	3,075	62%
221	417	Board Functions	3,124	3,750	626	5,132	5,000	129%
588	367	Credit Card Fees	4,386	2,550	(1,836)	2,627	3,400	53%
1,287	922	Automobile Expenses	5,904	8,294	2,390	7,316	11,058	173%
797	243	Meals/Meetings	3,730	1,560	(2,170)	1,782	2,160	91%
975	275	Dues & Subscriptions	4,704	3,882	(822)	9,976	5,172	26%
1,007	631	Travel	2,172	5,680	3,508	4,358	8,238	-
-	-	Bad Debt	300	-	(300)	-	-	66%
317,742	250,931	Total Operating Expenses	3,682,674	3,125,939	(556,735)	2,896,639	5,566,499	
12	183	Revenues- Interest & Investment	314	1,650	(1,336)	1,665	2,200	14%
-	-	Marketing Reserves	-	-	0	31,438	-	-
35,228	88,856	Net Income (Loss)	448,392	17,510	430,882	588,641	1,998	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the 3 quarters ended Feb 28, 2013
All Departments excl Infra and Tran

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	11, 30, 42, 60, 70 Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
Revenue								
204,153	204,153	Placer County TOT Funding	1,837,378	1,837,378	0	2,060,621	2,449,835	75%
9,576	10,355	Memberships	85,447	93,199	(7,752)	79,817	124,266	69%
180	30,000	Revenues-Membership Activities	36,633	49,462	(12,829)	56,465	53,833	68%
725	744	Revenue-Tue AM Breakfast Club	7,269	6,695	574	9,287	8,927	81%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	-	Revenues - Retail - Nontaxable	-	-	0	352	-	-
50	-	Non-retail VIC Income	1,975	-	1,975	-	-	-
1,680	5,167	Commissions	49,578	59,657	(10,079)	117,589	107,000	46%
4,683	5,000	Merchandise Sales	65,997	63,000	2,997	16,821	79,800	84%
-	2,536	Miscellaneous	75	23,967	(23,892)	(3)	35,000	0%
221,047	257,955	Total Revenue	2,084,352	2,133,358	(49,006)	2,419,896	2,857,860	73%
Operating Expenses								
89,457	93,686	Salaries & Wages	791,601	804,339	12,738	796,975	1,073,944	74%
15,178	13,627	Rent	129,653	122,646	(7,007)	81,134	163,529	79%
2,015	1,380	Telephone	23,943	15,399	(8,544)	16,898	19,541	123%
541	280	Mail - USPS	2,784	2,516	(268)	2,636	3,355	83%
1,169	657	Insurance/Bonding	9,629	5,914	(3,715)	6,033	7,985	122%
581	968	Supplies	11,078	8,710	(2,368)	11,201	11,618	95%
35	-	Visitor Communications - Other	383	-	(383)	125	-	-
1,022	963	Depreciation	9,140	8,667	(473)	8,587	11,554	79%
882	813	Equipment Support & Maintenance	7,327	7,313	(14)	9,345	9,750	76%
173	-	Taxes, Licenses & Fees	1,733	1,759	26	1,092	2,134	81%
-	-	Miscellaneous Expense	371	-	(371)	-	-	-
1,819	1,166	Equipment Rental/Leasing	13,384	10,494	(2,890)	9,410	13,988	96%
629	-	Training Seminars	2,091	700	(1,391)	1,813	2,600	80%
-	-	Public Outreach	-	1,247	1,247	-	1,662	0%
2,800	250	Professional Fees	24,758	21,225	(3,533)	28,930	26,975	92%
(3,318)	-	Programs	18,521	140,000	121,479	27,050	196,600	9%
-	-	Autumn Food & Wine	-	-	0	78,947	-	-
33,064	5,000	Special Events	127,827	43,500	(84,327)	68,289	190,153	67%
291	19,310	Membership Activities	23,410	38,691	15,281	33,356	45,580	51%
1,767	500	Tuesday Morning Breakfast Club	6,422	4,500	(1,922)	6,888	6,000	107%
477	-	Classified Ads	477	-	(477)	2,920	-	-
-	-	Promotions/Giveaways	727	-	(727)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	74,327	18,000	0%
80,762	80,548	Marketing Cooperative/Media	726,858	724,928	(1,930)	792,000	966,566	75%
-	-	Media/Collateral/Production	-	-	0	116,944	-	-
222	42	Miscellaneous Programs	21,797	40,931	19,134	-	88,731	25%
-	-	Conference - PUD	-	-	0	-	10,000	0%
2,604	2,500	Cost of Goods Sold	29,350	25,000	(4,350)	11,139	33,000	89%
150	202	Associate Relations	1,519	2,169	650	2,243	2,825	54%
404	417	Board Functions	3,124	3,750	626	5,132	5,000	62%
363	242	Credit Card Fees	4,386	2,550	(1,836)	2,627	3,400	129%
200	405	Automobile Expenses	4,432	3,643	(789)	4,698	4,858	91%
198	158	Meals/Meetings	3,409	1,485	(1,924)	1,754	1,950	174%
22	395	Dues & Subscriptions	4,628	3,735	(893)	9,868	5,000	93%
1,361	631	Travel	2,172	5,660	3,508	4,358	8,238	26%
-	-	Bad Debt	300	-	(300)	-	-	-
234,868	224,140	Total Operating Expenses	2,007,267	2,056,491	49,224	2,216,519	2,934,446	68%
12	150	Revenues- Interest & Investment	314	1,350	(1,036)	1,326	1,800	17%
-	-	Marketing Reserves	-	-	0	31,438	-	-
-6,329	-6,399	Allocated	-56,957	-57,588	(631)	-58,083	-76,785	0%
(7,480)	40,364	Net Income (Loss)	134,356	135,805	(1,449)	231,348	1,999	-

23-5

North Lake Tahoe Resort Association
Departmental Summary
For the 3 Quarters Ending Mar 31, 2013

	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
Revenue										
Placer County TOT Funding	1,338,273	264,152	234,953	1,837,378	859,914	0	0	859,914	1,186,488	3,883,778
Membership	-	6,004	-	6,004	-	79,444	-	79,444	-	85,447
Revenues-Membership Activities	-	-	-	-	-	36,633	-	36,633	-	36,633
Revenue-Tue AM Breakfast Club	-	-	-	-	-	7,269	-	7,269	-	7,269
Non-retail VIC Income	-	-	1,975	1,975	-	-	-	-	-	1,975
Commissions	669	48,909	-	49,578	-	-	-	-	-	49,578
Merchandise Sales	-	-	65,997	65,997	-	-	-	-	-	65,997
Miscellaneous	-	-	-	-	-	-	75	75	-	75
Total Revenue	1,338,942	319,065	302,925	1,960,932	859,914	123,346	75	983,335	1,186,488	4,130,752
Operating Expenses										
Salaries & Wages	205,719	161,367	151,997	519,082	51,493	55,208	217,310	324,012	60,016	903,110
Rent	15,973	8,054	82,030	106,067	5,680	5,680	17,906	29,268	7,659	143,002
Telephone	8,378	2,303	4,070	14,751	2,070	2,869	6,324	11,262	2,135	28,149
Mail - USPS	769	647	394	1,810	11	468	506	985	10	2,808
Insurance/Bonding	2,016	1,909	2,479	6,404	358	925	2,301	3,582	355	10,341
Supplies	2,068	689	4,589	7,346	330	1,244	2,468	4,062	383	11,790
Visitor Communications - Other	75	-	308	383	-	-	-	-	-	383
Depreciation	2,720	1,415	1,415	5,550	870	870	2,720	4,461	870	10,881
Equipment Support & Maintenance	2,001	1,130	1,327	4,458	416	416	2,453	3,288	416	8,160
Taxes, Licenses & Fees	380	94	588	1,062	58	58	614	729	58	1,849
Miscellaneous Expense	22	-	-	22	-	-	349	349	-	371
Equipment Rental/Leasing	1,904	1,680	4,556	8,140	1,443	3,025	2,219	6,587	1,443	16,270
Training Seminars	1,137	-	-	1,137	-	180	774	954	-	2,091
Professional Fees	-	-	3,188	3,188	-	160	21,410	21,570	-	24,758
Research & Planning Membership	-	-	-	-	3,000	-	-	3,000	-	3,000
Research & Planning	-	-	-	-	25,371	-	-	25,371	34,846	60,217
Transportation Projects	-	-	-	-	422,213	-	-	422,213	65,900	488,113
Infrastructure Projects	-	-	-	-	-	-	-	-	985,911	985,911
Programs	18,521	-	-	18,521	-	-	-	-	-	18,521
Special Events	127,827	-	-	127,827	-	-	-	-	-	127,827
Membership Activities	93	93	93	279	93	23,039	93	23,224	93	23,595
Tuesday Morning Breakfast Club	-	-	-	-	-	6,422	-	6,422	-	6,422
Classified Ads	-	-	-	-	-	477	-	477	-	477
Promotions/Giveaways	100	627	-	727	-	-	-	-	-	727
Market Study Reports/Research	33	-	-	33	-	-	-	-	-	33
Marketing Cooperative/Media	626,364	100,494	-	726,858	-	-	-	-	-	726,858
Miscellaneous Programs	21,575	-	-	21,575	-	222	-	222	-	21,797
Cost of Goods Sold	-	-	29,350	29,350	-	-	-	-	-	29,350
Associate Relations	28	350	425	803	-	25	690	715	26	1,545
Board Functions	-	-	-	-	-	-	3,124	3,124	-	3,124
Credit Card Fees	406	-	2,422	2,828	-	1,558	-	1,558	739	4,386
Automobile Expenses	1,585	926	1,545	4,036	734	141	266	1,130	276	5,904
Meals/Meetings	2,003	117	436	2,557	46	212	640	898	38	3,730
Dues & Subscriptions	1,207	1,175	-	2,382	38	556	1,690	2,284	-	4,704
Travel	2,107	-	65	2,172	-	-	-	-	-	2,172
Bad Debt	300	-	-	300	-	-	-	-	-	300
Total Operating Expenses	1,045,291	283,080	291,277	1,619,647	514,222	103,754	283,867	901,843	1,161,184	3,682,674
Operating Income (Loss)	293,651	35,985	11,648	341,285	345,692	19,592	(283,792)	81,492	25,302	448,078
Revenues- Interest & Investment	-	-	-	-	-	-	314	314	-	314
Allocated	100,607	61,492	35,664	197,763	25,387	26,211	(280,931)	(229,333)	31,570	-
Net Income (Loss)	193,044	(25,507)	(24,016)	143,522	320,305	(6,619)	(2,547)	311,139	(6,268)	448,392

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 3 Quarters Ended Mar 31, 2013
Marketing

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						
148,697	148,697	Placer County TOT Funding	1,338,273	1,338,273	0	1,568,951	1,784,362	75%
-	-	Special Events Autumn Food&Wine	-	-	0	78,947	-	-
-	1,260	Commissions	669	7,000	(6,331)	2,717	7,000	10%
148,697	149,947	Total Revenue	1,338,942	1,345,273	(6,331)	1,650,615	1,791,362	75%
		Operating Expenses						
20,599	23,011	Salaries & Wages	205,719	212,047	6,328	234,810	282,026	73%
1,733	1,631	Rent	15,973	14,683	(1,290)	17,931	19,577	82%
736	300	Telephone	8,378	3,588	(4,790)	6,593	4,488	187%
57	85	Mail - USPS	769	765	(4)	746	1,020	75%
236	200	Insurance/Bonding	2,016	1,800	(216)	1,792	2,400	84%
13	383	Supplies	2,068	3,447	1,379	3,798	4,601	45%
-	-	Visitor Communications - Other	75	-	(75)	-	-	-
304	286	Depreciation	2,720	2,574	(146)	2,593	3,430	79%
88	150	Equipment Support & Maintenance	2,001	1,350	(651)	3,512	1,800	111%
-	-	Taxes, Licenses & Fees	380	233	(147)	204	233	163%
-	-	Miscellaneous Expense	22	-	(22)	-	-	-
137	167	Equipment Rental/Leasing	1,904	1,503	(401)	1,423	2,000	95%
83	-	Training Seminars	1,137	-	(1,137)	1,069	-	-
7,239	-	Programs	18,521	140,000	121,479	27,050	198,600	9%
-	-	Autumn Food & Wine	-	-	-	78,947	-	-
781	10,000	Special Events	127,827	43,500	(84,327)	68,289	190,153	67%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	200	-	-
-	-	Promotions/Giveaways	100	-	(100)	-	-	-
-	-	Market Study Reports/Research	33	5,000	4,967	74,327	18,000	0%
69,596	69,104	Marketing Cooperative/Media	626,364	621,936	(4,428)	671,750	829,243	76%
-	-	Media/Collateral/Production	-	-	-	98,044	-	-
-	-	Miscellaneous Programs	21,575	40,000	18,425	-	87,675	25%
-	-	Associate Relations	28	350	322	306	400	7%
66	125	Credit Card Fees	406	375	(31)	387	500	81%
215	150	Automobile Expenses	1,565	1,350	(215)	1,318	1,800	87%
242	100	Meals/Meetings	2,003	900	(1,103)	1,415	1,200	167%
560	-	Dues & Subscriptions	1,207	750	(457)	6,848	1,500	80%
943	631	Travel	2,107	5,680	3,573	4,054	7,574	28%
-	-	Bad Debt	300	-	(300)	-	-	-
103,628	106,323	Total Operating Expenses	1,045,291	1,101,831	56,540	1,305,406	1,656,220	63%
-	-	Marketing Reserves	-	-	-	31,438	-	-
11,179	11,262	Allocated	100,607	101,356	749	111,938	135,142	74%
33,890	32,362	Net Income (Loss)	193,044	142,086	50,958	201,833	-	-

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 8 Months Ended Mar 31, 2013
Conference

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						
29,350	29,350	Placer County TOT Funding	234,801	234,801	0	224,833	352,202	67%
580	541	Membership	5,424	4,331	1,093	3,725	6,497	83%
1,643	3,000	Commissions	47,265	45,907	1,358	112,163	95,000	50%
31,573	32,891	Total Revenue	287,490	285,039	2,451	340,721	453,699	63%
		Operating Expenses						
15,302	16,118	Salaries & Wages	146,065	133,157	(12,908)	115,660	198,340	74%
869	835	Rent	7,195	6,676	(519)	8,198	10,014	72%
208	246	Telephone	2,096	2,422	326	2,481	3,408	62%
82	65	Mail - USPS	565	520	(45)	502	780	72%
236	100	Insurance/Bonding	1,673	800	(873)	791	1,200	139%
7	149	Supplies	682	1,188	506	1,315	1,782	38%
158	150	Depreciation	1,256	1,200	(56)	1,175	1,800	70%
46	108	Equipment Support & Maintene	1,085	867	(218)	980	1,300	83%
-	-	Taxes, Licenses & Fees	94	130	36	106	130	72%
137	142	Equipment Rental/Leasing	1,543	1,133	(410)	1,104	1,700	91%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	50	-	-
-	-	Promotions/Giveaways	627	-	(627)	-	-	-
11,166	11,444	Marketing Cooperative/Media	89,328	91,549	2,221	109,000	137,323	65%
-	-	Conference - PUD	-	-	-	-	10,000	0%
-	42	Associate Relations	350	333	(17)	358	500	70%
159	80	Automobile Expenses	767	639	(128)	612	958	80%
-	-	Meals/Meetings	117	-	(117)	23	-	-
415	-	Dues & Subscriptions	760	1,235	475	1,285	1,500	51%
-	-	Travel	-	-	-	-	-	-
-	-	Bad Debt	-	-	-	-	-	-
28,785	29,479	Total Operating Expenses	254,296	241,849	(12,447)	243,640	370,735	69%
6,832	6,914	Allocated	54,660	55,310	650	57,056	82,985	66%
(4,044)	(3,502)	Net Income (Loss)	(21,466)	(12,120)	(9,346)	40,025	(1)	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 3 Quarters Ended Mar 31, 2013
Transportation

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						
\$ 95,546	95,546	Placer County TOT Funding	859,914	859,914	0	464,400	1,146,566	75%
95,546	95,546	Total Revenue	859,914	859,914	0	464,400	1,146,566	75%
		Operating Expenses						
5,260	6,633	Salaries & Wages	51,493	60,019	8,526	54,284	80,239	64%
613	586	Rent	5,680	5,275	(405)	6,407	7,034	81%
198	171	Telephone	2,070	1,816	(254)	1,756	2,328	89%
-	-	Mail - USPS	11	-	(11)	4	-	-
37	67	Insurance/Bonding	356	600	244	601	800	45%
4	67	Supplies	330	600	270	646	800	41%
97	92	Depreciation	870	828	(42)	790	1,104	79%
28	56	Equipment Support & Maintenance	416	502	86	500	670	62%
-	-	Taxes, Licenses & Fees	58	100	42	65	100	58%
123	117	Equipment Rental/Leasing	1,443	1,050	(393)	1,013	1,400	103%
-	443	Public Outreach	-	1,329	1,329	-	1,773	0%
-	-	Research & Planning Membership	3,000	5,000	2,000	3,000	5,000	60%
6,850	7,500	Research & Planning	25,371	22,500	(2,871)	24,027	30,000	85%
67,780	18,333	Transportation Projects	422,213	850,000	427,787	225,438	977,000	43%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	280	-	-
-	13	Associate Relations	-	113	113	82	150	0%
163	350	Automobile Expenses	734	3,150	2,416	1,307	4,200	17%
33	-	Meals/Meetings	46	-	(46)	12	100	46%
-	-	Dues & Subscriptions	38	72	34	54	72	53%
81,186	34,428	Total Operating Expenses	514,222	952,954	438,732	320,266	1,112,770	46%
2,821	2,816	Allocated	25,387	25,347	(40)	27,220	33,796	75%
11,539	58,302	Net Income (Loss)	320,305	(118,387)	438,692	116,914		

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
for the 3 quarters ended Mar 31, 2013
Visitor Information

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year To Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						
26,106	26,106	Placer County TOT Funding	234,953	234,953	0	241,088	313,271	75%
0	0	Revenues - Retail - Nontaxable	0	0	0	352	0	-
800	0	Non-retail VIC Income	1,975	0	1,975	0	0	-
5,195	2,500	Merchandise Sales	65,997	63,000	2,997	16,821	79,000	84%
0	3,679	Miscellaneous	0	23,967	(23,967)	70	35,000	0%
32,101	32,285	Total Revenue	302,925	321,920	(18,995)	258,331	427,271	71%
		Operating Expenses						
13,374	15,925	Salaries & Wages	151,997	158,595	6,598	120,600	215,026	71%
6,756	8,941	Rent	82,030	80,469	(1,561)	28,088	107,294	76%
415	155	Telephone	4,070	1,862	(2,208)	1,308	2,328	175%
55	15	Mail - USPS	394	135	(259)	107	180	219%
311	83	Insurance/Bonding	2,479	750	(1,729)	898	1,000	248%
12	83	Supplies	4,589	750	(3,839)	1,910	1,000	459%
35	0	Visitor Communications - Other	308	0	(308)	125	0	-
158	149	Depreciation	1,415	1,341	(74)	1,309	1,788	79%
46	150	Equipment Support & Maintenance	1,327	1,350	23	1,112	1,800	74%
0	0	Taxes, Licenses & Fees	588	206	(382)	193	206	285%
411	333	Equipment Rental/Leasing	4,556	3,000	(1,556)	3,112	4,000	114%
0	0	Training Seminars	0	500	500	0	1,000	0%
0	250	Professional Fees	3,188	3,975	787	0	4,975	64%
0	0	Membership Activities	93	0	(93)	18	0	-
0	0	Classified Ads	0	0	0	720	0	-
0	0	Media/Collateral/Production	0	0	0	20,901	0	-
0	42	Miscellaneous Programs	0	375	375	0	500	0%
2,506	1,500	Cost of Goods Sold	29,350	25,000	(4,350)	11,139	33,000	89%
0	29	Associate Relations	425	262	(163)	362	350	121%
232	58	Credit Card Fees	2,422	525	(1,897)	575	700	346%
446	25	Automobile Expenses	1,545	225	(1,320)	1,340	300	515%
65	60	Meals/Meetings	436	60	(376)	68	60	727%
65	0	Travel	65	0	(65)	0	0	-
24,887	27,798	Total Operating Expenses	291,277	279,380	(11,897)	193,885	375,507	78%
3,963	3,814	Allocated	35,664	34,323	(1,341)	48,755	45,764	0%
3,251	673	Net Income (Loss)	(24,016)	8,217	(32,233)	15,691	6,000	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 3 Quarters Ended Mar 31, 2013
Infrastructure

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
		Revenue						
16,503	16,503	Placer County TOT Funding	1,186,486	148,527	1,037,959	630,757	1,561,871	76%
16,503	16,503	Total Revenue	1,186,486	148,527	1,037,959	630,757	1,561,871	76%
		Operating Expenses						
6,161	6,928	Salaries & Wages	60,016	62,853	2,837	57,766	84,021	71%
2,602	627	Rent	7,669	5,646	(2,023)	6,407	7,528	102%
198	96	Telephone	2,135	1,151	(984)	1,756	1,440	148%
-	1	Mail - USPS	10	11	1	10	15	67%
37	67	Insurance/Bonding	355	600	245	594	800	44%
4	125	Supplies	383	1,125	742	646	1,500	26%
97	92	Depreciation	870	828	(42)	782	1,104	79%
28	60	Equipment Support & Maintenance	416	540	124	550	720	58%
-	100	Taxes, Licenses & Fees	58	900	842	929	1,100	5%
-	171	Miscellaneous Expense	-	513	513	-	684	0%
123	120	Equipment Rental/Leasing	1,443	1,080	(363)	1,013	1,440	100%
-	42	Training Seminars	-	375	375	378	500	0%
-	-	Public Outreach	-	150	150	-	300	0%
2,721	4,333	Research & Planning	34,846	38,997	4,151	14,005	52,000	67%
14,127	-	Infrastructure Projects	1,051,811	-	(1,051,811)	273,276	1,363,831	77%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	0	280	-	-
-	25	Associate Relations	26	75	49	82	100	26%
163	167	Automobile Expenses	739	1,500	761	1,311	2,000	37%
33	25	Meals/Meetings	276	75	(201)	17	100	276%
-	25	Dues & Subscriptions	38	75	37	54	100	38%
26,294	13,004	Total Operating Expenses	1,161,184	116,494	(1,044,690)	359,856	1,519,283	76%
-	33	Revenues- Interest & Investment	-	300	300	339	400	
3,508	3,582	Allocated	31,570	32,241	671	30,863	42,988	73%
(13,299)	(50)	Net Income (Loss)	(6,268)	92	(6,360)	240,377	-	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 3 Quarters Ended Mar 31, 2013
Membership

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
Revenue								
8,948	9,814	Membership	79,444	88,326	(8,882)	75,475	117,768	67%
19,440	1,457	Revenues-Membership Activities	36,633	49,462	(12,829)	56,465	53,833	68%
150	744	Revenue-Tue AM Breakfast Clut	7,269	6,695	574	9,287	8,927	81%
-	417	Commissions	-	3,750	(3,750)	-	5,000	0%
28,538	12,432	Total Revenue	123,346	148,233	(24,887)	141,227	185,528	
Operating Expenses								
5,614	6,342	Salaries & Wages	55,208	58,952	3,744	61,617	78,352	70%
613	589	Rent	5,680	5,301	(379)	6,433	7,068	80%
300	196	Telephone	2,868	2,051	(817)	1,802	2,640	109%
227	50	Mail - USPS	468	450	(18)	506	600	78%
112	65	Insurance/Bonding	925	589	(336)	594	785	118%
4	83	Supplies	1,244	750	(494)	1,096	1,000	124%
97	92	Depreciation	870	828	(42)	782	1,104	79%
28	79	Equipment Support & Maintenan	416	713	297	600	950	44%
-	-	Taxes, Licenses & Fees	58	65	7	65	65	89%
274	242	Equipment Rental/Leasing	3,025	2,175	(850)	2,066	2,900	104%
-	-	Training Seminars	180	200	20	-	1,000	18%
-	-	Professional Fees	160	-	(160)	-	-	-
15,162	1,590	Membership Activities	23,039	38,691	15,652	33,339	45,580	51%
503	500	Tuesday Morning Breakfast Club	6,422	4,500	(1,922)	6,688	6,000	107%
-	-	Classified Ads	477	-	(477)	755	-	-
-	-	Miscellaneous Programs	222	556	334	-	556	40%
-	31	Associate Relations	25	281	256	307	375	7%
289	183	Credit Card Fees	1,558	1,650	92	1,664	2,200	71%
141	125	Automobile Expenses	141	1,125	984	1,102	1,500	9%
130	25	Meals/Meetings	212	225	13	76	300	71%
-	250	Dues & Subscriptions	556	750	194	588	1,000	56%
-	-	Travel	-	-	-	-	664	0%
-	-	Bad Debt	-	-	-	-	-	-
23,494	10,442	Total Operating Expenses	103,754	119,852	16,098	120,080	154,639	67%
2,912	2,907	Allocated	26,211	26,167	(44)	28,768	34,889	75%
2,132	(917)	Net Income (Loss)	(6,619)	2,214	(8,833)	(7,621)	(4,000)	165%

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
For the 3 Quarters Ended Mar 31, 2013
Administration

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	Prior Year to Date Actual	Total 2012 2013 Budget	Percent of YTD Budget Consumed (75%)
-	-	Revenue						
-	-	Miscellaneous	75	-	75	(73)	-	
-	-	Total Revenue	75	-	75	(73)	-	-
		Operating Expenses						
22,685	75,371	Salaries & Wages	217,310	225,471	8,161	246,625	300,200	72%
1,911	4,894	Rent	17,906	14,683	(3,223)	19,540	19,577	91%
633	1,447	Telephone	6,324	5,230	(1,094)	4,400	6,676	95%
74	194	Mail - USPS	506	581	75	636	775	65%
274	625	Insurance/Bonding	2,301	1,875	(426)	1,852	2,500	92%
184	809	Supplies	2,488	2,426	(62)	2,930	3,235	77%
304	858	Depreciation	2,720	2,574	(146)	2,593	3,432	79%
88	975	Equipment Support & Maintenance	2,453	2,925	472	3,109	3,900	63%
8	375	Taxes, Licenses & Fees	614	1,125	511	524	1,600	41%
-	-	Miscellaneous Expense	349	-	(349)	-	-	-
164	847	Equipment Rental/Leasing	2,219	2,541	322	1,614	3,388	65%
224	-	Training Seminars	774	-	(774)	744	600	129%
-	416	Public Outreach	-	1,247	1,247	-	1,662	0%
2,400	-	Professional Fees	21,410	17,250	(4,160)	28,930	22,000	97%
-	-	Membership Activities	93	-	(93)	-	-	-
-	-	Classified Ads	-	-	-	1,195	-	-
-	300	Associate Relations	690	900	210	910	1,200	58%
221	1,250	Board Functions	3,124	3,750	626	5,132	5,000	62%
-	75	Automobile Expenses	256	225	(31)	172	300	85%
295	100	Meals/Meetings	640	300	(340)	171	400	160%
-	-	Dues & Subscriptions	1,690	1,000	(690)	737	1,000	169%
-	-	Travel	-	-	-	304	-	-
29,465	88,536	Total Operating Expenses	283,867	284,103	236	322,118	377,345	75%
(31,215)	(93,886)	Allocated	(280,931)	(281,659)	(728)	(311,877)	(375,545)	75%
1,762	5,800	Net Income (Loss)	(2,547)	(1,094)	(1,453)	(8,988)	-	-

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

	Actual	Actual	Actual	Actual	Reforecast	Reforecast	Reforecast	New	Original	Original
	Jul - Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Reforecast	Reforecast	Original
								9 mo Act 3 mo Fx	7 mo Act 5 Fx	Budget
Ordinary Income/Expense										
Income										
4050-00 · Placer County TOT Funding	1,224,919	204,153	204,153	204,153	204,153	204,153	204,153	2,449,838	2,449,838	2,449,835
4200-00 · Membership	56,698	9,646	9,676	9,527	9,450	9,450	9,450	113,797	113,594	124,265
4250-00 · Revenues-Membership Activities	17,488	-475	180	19,440	14,000	0	2,400	53,033	55,813	53,833
4251-00 · Revenue-Tue AM Breakfast Club	4,444	1,950	725	150	744	744	744	9,501	10,114	8,927
4350-00 · Special Events Autumn Food&Wine	0	0	0	0	0	0	0	0	0	0
4501-00 · Revenues - Retail - Nontaxable	0	0	0	0	0	0	0	0	0	0
4502-00 · Non-retail VIC Income	600	525	50	800	0	0	0	1,975	1,125	0
4600-00 · Commissions										
4601-00 · Commissions - South Shore	0	0	0	1,114	0	0	0	1,114	0	0
4600-00 · Commissions - Other	43,660	2,594	1,680	530	7,917	17,417	22,010	95,807	100,530	107,000
Total 4600-00 · Commissions	43,660	2,594	1,680	1,644	7,917	17,417	22,010	98,921	100,530	107,000
46000 · Merchandise Sales	53,153	2,966	4,683	5,195	3,000	5,000	8,000	81,997	79,619	79,000
4720-00 · Miscellaneous	0	0	0	0	3,675	3,679	3,679	11,033	17,248	35,000
Total Income	1,400,962	221,359	221,047	240,909	242,939	240,443	250,438	2,818,094	2,827,881	2,857,860
Expense										
Total 5000-00 · Salaries & Wages*	537,754	86,812	89,457	77,573	83,106	100,696	74,728	1,050,128	1,070,359	1,073,944
Total 5100-00 · Rent	87,790	14,803	15,178	11,883	9,937	9,937	9,937	159,463	152,286	163,529
Total 5310-00 · Telephone	17,176	2,491	2,015	2,292	2,369	2,369	2,369	31,083	31,514	19,541
Total 5420-00 · Mail - USPS	1,719	29	541	495	288	288	288	3,648	3,188	3,355
5510-00 · Insurance/Bonding	6,122	1,169	1,169	1,169	1,020	1,020	1,020	12,689	12,391	7,885
Total 5520-00 · Supplies	9,034	1,243	581	220	1,218	1,218	1,218	14,733	16,368	11,618
5530-00 · Visitor Communications - Other	278	35	35	35	34	34	34	485	483	0
5610-00 · Depreciation	6,074	1,022	1,022	1,022	1,012	1,012	1,012	12,176	12,156	11,554
5700-00 · Equipment Support & Maintenance	5,899	252	882	294	858	858	858	9,901	10,441	9,750
5710-00 · Taxes, Licenses & Fees	1,550	3	173	7	259	259	259	2,510	2,848	2,134
5730-00 · Miscellaneous Expense	371	0	0	0	0	0	0	371	371	0
5740-00 · Equipment Rental/Leasing	8,735	1,707	1,819	1,124	1,451	1,451	1,451	17,738	17,697	13,988
5800-00 · Training Seminars	605	400	629	0	0	0	0	1,634	1,005	2,600
5810-00 · Public Outreach										
Total 5900-00 · Professional Fees	16,908	2,650	2,800	2,400	143	143	143	25,187	23,073	26,975
Total 6020-00 · Marketing Programs	9,600	5,000	-3,318	7,239	36,400	36,400	105,279	196,600	196,600	196,600
Total 6023-00 · Autumn Food & Wine	0	0	0	0	0	0	0	0	0	0
Total 6420-00 · Special Events**	28,488	67,493	33,064	781	19,258	14,258	18,760	180,102	190,273	190,153
Total 6423-00 · Membership Activities	7,183	876	291	15,442	10,982	622	1,822	36,818	41,055	45,580
6437-00 · Tuesday Morning Breakfast Club	2,769	1,383	1,767	503	500	500	500	7,922	6,652	6,000
6490-00 · Classified Ads	0	0	477	0	0	0	0	477	0	0
6600-00 · Promotions/Giveaways	627	100	0	0	104	104	104	1,039	1,247	0
6701-00 · Market Study Reports/Research	33	0	0	0	13,400	0	0	13,433	18,033	18,000
6730-00 · Marketing Cooperative/Media	484,572	80,762	80,762	80,762	80,762	80,762	80,762	969,144	969,144	966,566
6740-00 · Media/Collateral/Production	0	0	0	0	0	0	0	0	0	0
6742-00 · Miscellaneous Mktg Programs***	21,033	542	222	0	11,107	11,107	36,683	80,694	87,675	88,731
7253-00 · Conference - PUD	0	0	0	0	0	0	10,000	10,000	10,000	10,000
Total 8100-00 · Cost of Goods Sold	22,776	1,463	2,605	2,506	2,000	2,000	4,000	37,350	36,239	33,000
8200-00 · Associate Relations	490	878	150	0	96	96	171	1,882	1,924	2,825
8300-00 · Board Functions	2,416	83	404	221	403	403	403	4,333	4,514	5,000
8500-00 · Credit Card Fees	2,897	540	362	588	254	254	452	5,348	4,919	3,400
8700-00 · Automobile Expenses	2,682	589	200	961	570	570	570	6,142	6,121	4,858
8750-00 · Meals/Meetings	1,846	633	197	732	79	79	79	3,645	2,934	1,980
8810-00 · Dues & Subscriptions	3,477	154	22	975	1,010	265	0	5,903	5,551	5,000
8910-00 · Travel	4,357	-4,554	1,361	1,007	1,500	1,664	631	5,966	6,098	8,238
8920-00 · Bad Debt		300	0	0	0	0	0	300	300	0
Total Expense	1,293,261	268,660	234,867	210,231	280,123	269,370	353,334	2,908,845	2,943,459	2,934,446
Net Ordinary Income	107,701	-47,301	-13,820	30,678	-37,184	-27,927	-102,898	-90,751	-115,578	-76,586
Other Income/Expense										
Other Income										
4700-00 · Revenues- Interest & Investment	0	12	0	0	0	0	0	12	12	1,800
Total Other Income	0	12	0	0	0	0	0	12	12	1,800
Other Expense										
8900-00 · Marketing Reserves	0	0	0	0	0	0	0	0	0	0
8990-00 · Allocated	-37,971	-6,329	-6,328	-6,328	-6,328	-6,328	-6,328	-75,940	-75,940	-76,785
Total Other Expense	-37,971	-6,329	-6,328	-6,328	-6,328	-6,328	-6,328	-75,940	-75,940	-76,785
Net Other Income	37,971	6,341	6,328	6,328	6,328	6,328	6,328	75,952	75,952	78,585
Net Income	145,672	-40,960	-7,492	37,006	-30,856	-21,599	-96,570	-14,799	-39,626	1,999

In order to solve deficit projected in Original Reforecast
*reduced incentive expense \$8200
**reduced special events expense \$10,000
***reduced misc programs \$6800

KEY METRICS MARCH 31, 2013

TOT Collections	2012/13	2011/12	2010/2011
Quarter 1 (JAS)	\$ 3,762,762	\$ 3,575,545	\$ 3,145,195
Quarter 2 (OND)	\$ 1,986,663	\$ 1,706,628	\$ 2,027,191
Quarter 3 (JFM)		\$ 3,077,210	\$ 3,694,470
Quarter 4 (AMJ)		\$ 1,458,348	\$ 1,270,140
Total	\$ 5,749,425	\$ 9,817,731	\$ 10,136,996

MTRiP Reservations Activity	FY 12/13	FY 11/12	Variance
Occupancy during March	53.2%	51.5%	3.3%
ADR March (Average Daily Rate)	\$ 236	\$ 220	7.5%
Occupancy forecast April	18.9%	31.7%	-40.2%
ADR April	\$ 184	\$ 178	2.9%
Occupancy (prev 6 mo)	44.0%	38.2%	15.1%
ADR (prev 6 mo)	\$ 243	\$ 224	8.2%
Occupancy (next 6 mo)	26.0%	18.5%	40.2%
ADR (next 6 mo)	\$ 213	\$ 198	7.6%
Incremental Pacing for March	7.3%	6.9%	5.7%

Conference Revenue Statistics Fiscal 2012 2013 (Jul-Mar)			
	2012-13	2011-12	YOY % Change
FORWARD LOOKING			
Total Revenue Booked as of 3/31/13	\$ 2,032,945	\$ 2,030,957	0%
Forecasted Commission for this Revenue	75,859	141,657	-46%
Number of Room Nights	14,112	11,532	22%
Number of Tentative Bookings	97	48	102%
CURRENT			
Annual Revenue Goal	\$ 1,750,000	\$ 1,700,000	3%
Annual Commission Goal	\$ 75,000	\$ 125,000	-40%
Conference Revenue And Percentage by County:			
Washoe	\$ 180,887	13%	\$ 154,668 9%
Placer	\$ 714,805	51%	\$ 1,396,486 84%
South Lake	\$ 488,705	35%	\$ 80,605 5%
Nevada	\$ 16,119	1%	\$ 28,164 2%
Total Conference Revenue	\$ 1,400,516		\$ 1,659,923 -16%

VISITOR INFORMATION STATISTICS FOR 2012 2013 (Jul-Mar)				Infrastructure Fund Balances Held by Placer County as of 2/28/13	
Tahoe City:	2012/2013	2011/2012	YOY % Change	Contract	Balance
March Referrals	415			12477 2007-08	\$ -
Walk In	30785	10141	204%	12659 2008-09	\$ -
Phone	2585	2420	7%	12818 2009-10	\$ -
Kings Beach (Walk In Only)	3014	2995	1%	12945 2010-11	\$ 401,199
Reno (Walk in Only)	3136	3120	1%	13054 2011-12	\$ 1,249,520
Unemployment				13235 2012-13	\$ 1,357,037
Dollar Point	9.3%	11.6%	9.9%	Total Fund Balances	\$ 3,007,756
Kings Beach	7.9%	10.0%	8.6%	Chamber Of Commerce Total Membership	
Sunnyside/Tahoe City	9.2%	11.6%	10.0%	April 2012	468
Tahoe Vista	13.3%	16.5%	14.3%	March 2013	478
California	9.4%	11.1%	9.7%		
Placer County	8.0%	10.0%	8.6%		

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

Monthly Report March 2013

CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 3/31/13:	\$1,467,457	\$1,945,897	-25%
Forecasted Commission for this Revenue:	\$59,934	\$131,660	-54%
Number of Room Nights:	8441	10684	-21%
Number of Delegates:	3677	4754	-23%
Annual Revenue Goal:	\$1,750,000	\$1,700,000	
Annual Commission Goal:	\$75,000	\$125,000	
Number of Tentative Bookings:	97	48	102%

<u>Monthly Detail/Activity</u>	<u>March-13</u>	<u>March-12</u>	
<u>Number of Groups Booked:</u>	9	4	
Revenue Booked:	\$2,064,398	\$61,339	3266%
Projected Commission:	\$190,327	\$6,643	2765%
Room Nights:	11235	495	2170%
Number of Delegates:	5136	390	1217%

Booked Group Types: 5 Smf, 1 Assoc.
3 Corp. 2 Assoc. 2 Smf

Lost Business, # of Groups: 8 5

<u>Arrived in the month</u>	<u>March-13</u>	* Est.	<u>March-12</u>
Number of Groups:	2		0
Revenue Arrived:	\$26,698		\$0
Projected Commission:	\$2,958		\$0
Room Nights:	145		0
Number of Delegates:	70		0
Arrived Group Types:	1 Corp., 1 Univ.		

<u>Monthly Detail/Activity</u>	<u>February-13</u>	<u>February-12</u>	
<u>Number of Groups Booked:</u>	11	3	
Revenue Booked:	\$226,355	\$109,989	106%
Projected Commission:	\$4,642	\$8,640	-46%
Room Nights:	1750	731	139%
Number of Delegates:	872	375	133%
Booked Group Types:	1 Corp, 5 Assoc, 3 Film	1 Corp, 1 Smf, 1 Seminar	
Lost Business, # of Groups:	1 Tour Operator 4	5	

<u>Arrived in the month</u>	<u>February-13</u>	<u>February-12</u>	
Number of Groups:	5	3	
Revenue Arrived:	\$85,979	\$153,869	-44%
Projected Commission:	\$1,076	\$7,917	-86%
Room Nights:	299	650	-54%
Number of Delegates:	150	210	-29%
Arrived Group Types:	2 Corp, 1 CA Assoc. 1 Smf, 1 Tour Operator	2 Assoc., 1 TA	

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

<u>Arrived in the month</u>	<u>January-13</u>	<u>January-12</u>	
Number of Groups:	1	6	
Revenue Arrived:	\$33,919	\$706,729	-95%
Projected Commission:	\$1,696	\$39,489	
Room Nights:	136	2844	-95%
Number of Delegates:	55	975	-94%
Arrived Group Types:	1 Assoc.	5 Corp., 1 Assoc.	

<u>Monthly Detail/Activity</u>	<u>December-12</u>	<u>December-11</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$4,500	
Projected Commission:	\$0	\$450	
Room Nights:	0	50	
Number of Delegates:	0	34	
Booked Group Types:		1 Smf.	
Lost Business, # of Groups:	6	6	

<u>Arrived in the month</u>	<u>December-12</u>	<u>December-11</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$5,103	\$4,176	22%
Projected Commission:	\$510	\$0	
Room Nights:	27	48	-44%
Number of Delegates:	13	18	-28%
Arrived Group Types:	1 Corp.	1 Govt.	

Monthly Detail/Activity	<u>November-12</u>	<u>November-11</u>	
<u>Number of Groups Booked:</u>	7	3	133%
Revenue Booked:	\$211,573	\$54,885	285%
Projected Commission:	\$9,494	\$0	
Room Nights:	1119	380	194%
Number of Delegates:	591	210	181%
	2 Govt. 1 SMF,		
	2 Assoc., 1	1 Assn., 1 Film	
Booked Group Types:	Corp, 1 DMC	Crew, 1 society	
Lost Business, # of Groups:	4	3	

<u>Arrived in the month</u>	<u>November-12</u>	<u>November-11</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$14,643	\$13,352	10%
Projected Commission:	\$732	\$0	
Room Nights:	145	105	38%
Number of Delegates:	62	60	3%
Arrived Group Types:	1 Assoc.	1 Film Crew	

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

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

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

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

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

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

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

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

Future Year Bookings, booked in this fiscal year:

For 2013/14:	\$1,768,263	(Goal) \$1,200,000
For 2014/15:	\$4,927,090	\$800,000

NUMBER OF LEADS Generated as of 3/31/13: 128

Total Number of Leads Generated in Previous Years:

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

Monthly Report March 2013
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 3/30/13:	\$565,488	\$85,060	565%
Forecasted Commission for this Revenue:	\$15,925	\$9,997	59%
Number of Room Nights:	5671	848	569%
Number of Delegates:	2192	506	333%
Annual Commission Projection:	\$16,000	\$15,000	

<u>Monthly Detail/Activity</u>	<u>March-13</u>	<u>March-12</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$7,258	\$0
Projected Commission:	\$1,088	\$0
Room Nights:	84	0
Number of Delegates:	45	0
Booked Group Types:	1 Tour Operator	

<u>Arrived in the month</u>	<u>March-13</u>	<u>*Est.</u>	<u>March-12</u>
Number of Groups:	1		0
Revenue Arrived:	\$11,137		\$0
Projected Commission:	\$1,114		\$0
Room Nights:	125		0
Number of Delegates:	52		0
Arrived Group Types:	1 Assoc.		

<u>Monthly Detail/Activity</u>	<u>February-13</u>	<u>February-12</u>	
<u>Number of Groups Booked:</u>	0	2	
Revenue Booked:	\$0	\$166,374	-100%
Projected Commission:	\$0	\$0	
Room Nights:	0	2340	-100%
Number of Delegates:	0	1800	-100%
Booked Group Types:		2 Assoc.	

<u>Arrived in the month</u>	<u>February-13</u>	<u>February-12</u>
Number of Groups:	1	2
Revenue Arrived:	\$15,717	\$14,265
Projected Commission:	\$0	\$1,510
Room Nights:	102	85
Number of Delegates:	70	150
Arrived Group Types:	1 TA	2 Corp

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

Monthly Detail/Activity	<u>December-12</u>	<u>December-11</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$9,423	
Projected Commission:	\$0	\$1,413	
Room Nights:	0	30	
Number of Delegates:	0	120	
Booked Group Types:		1 Corp.	
<u>Arrived in the month</u>	<u>December-12</u>	<u>December-11</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$401,031	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	4345	0	
Number of Delegates:	1200	0	
Arrived Group Types:	1 Assoc.		

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

Monthly Detail/Activity	<u>October-12</u>	<u>October-11</u>	
<u>Number of Groups Booked:</u>	2	0	
Revenue Booked:	\$18,731	\$0	
Projected Commission:	\$426	\$0	
Room Nights:	167	0	
Number of Delegates:	113	0	
Booked Group Types:	1 Corp., 1 Tour Operator		
<u>Arrived in the month</u>	<u>October-12</u>	<u>October-11</u>	
Number of Groups:	1	2	
Revenue Arrived:	\$8,573	\$15,354	-44%
Projected Commission:	\$0	\$767	-100%
Room Nights:	66	132	-50%
Number of Delegates:	180	90	100%
Arrived Group Types:	1 Smerf	1 Smf	
Monthly Detail/Activity	<u>September-12</u>	<u>September-11</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$21,917	\$4,455	392%
Projected Commission:	\$1,113	\$668	67%
Room Nights:	206	50	312%
Number of Delegates:	302	50	504%
Booked Group Types:	1 Assoc. and 1 Smf	1 Smf	
<u>Arrived in the month</u>	<u>September-12</u>	<u>September-11</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$10,648	\$4,459	139%
Projected Commission:	\$1,597	\$668	139%
Room Nights:	104	47	121%
Number of Delegates:	75	50	50%
Arrived Group Types:	1 Assoc. and 1 Smf.	1 Smf	
Monthly Detail/Activity	<u>August-12</u>	<u>August-11</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:		0	
<u>Arrived in the month</u>	<u>August-12</u>	<u>August-11</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$31,325	\$33,959	
Projected Commission:	\$4,698	\$5,093	
Room Nights:	175	372	
Number of Delegates:	90	75	
Arrived Group Types:	1 Corp.	1 Govt.	

Monthly Detail/Activity	<u>July-12</u>	<u>July-11</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$5,004	\$0
Projected Commission:	\$500	\$0
Room Nights:	40	0
Number of Delegates:	40	0
Booked Group Types:	1 Assoc.	0
Lost Business, # of Groups:	0	2

<u>Arrived in the month</u>	<u>July-12</u>	<u>July-11</u>
Number of Groups:	1	0
Revenue Arrived:	\$10,103	\$0
Projected Commission:	\$1,515	\$0
Room Nights:	60	0
Number of Delegates:	40	0
Arrived Group Types:	1 Smerf	0

NUMBER OF LEADS Generated as of 3/30/13: 128

Total Number of Leads Generated in Previous Years:

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

NORTH SHORE 3 QUARTER - FY.2012/13						
Jan-13						
Groups Booked: 7						
Placer County:	3	Room Nights:	1058	Delegates:	404	Revenue: \$173,144
Washoe County:	2	Room Nights:	72	Delegates:	25	Revenue: \$10,303
Nevada County:	2	Room Nights:	80	Delegates:	40	Revenue: \$11,520
Groups Arrived: 1						
Placer County:	1	Room Nights:	136	Delegates:	55	Revenue: \$33,919
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Feb-13						
Groups Booked: 11						
Placer County:	7	Room Nights:	662	Delegates:	494	Revenue: \$99,574
Washoe County:	4	Room Nights:	1088	Delegates:	378	Revenue: \$126,784
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 5						
Placer County:	1	Room Nights:	125	Delegates:	80	Revenue: \$58,930
Washoe County:	4	Room Nights:	174	Delegates:	70	Revenue: \$27,049
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Mar-13						
Groups Booked: 9						
Placer County:	3	Room Nights:	7190	Delegates:	3337	Revenue: \$1,419,674
Washoe County:	2	Room Nights:	1390	Delegates:	900	Revenue: \$234,405
Nevada County:	4	Room Nights:	2655	Delegates:	899	Revenue: \$410,319
Groups Arrived: 2						
Placer County:	1	Room Nights:	105	Delegates:	50	Revenue: \$20,938
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	1	Room Nights:	40	Delegates:	20	Revenue: \$5,760
Quarter totals by county:						
Groups Booked: 27						
Placer County:	13	Room Nights:	8910	Delegates:	4235	Revenue: \$1,692,392
Washoe County:	8	Room Nights:	2550	Delegates:	1303	Revenue: \$371,492
Nevada County:	6	Room Nights:	2735	Delegates:	939	Revenue: \$421,839
TOTAL:	27		14195	Delegates:	6477	\$2,485,723
Groups Arrived: 8						
Placer County:	3	Room Nights:	366	Delegates:	185	Revenue: \$113,787
Washoe County:	4	Room Nights:	174	Delegates:	70	Revenue: \$27,049
Nevada County:	1	Room Nights:	40	Delegates:	20	Revenue: \$5,760
TOTAL:	8		580		275	\$146,596



north lake tahoe

Chamber | CVB | Resort Association

DATE: May 1, 2013
TO: Board of Directors
FROM: Ron Treabess, Director of Community Partnerships and Planning
SUBJECT: Monthly Activity Report—April, 2013

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The monthly meeting of the Resort Triangle Transportation Vision Coalition (organizations that committed at Summit) met April 4th and Gordon Shaw, LSC, presented the three Transportation Vision Scenarios. The scenarios illustrating different levels of service by frequency and season, and describing the equipment, infrastructure, and costs that would be required for each. The low scenario would cost approximately \$7.8 million per year. The highest could cost approximately \$18.4 million per year. Annual operating costs are much higher than capital costs, for which grants may be available. Discussion followed clarifying the components of each option and how to fund lower levels in order to grow service to achieve the higher levels. He was asked about selecting components from each scenario to provide various levels of service in different areas. Shaw said there may be some options to do that on specific routes, but there are some consistencies that must be maintained throughout in order to make the service effective.
- The Coalition Funding and Governance Committee met on April 19th to discuss various revenue generating options and who could provide what. Then the levels of potential funding can be applied to various levels of service.
- The Committee will report back to the full Coalition at its May 2th meeting.

2. North Lake Tahoe Express

- With the addition of positive ridership and revenues during the second quarter, the year-to-date figures show ridership down 3% and revenues up 6% for the same 9 month period in FY 2011/12. (Monthly report attached)
- Necessary operator net subsidy for year-to-date is now \$27,505.

3. Regional Coordinated Skier Shuttle Program

- Tahoe Transportation District has contracted with Amador Transit for the 5-bus service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA will manage the service. Service began December 24th.
- The Placer County Board of Supervisors has approved the NLTRA recommendation for TOT funding of 26% total costs. (\$65,900)
- The final total ridership for the 44 days of service, 3206 passengers. Overall ridership per day has averaged 72.87.
- On-board passenger interviews were conducted over Presidents Weekend.

4. North Lake Tahoe Water Shuttle

- The operation of the first year of this 3-year pilot water shuttle service and the water shuttle manager's monitoring program commenced service on August 3rd and concluded on September 30th and was summarized with a season report.
- Suggested changes for improved operation are being incorporated into this coming summer's program which will commence on June 27th and run until September 22nd.

5. Winter Night Rider Shuttle Service

- Winter Night Rider program began Dec 13th and is providing extended hours from 11:00 pm until 2:00 am, as was provided during summer.
- Businesses have reported increased patronage during the extended hours as a result of transit option.
- The ridership for the 116 day season, which concluded on April 7th, totaled 50,684 passengers as compared to 34,147 last winter for the same nights of operation.

7. North Lake Tahoe Tourism Development Master Plan Revision

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

preparation is up to \$5200. The recommended consultant is Strategic Marketing Group.

- Both studies will be completed by September, 2013
- NLTRA funding not to exceed \$29,700 has been approved by the the Placer County Board of Supervisors. Funding will be appropriately split between marketing, infrastructure, and research and planning.

8. Truckee-Tahoe Airport District Master Plan

- TTDA is kicking-off the update of its Master Plan
- They are recruiting community members to represent and provide input from organizations to be on the Master Plan Outreach Committee
- Joint Committee member Dave Paulson has volunteered to represent the NLTRA in this planning effort.
- Seven community workshops will be held from April 13 to April 25, all in different locations.

9. Regional Transportation Funding Strategy Steering Committee

- The Placer County Transportation Planning Agency this County-wide Committee is tasked to look the world of transportation priorities facing the County and funding available.
- The goal is to advise the Agency on a funding strategy to address the transportation needs for Placer, now and in the future.
- It includes 51 members representing a wide variety of geographically-balanced business, community, government, environmental, recreational and other interests.
- North Lake Tahoe has 4 members representing the NLTRA, TNTTMA, North Lake Tahoe Transportation Authority, and a ski area representative.
- The PCTPA is also a representative on the Resort Triangle Transportation Vision Coalition
- The Steering Committee last met on April 1st.

10. Kings Beach Commercial Core Improvement Project

- Project update was presented February 19th.
- Project has been divided into phases to allow improvements to begin using current available funding which is \$24,000,000.
- Placer County has used \$1.4 million of TOT this year. The 5-year cash flow indicates another \$1M in each 2012/13, 2013/14 and in 2014/15.
- "Core of the Core" will be the initial phase with construction to start in late August.
- Improvements will include:
 - Streetscape improvements from Secline to Minnow parking lot
 - Five of seven storm drain systems/crossings
 - Three satellite parking lots
 - 103 on-street parking spaces
 - 13 traffic calming devices
 - Class 2 bike lane and roadway striping for full length of project

11. Tahoe City Golf Course Community Planning Process

- Two public open house sessions were held March 26th and 27th by the four partner agencies to inform the public of the process and reasons for each partner's involvement
- Comments were solicited and recorded from the attendees
- Summary has been prepared and will be shared with the public at the next Oversight Committee meeting on April 29th.

12. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be **Monday, May 20, 2013, starting at 1:30 p.m.**, at TCPUD. **This is a week early** as the regular Monday is Memorial Day. The main agenda item will be to review and recommend a new Committee structure combining the Infrastructure and Transportation Committees into one official committee.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- PCTPA Strategic Funding Committee
- Tuesday Morning Breakfast Club
- TNT/TMA Board Meeting
- Governing and Funding Transportation Sub-Committee Meeting
- Transportation Visioning Coalition Committee Meeting
- Tahoe Transportation District Board Meeting
- Placer County Transportation Planning Agency Board Meeting
- Tahoe City Golf Course Vision Planning
- TCGC Oversight Committee
- Lake Tahoe Partnership Meeting
- Board of Supervisors Reception
- Board of Supervisors Meeting
- Airport Master Plan Workshop
- NLTRA Finance Committee
- Tahoe Transportation District Board Strategic Workshop
- Tahoe City Golf Course Oversight Planning Committee

NLTE Monthly Report - March 2013

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

Green
Red
Blue

Month	FY 2006-07				FY 2007-08				FY 2008-09				FY 2009-10				FY 2010-11				FY 2011-12				FY 2012-13					
	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue		
July	\$0	\$32,220	\$43,438	\$42,006	\$53,794	\$6,747	\$80,595	\$19,765	1187	1618	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	
Aug	\$0	\$28,427	\$41,564	\$40,810	\$48,243	\$6,273	\$64,004	\$27,640	1001	1538	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	
Sep	\$0	\$26,383	\$29,982	\$34,440	\$38,714	\$3,010	\$40,096	\$20,099	1009	1108	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$2,425	\$29,373	\$19,283	884	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	
Nov	\$7,066	\$20,294	\$17,836	\$15,706	\$24,195	\$4,032	\$22,341	\$15,153	245	640	623	782	546	623	782	546	623	782	546	623	782	546	623	782	546	623	782	546	623	
Dec	\$43,238	\$57,943	\$68,123	\$51,200	\$77,382	\$15,244	\$55,852	\$26,467	1749	2446	2446	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	
Jan	\$41,022	\$65,700	\$50,905	\$64,889	\$70,922	\$13,227	\$38,829	\$23,784	1667	2685	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	
Feb	\$40,191	\$65,883	\$73,355	\$72,647	\$83,094	\$17,169	\$50,879	\$20,341	1537	2506	2688	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	
Mar	\$54,375	\$59,871	\$61,088	\$75,514	\$86,608	\$16,574	\$93,813	\$21,995	2191	2334	3059	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	
Apr	\$26,628	\$20,538	\$23,382	\$37,230	\$27,459	\$44,346	\$0	\$0	1645	756	840	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	2026	
May	\$16,625	\$17,175	\$18,016	\$23,158	\$17,866	\$25,852	\$0	\$0	602	632	605	730	534	796	605	730	534	796	605	730	534	796	605	730	534	796	605	730	534	796
June	\$23,015	\$28,212	\$33,214	\$40,196	\$41,652	\$48,259	\$0	\$0	1112	1064	1152	1403	954	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403
Total	\$258,211	\$451,147	\$515,159	\$523,311	\$621,198	\$655,365	\$534,908	\$194,506	\$286,509	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815
Year to Date																														
Change over Previous Year to Date				6%																										

Monthly Passenger Revenues

Monthly Passengers

Month	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	Total	Green	Red	Blue	
July	\$0	\$32,220	\$43,438	\$42,006	\$53,794	\$6,747	\$80,595	\$19,765	1187	1618	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	1473	1682	
Aug	\$0	\$28,427	\$41,564	\$40,810	\$48,243	\$6,273	\$64,004	\$27,640	1001	1538	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	1350	1526	
Sep	\$0	\$26,383	\$29,982	\$34,440	\$38,714	\$3,010	\$40,096	\$20,099	1009	1108	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	1137	1317	
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$2,425	\$29,373	\$19,283	884	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853	1196	853
Nov	\$7,066	\$20,294	\$17,836	\$15,706	\$24,195	\$4,032	\$22,341	\$15,153	245	640	623	782	546	623	782	546	623	782	546	623	782	546	623	782	546	623	782	546	
Dec	\$43,238	\$57,943	\$68,123	\$51,200	\$77,382	\$15,244	\$55,852	\$26,467	1749	2446	2446	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	1924	2695	
Jan	\$41,022	\$65,700	\$50,905	\$64,889	\$70,922	\$13,227	\$38,829	\$23,784	1667	2685	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	2461	2156	
Feb	\$40,191	\$65,883	\$73,355	\$72,647	\$83,094	\$17,169	\$50,879	\$20,341	1537	2506	2688	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	2446	2766	
Mar	\$54,375	\$59,871	\$61,088	\$75,514	\$86,608	\$16,574	\$93,813	\$21,995	2191	2334	3059	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	3152	2291	
Apr	\$26,628	\$20,538	\$23,382	\$37,230	\$27,459	\$44,346	\$0	\$0	1645	756	840	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	2026	1381	1037	
May	\$16,625	\$17,175	\$18,016	\$23,158	\$17,866	\$25,852	\$0	\$0	602	632	605	730	534	796	605	730	534	796	605	730	534	796	605	730	534	796	605	730	534
June	\$23,015	\$28,212	\$33,214	\$40,196	\$41,652	\$48,259	\$0	\$0	1112	1064	1152	1403	954	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255	1403	1255
Total	\$258,211	\$451,147	\$515,159	\$523,311	\$621,198	\$655,365	\$534,908	\$194,506	\$286,509	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815	\$565,815
Year to Date																													
Change over Previous Year to Date				6%																									

Month	Total	Green	Red	Blue	Total	Green	Red	Blue	
July	\$0	\$32,220	\$43,438	\$42,006	\$53,794	\$6,747	\$80,595	\$19,765	
Aug	\$0	\$28,427	\$41,564	\$40,810	\$48,243	\$6,273	\$64,004	\$27,640	
Sep	\$0	\$26,383	\$29,982	\$34,440	\$38,714	\$3,010	\$40,096	\$20,099	
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$2,425	\$29,373	\$19,283	
Nov	\$7,066	\$20,294	\$17,836	\$15,706	\$24,195	\$4,032	\$22,341	\$15,153	
Dec	\$43,238	\$57,943	\$68,123	\$51,200	\$77,382	\$15,244	\$55,852	\$26,467	
Jan	\$41,022	\$65,700	\$50,905	\$64,889	\$70,922	\$13,227	\$38,829	\$23,784	
Feb	\$40,191	\$65,883	\$73,355	\$72,647	\$83,094	\$17,169	\$50,879	\$20,341	
Mar	\$54,375	\$59,871	\$61,088	\$75,514	\$86,608	\$16,574	\$93,813	\$21,995	
Apr	\$26,628	\$20,538	\$23,382	\$37,230	\$27,459	\$44,346	\$0	\$0	
May	\$16,625	\$17,175	\$18,016	\$23,158	\$17,866	\$25,852	\$0	\$0	
June	\$23,015	\$28,212	\$33,214	\$40,196	\$41,652	\$48,259	\$0	\$0	
Total	\$258,211	\$451,147	\$515,159	\$523,311	\$621,198	\$655,365	\$534,908	\$194,506	
Year to Date									
Change over Previous Year to Date				6%					

Month	Total	Green	Red	Blue	Total	Green	Red	Blue
July	\$0	\$32,220	\$43,438	\$42,006	\$53,794	\$6,747	\$80,595	\$19,765
Aug	\$0	\$28,427	\$41,564	\$40,810	\$48,243	\$6,273	\$64,004	\$27,640
Sep	\$0	\$26,383	\$29,982	\$34,440	\$38,714	\$3,010	\$40,096	\$20,099
Oct	\$0	\$26,803	\$31,756	\$25,515	\$51,259	\$2,425	\$29,373	\$19,283
Nov	\$7,066	\$20,294	\$17,836	\$15,706	\$24,195	\$4,032	\$22,341	\$15,153
Dec	\$43,238	\$57,943	\$68,123	\$51,200	\$77,382	\$15,244	\$55,852	\$26,467
Jan	\$41,022	\$65,700	\$50,905	\$64,889	\$70,922	\$13,227	\$38,829	\$23,784
Feb	\$40,191	\$65,883	\$73,355	\$72,647	\$83,094	\$17,169	\$50,879	\$20,341
Mar	\$54,375	\$59,871	\$61,088	\$75,514	\$86,608	\$16,574	\$93,813	\$21,995
Apr	\$26,6							