



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice

The North Lake Tahoe Resort Association Board of Directors

Wednesday May 7, 2014 – 8:30 – 10:30 a.m.

Tahoe City Public Utility District Board Room

NLTRA Mission

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

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

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

C. PUBLIC FORUM

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

D. CONSENT CALENDAR – MOTIONS (5 minutes)

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

1. **Board Meeting Minutes –April 2, 2014**

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

2. **Capital Investment/Transportation Committee – April 28, 2014**

3. **Marketing Committee – April 29, 2014**

4. **Business Association and Chamber Collaborative – April 9, 2014**

1. **Northstar Business Assn. Marketing Grant \$10,000; BACC approved 9-1-0, abstention Kali Kopley**

2. **Squaw Business Assn. Marketing Grant \$10,000; BACC approved 9-1-0, abstention Kali Kopley**

5. **Lodging Committee – April 17, 2014**

6. **Conference Sales Directors Committee – No Meeting in April**

7. **Finance Committee – April 24, 2014**

8. **Executive Committee Report – April 16, 2014**

9. **Financial Reports March**

1. **Dashboard and project reports**

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

10. **Conference Sales Reports – Not available due to system error**

11. **Capital Investment/Transportation Activity Report – April**

2014 Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
CB's Pizza & Grill

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

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane (Secretary)
Tahoe XCountry

Ron Parson (Treasurer)
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Kristi Boosman
TRPA (Ex-officio)

E. STRATEGIC DISCUSSION (1 hour)

12. Funding Options for the Future – TBID, TMD (Tourism Marketing District or Tourism Business Improvement District) Andy Chapman and Carl Ribaudo (30 minutes)

F. ACTION ITEMS (10 minutes)

13. 2014/15 Budget and Scope of Work for NLTRA/Placer Contract – **MOTION** Sandy Evans Hall, Ron Treabess, Andy Chapman Approved by Finance Committee, Marketing Committee and Capital Investment/Transportation Committees, unanimous votes with Jennifer Merchant abstaining.
14. Funding for North Lake Tahoe Parking Study, \$66,000 – Ron Treabess, Peter Kraatz **MOTION** CIT Approved 4/28/14 Vote 8-0-0 (5 minutes)
15. Special Event Grant (round two) recommendations – Judy Laverty **MOTION** Approved 3-0 by Grant Task Force (5 minutes)

G. STAFF AND/OR COMMITTEE REPORTS (45 minutes)

16. Destimetrics Report – Andy Chapman (5 minutes)
17. Capital Investment/Transportation Work Plan Update – Ron Treabess (15 minutes)
18. Membership/BACC Report – Ginger Karl (5 minutes)
19. Park City Trek – Sandy Evans Hall (5 minutes)

H. DIRECTORS' COMMENTS

I. MEETING REVIEW AND STAFF DIRECTION

20. 2014 CalChamber Legislative Briefing & Host Breakfast – Sandy Evans Hall
21. Tahoe Fund Day at Aces Ballpark – Sandy Evans Hall
22. Mountain Travel Symposium – Sandy Evans Hall

J. CLOSED SESSION (If necessary)/RECONVENE TO OPEN SESSION

23. Discuss the CEO Employment Agreement

K. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, May 2, 2014



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday April 2, 2014 – 8:30 am – 11 am
Tahoe City Public Utility District
Minutes

ATTENDANCE: Wally Auerbach, David Tirman, Joseph Mattioli, Phil GilanFarr, Kali Kopley, Jennifer Merchant, Bill Rock, Ron Parson

NOT PRESENT: Eric Brandt, Brendan Madigan, Valli Murnane, Kristi Boosman (TRPA Representative)

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

OTHERS IN ATTENDANCE: Cindy Gustafson, Steve Kastin, Joy Doyle, Samir Tuma.

A. CALL TO ORDER – ESTABLISH QUORUM

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

B. AGENDA AMENDMENTS AND APPROVAL -

1. Agenda Additions and/or Deletions
 1. Pulling item 19, sand replenishment at Commons Beach
2. Approval of Agenda
3. Strategic Discussion topics for future agendas

M/S/C (Parson/Rock) (8-0-0) to approve the agenda, with items taken out of order if necessary.

C. PUBLIC FORUM

Cindy Gustafson said that they have requested the sand item be removed from the agenda. They would like some more time to work with Placer County and will bring the item back next month. There are some cost reductions as well.

D. CONSENT CALENDAR – MOTIONS (5 min)

4. Board Meeting Minutes – March 5, 2014
5. Capital Investment/Transportation Committee – March 24, 2014
6. Marketing Committee – March 25, 2014
7. Business Association and Chamber Collaborative – March 13, 2014
 1. NTBA Funding Request \$10,000 Marketing Grant; BACC approved 12-0
8. Lodging Committee – No Meeting in March
9. Conference Sales Directors Committee – No meeting in March
10. Finance Committee – March 27, 2014

11. **Executive Committee Report – March 18, 2014**
12. **Financial Reports**

1. **Dashboard and project reports**
2. **County Budget Meeting Report**

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

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

M/S/C (Parson/Kopley) (8-0-0) to approve the Consent Calendar as presented

Sandy mentioned that she will be adding action items under \$50,000 to the consent calendar. Wally added that any Board member can pull one of those action items if they would like to further discuss said item.

E. STRATEGIC DISCUSSION

15. **Master Plan Update and Funding Needs – Sandy Evans Hall (15 minutes)**
 1. There are a few items in the packet for your review. Sandy explained the spreadsheet with the status of the master plan update. This is just an update as the master plan update is moving along well. This will be taken to the public at a future date.
 2. On 15-3 there is also a list of some “big ideas” and Sandy would like the Board members to check off the 10 things they feel are most important.
 3. Also included in the packet is the timeline for review of the Master Plan update. There is a subcommittee that will be doing that review.
 4. Lastly, Sandy mentioned that there is a dollar amount listed that will be in next year's budget for completion of the Master Plan.
 5. Ron Parson thinks that this is one of the most important things we are doing as a Board.
 6. Wally asked about the funds for outreach and if we need to go out with a RFP. We do not as it is below the threshold. Wally would like to get that person on board as soon as possible so that they can be involved.

16. **Golf Course Oversight Committee Report and Policy Approval – MOTION Wally Auerbach/Sandy Evans Hall**
 1. Sandy said that we had recommended \$25,000 to be used to conduct a land capability challenge in order to understand the land assets. After doing the necessary research it was concluded that there are 8.35 acres of high capability land. This has been brought to TRPA and it is not expected that there will be any issues getting this passed.
 2. There are some local environmentalists that are concerned that this will lead to a major development, but that is not the consideration. There was a public outreach meeting that hopefully alleviated some of those concerns.
 3. The discussion we would like to have today is if the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe City commercial core consistent with our goals as stated in the MOU, understanding that there may be impacts to the value of ownership shares of the partners in the future.
 4. Wally said that if these assets from the golf course were to be used regionally will our goals still be met.

5. There was a clarification on what is meant by "assets". We will not know exactly until the community plan is completed. This will determine things such as land coverage.
6. Cindy Gustafson, TCPUD, said that the plan is to use the area for recreation and hopefully use some of the assets for the betterment of Tahoe City and its businesses, as they are currently very restricted to what they can do.
7. The Golf Course Partners have begun the public outreach but an actual Master Plan for the Golf Course has not been completed at this time.
8. Jennifer clarified that the area plans must be approved before we can move forward with a Golf Course Master Plan. The big decision is whether the Golf Course is included in the town center or not.
9. There were a couple clarifying questions about the partners; NLTRA, TCPUD, Placer County and the Truckee Tahoe Airport District. Also, what is considered the town center?
10. Phil GilanFarr commented that these assets will be a positive thing for the community whether used on the Golf Course or in the town center. It's important that we move forward when there is interest in the projects. Too many projects get stuck around here because of the time that it takes for studies to be completed and plans to be approved.
11. Ron Parson does not feel that a "potential site" should be selected. We really need to establish a stronger year round resident base to allow local businesses to flourish. We should use the assets of the Golf Course to help Tahoe City thrive. His position is to preserve the asset of the Golf Course that we have while also allowing the town center to thrive.
12. Short discussion about the helipad. It should be moving forward.
13. Ron Treabess asked about the potential of using the entitlements into the town center and what the requirements are in order to transfer them into the town center.
14. The county will likely be recommending that the Golf Course is included into the town center. However, it is important to be mindful of making that decision.
15. Samir Tuma, Kila Properties, in contract to purchase the Henrikson property. Therefore very interested in this plan. Keeping the recreation amenities in that area is very important to the long term success of Tahoe City. Has been looking for over 8 years to bring a lodging property into Tahoe City, and feels this could be a great possibility. While the assets are not yet determined, we are pretty sure what they will be. One commodity that he hasn't heard much about today is density. That density could be transferred to the town center and therefore helpful in his development goals.
16. Kali Kopley would like the oversight committee to review as originally planned.
17. Phil GilanFarr feels that utilizing the development assets to enhance the golf course is important. And that the assets need to stay adjacent to the Golf Course. Take as direction towards the Golf Course oversight committee.

M/S/C (Kopley/Rock) (8-0-0) to approve the clarification of the NLTRA's position on how the assets of the Golf Course may be used to achieve the goals stated in the MOU.

The "clarification" being that "the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe City commercial core is consistent with the NLTRA goals as stated in the MOU, understanding that there may be impacts to the value of ownership shares of the partners in the future."

F. ACTION ITEMS

17. 2014 Legislative Platform Approval – MOTION Sandy Evans Hall (5 minutes)

1. In the packet is the legislative platform that we are required to do as in our contract with the County. It has not changed from last year.

M/S/C (Parson/GilanFarr) (8-0-0) to approve the Legislative Platform as presented if we change item 2 to “increases costs to businesses in general and tourism businesses in particular”.

18. Scope of Work for \$50,000 Product Development Funds for BACC – MOTION Sandy Evans Hall, Ginger Karl; BACC Approved 12-0, Marketing Approved 8-0 (10 minutes)

1. This was approved unanimously by both BACC and Marketing. This would bring the current out-of-market High Notes to in-market for \$20,000. And then put on the mirror campaign to Touch the Lake, with Peak your Adventures for \$30,000
2. Jennifer had a question about when these programs would take place. They would be in place this summer. Also asked if there is plan to continue this in future years. Yes, that is the goal if it is successful. However, these funds are from the carryover.
3. Bill Rock is happy to see the reverse of Touch the Lake, but would like the marketing committee to work on enhancing the Key Performance Indicators. Need to measure business at the mountains.
4. Ron Parson thinks it is consistent with our goals and this will be a great concierge product.
5. Biggest question is how we measure the success of the Peak your Adventure. Important to get accurate performance indicators in order to decide whether to include this in future marketing funds.
6. Joy Doyle, North Tahoe Business Association, made a statement that this is important to put out a unified message. Also important to determine how to effectively measure success.

M/S/C (Parson/Kopley) (8-0-0) to approve the scope of work for \$50,000 product development funds for BACC

19. Sand Replenishment at Commons Beach Funding Request – MOTION Ron Treabess; CIT Approved 4-3, 3 abstentions (Jennifer Merchant, Brian Stewart, Andrew Ryan) 1 Recusal for conflict (Wyatt Ogilvy) (10 minutes)

1. This item was pulled from the agenda.

G. STAFF AND/OR COMMITTEE REPORTS

20. Destimetric Report – Andy Chapman

1. Andy Chapman reported on the current Destimetrics report.
 - i. Feb ended 12.4% down but came up from a forecast of 24% down.
 - ii. Historical is down only about 1%
 - iii. Looking forward OCC, ADR and RevPAR are all up
 - iv. Winter with March and April as future, OCC down about 5%. But ADR is up 5.1%. RevPAR is fairly flat.

- v. Moving into summer, some strong numbers looking ahead. May-Aug reservations on books 14% up from last year. ADR and RevPAR also up.
- 2. Comment about how we will have water this summer while a lot of reservoirs may not. Could be a huge summer.
- 3. Joseph Mattioli said that while he understands the focus on Bay Area Marketing, he would like to see the Resort Association extend their reach with an international focus.

21. Work Plan Update – Ron Treabess

- 1. Ron gave an update on the Capital Investment/Transportation Work Plan update. The Committee had some great discussion about process and criteria.
 - i. The work plan sub-committee has met and they are coming up with more direct criteria. Also looking at existing work plan. Lastly took a lot of time looking at the project funding and cash flow sheets and will work to combine those two.
 - ii. A big part of the sub-committee discussion was to change the infrastructure funding to a grant process. Also to have set application dates for application submittals.
 - iii. Tough time for new committee to make decision about budget as they are still learning the role of committee.
 - iv. Summer transportation was approved at last meeting, the rest of the transportation budget will move forward in the next month.
 - v. At the April meeting the plan is for the committee to approve a draft budget.
 - vi. Wally really likes the idea of changing the funding process to more of a grant process.

22. Chamber/BACC Report – Ginger Karl

- 1. Ginger updated on the upcoming community grant funding for the other business associations.
- 2. Ginger gave an update on upcoming Chamber events
 - i. Chamber Mixer tomorrow, April 3rd at the Hyatt Regency, Lake Tahoe.
 - ii. Networking Event – Corks and Connections, April 22nd at Tahoe City Visitor Center
 - iii. Kentucky Derby Party - May 3rd at the Tahoe City Golf Course Clubhouse
 - iv. Chamber Mixer – May 8th at Lakeside Pizza
 - v. “Who’s Ready for Summer” Luncheon – June 5th at Sunnyside
- 3. Joseph Mattioli commented that the Silent Auction prices started a little high. That was seconded by some of the other Board Members. The Auction is a work in progress.

G. Director Comments

- Ron Parson, Community Awards Dinner was great, got some feedback that there were some people were unable to attend because of price.
- Ron had a comment about law enforcement and that they are in his mind too aggressive. Ticketing every car possible on Alpine Meadows road on a clear road with no active snow removal. It’s bad for business. Seems to be a problem with law enforcement.

- Phil GilanFarr surprised Night Rider closed before ski season ended. Huge value in that program.
- Phil GilanFarr also agreed with Ron Parson's comment about ticketing cars. Maybe with these mellowing winters, there is a change to the no-parking on roadways policy Nov-May, to a no-parking during inclement weather.
- Jennifer Merchant replied that this is an ongoing discussion within the county. Would recommend writing some letters.
- Bill Rock, Alex Mourelatos sent a letter to the lodging properties on behalf of GreenBucks. Appreciate the support of this organization. Important to move forward. On behalf of Ski Resorts it was wise to spend contingency funds on extra marketing, thanks.

H. Meeting Review and Staff Direction

- Sandy Evans Hall recognized Jessica Walker for her time at the resort association and that she will be moving on. She also introduced Julie Appleford, the new Executive Assistant.
- Will note which funding items are listed in consent calendar.
- Come up with better metrics for product development.
- Bring Touch the Lake report in to Board in May.
- Report on destination visitor strategy in May.
- Will be leaving today with Jennifer Merchant on Chamber Trek to Park City.
- Will address letter writing to Placer County/CHP on ticket writing.

I. Closed Session (If necessary)

J. Reconvene to Open Session

K. Adjournment

The meeting adjourned at 10:30 am.

Submitted by
 Julie Appleford
 Executive Assistant
 NLT Chamber/CVB/Resort Association



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COMMITTEE: Capital Investment/Transportation

MEETING DATE: April 28, 2014

BOARD MEMBERS PRESENT: Phil GilanFarr, David Tirman, Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Bergmann/Wright) (11-0-0) to approve the Capital Investment/Transportation Committee Agenda for April 28, 2014.

M/S/C (Merchant/Wilkins) (11-0-0) to approve the Capital Investment/Transportation Committee Minutes, March 24, 2014.

M/S/C (Wilkins/Tirman) (10-0-1 Abstention Merchant) to approve 2014/15 Recommended CI/T Proposed Draft Budget for Placer County.

M/S/C (Ogilvy/Bergmann) (8-0-0) to approve North Tahoe Study Funding Request to include the following additions: 1.) DPW to reach out to local North Tahoe businesses that have had recent experience trying to work within the current parking regulations; 2.) DPW include a schedule of how this study will be integrated into the area planning process.

- *3 Committee Members had left when this vote took place.*



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COMMITTEE: Marketing
MEETING DATE: April 29, 2014
BOARD MEMBERS PRESENT: Eric Brandt

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Directions to School of Thought: Focus on the Bay Area market with a second focus on San Diego. Come back with a detailed plan to finalize at next month's Marketing Committee meeting.

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Maurer/Williams) (7/0) to approve the agenda as presented.

- 4.1 M/S/C (Williams/Moore) (7/0) to approve the Marketing Committee minutes from March 25, 2014

BOARD APPROVAL/DIRECTION REQUESTED:

- 7.3 M/S/C (Williams/Moore) (9/0) to recommend Option 3 (Flat + \$500,000) for Board Approval 2014/15 North Lake Tahoe TOT Budget Proposal



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: April 9, 2014

BOARD MEMBERS PRESENT: Kaliope Kopley, Eric Brandt

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

M/S/C (Kopley/Gelbman) (11-0-0) to approve the Business Association and Chamber Collaborative Agenda for April 9, 2014.

M/S/C (Williams/Doyle) (11-0-0) to approve the Business Association and Chamber Collaborative Minutes from March 13, 2014.

M/S/C (Williams/Gelbman) (11-0-1 Abstention Kopley) to recommend to the BOD approval of the \$10,000 Northstar Marketing Grant for 2013/2014.

M/S/C (Doyle/Gelbman) (11-0-1 Abstention Kopley) to recommend to the BOD approval of the \$10,000 Squaw Marketing Grant for 2013/2014.

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

Date Submitted: April, 3rd 2014

1. Name of Applicant / Organization:

Northstar California Resort/The Village at Northstar

PO Box 129, Truckee, CA 96160

530.562.1010

info@northstarcalifornia.com

www.northstarcalifornia.com

2. Contact Name:

Nate Burch

PO Box 129, Truckee, CA 96160

530.562.8032

nburch@vailresorts.com

3. How long organized? 41 Years Is organization non-profit? No

4. Purpose / mission of organization:

The mission of the Northstar California Resort/The Village at Northstar is to create a family friendly atmosphere providing its guests with year round recreational activities, shopping, and dining.

Tax ID Number: 94-1640750

5. Narrative description of how the funds will be used:

The funds will be used for production and distribution of a 4-color, glossy stock, 16-page Village at Northstar Magazine. The magazine will be distributed through Certified Folder in North Lake Tahoe, Truckee and Reno/Carson, in-room at most lodging units, and throughout Northstar California Resort. The magazine will feature a village directory, all village restaurants and retailers, village activities, village lodging & real-estate, and recreational activities such as; skating, bungee trampoline, candle and pottery making, gem panning, etc. A calendar of signature events will be included as well as advertorial write-ups.

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

This marketing collateral piece will create stand-alone awareness and information about the Village at Northstar. The magazine will highlight what the Village at Northstar has to offer guests, both locals and regional visitors.

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

The Village at Northstar magazine will enhance visitation by driving awareness of the Village at Northstar's offerings resulting increased new and return Village at Northstar guest visitation. The program also improves the guests' experience by providing them with information surrounding the Village at Northstar's offerings enhancing the quality of their stay and encouraging them to return.

4-1-1

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

Rack Distribution (N. Tahoe, Truckee, & Reno/Carson City)	\$5,000.00
Production (20,000 Units)	\$5,000.00
Total	\$10,000.00

9. If not provided in your submitted budget, please provide (attach) complete marketing and promotional plan:

- 20,000 printed copies of Magazine
- Certified Folder Distribution in 70 specialized magazine size rack locations in North Lake Tahoe, Truckee, and Reno/Carson City on a seasonal basis; contracted to December thru April and June thru October. Extra distribution based on availability.
- In-room distribution to lodging guests in all Northstar Resort contracted lodging and lodging partners
- In-Village distribution throughout The Village at Northstar

10. Grant Amount Requested:

\$10,000.00

11. Percentage of total budget requested:

100%

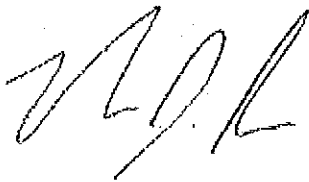
12. Sources of other funding to support your budget, including proposed sponsors:

N/A

13. Description of how the success of your program will be measured:

- CPM
- Financial Results
- Anecdotal feedback

Submitted on behalf of Northstar California Resort/The Village at Northstar by:



Nate J. Burch
Marketing Manager

Northstar California Resort/Village at Northstar Community Marketing Partner Grant ROI Report

Village at Northstar Magazine - Production Quantity and Costs 2013

	Qty	Projected Cost	Actual Cost
Printing	1k	2,100	2,271
Total		\$ 2,100	\$ 2,271

Distribution is ongoing at the following locations:

Northstar Resort lodging guests, check-in packets
 Village at Northstar - throughout stores, restaurants, season pass and ticket office, information tents, rentals, children's ski school, etc.

4-1-3

Prepared by Nate J. Burch April 3, 2014



NORTHSTAR™
 CALIFORNIA



Proposal for consideration by:
The Business and Chamber Advisory Collaboration
Community Marketing Grant Program
For: FY 2013-14

SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

The Squaw Valley Business Association (SVBA) is made of the following six lodging properties; Olympic Village Inn, PlumpJack Squaw Valley Inn, Red Wolf Lodge, Resort at Squaw Creek Squaw Valley Lodge and The Village at Squaw Valley and three corporate entities: Squaw Valley Resort, the Squaw Village Neighbourhood Company and the Squaw Valley Public Service District.

The purpose of the Association is to:

- (a) Promote Squaw Valley as a year round tourist destination resort, supporting programs that promote long duration visitation year-round.
- (b) Develop community support for activities in the Valley that enhance the quality of life for Squaw Valley visitors and residents.
- (c) Act as a clearinghouse for requests made by other entities to SVBA member properties for contributions to joint benefit special events.
- (d) Maintain existing funding sources and identify new ones.

SVBA Tax ID # - 68-0471187

Currently the SVBA maintains an annual operating budget of approximately \$34,000. The funding is made up solely by contributions from the above businesses to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd, marketing and normal business expenses to operate a non-profit corporation.

In addition to this funding, the SVBA properties contribute individual funds towards enhanced operations that will benefit visitors and our community as well as to promote and host numerous events throughout the year. The businesses in Squaw Valley have successfully created a well rounded calendar of events that draws visitors nationally, regionally and locally.

Thanks to the support we received over the years from this program, the SVBA successfully has produced and printed over 110,000 copies of a Squaw Valley Area Guide. As discussed in our ROI, this piece has proven great value over the course of this past summer not only to the SVBA members but also to our business partners and visitors alike. SVBA has been able to budget money towards the continuation of this project annually.

The Squaw Valley Business Association respectfully requests the following from the Community Marketing program for FY2013-14:

PROJECT # 1:

\$6000 - To assist us with the continuation of the SV Guide project for Summer 2014 for:

1. Guide Edits
2. Re-print
3. Distribution

Estimated Expense Budget:

Cost for Edits/Updates: \$0 (to be absorbed in house by SV/SVNC)

Cost for Production: \$5140

Approx. 25K copies via Dynagraphic Printing
12K needed for Certified Folder Distribution
Cost based on quote received on 3/27/14

Cost for Distribute via Certified Folder Display: \$1084

June 1 – September 30 (4 months: Summer 2014)

12K for Northern California Sports Program (152 sites from Auburn to South Bay, SF)

*This would leave membership with 13K to distribute in on the ground here

Total Project Expense: \$6224

The project is consistent with our organization's mission/purpose because it promotes Squaw Valley as a destination and year round visitation.

The project is consistent with the NLT Tourism and Community Investment Plan because it promotes Tourism and the fact that Squaw Valley offers Lodging, Commercial and Recreational activity year round and off the Lake.

The continued success of the project will be measured by our guest and visitors pleasure when they are handed the piece, by increased visitation and consumer satisfaction because they will be able to easily find the places they want to go and by increased room nights which will be tracked via a unique #. Project will also be measured by map distribution numbers.

PROJECT # 2:

\$4000 – To assist us with an out of market campaign to drive visitation and room nights over Memorial Day Weekend and to the Made in Tahoe Festival, to include:

1. Facebook Ads & Paid Search Words
2. Marin Magazine Travel E-Newsletter
3. Gold Country Media Advertising

4-2-2

Estimated Expense Budget:

Cost for Facebook Paid Ads & Paid Search Words=\$2000

To be administered/managed by Squaw Valley Marketing & 3rd party agency

Cost for Retargeting/Banner Advertising Campaign =\$500

To be administered/managed by Squaw Valley Marketing & 3rd party agency

Cost for Marin Magazine Travel E-Newsletter = \$350

Featured Destination - May 15 issue (9-10K distribution)

75 words & image to promote Memorial Day Lodging Package & Made in Tahoe

Cost for Print /On-Line Advertising = \$3000

Gold Country Media & The Union (Auburn, Colfax, Lincoln, Loomis , El Dorado, Folsom & Grass Valley)

Total Project Expense: \$5850

The project is consistent with our organization's mission/purpose because it promotes Squaw Valley as a destination and year round visitation.

The project is consistent with the NLT Tourism and Community Investment Plan because it promotes Tourism and the fact that Squaw Valley offers Lodging, Commercial and Recreational activity year round and off the Lake. The project - event and special Memorial Day lodging package - specifically targets visitation during a strike zone.

The success of this project will be measured by activity on the website and Facebook, YOY occupancy, package performance, Tram Rides and number of Made in Tahoe event attendees.

13-14 NLTRA Grant Request:	\$10,000
SVBA (or Membership) Minimum Contributions:	\$2074 or 17% of total expense for projects

On behalf of all SVBA members and the Squaw Valley community, we thank you for your consideration and continual support in our marketing efforts.

Sincerely,

Caroline Ross
Squaw Valley Business Association Representative
PO Box 2915 Olympic Valley, CA 96146

4-2-3



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COMMITTEE: Lodging
MEETING DATE: April 17, 2014
BOARD MEMBERS PRESENT: None

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action to staff (Emily): Create a list of possible new lodging committee candidates and reach out to enlarge the committee.

Action to staff (Emily): Research an educational component and a task for the next meeting and get back to the committee.

MOTIONS MADE/VOTE:

- 3.1 The agenda was accepted through acclamation.
- 4.1 The approval of the lodging committee minutes will be tabled until the next lodging committee meeting.



north lake tahoe

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COMMITTEE: Finance

MEETING DATE: April 24, 2014

BOARD MEMBERS PRESENT: Ron Parson

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

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

Approval of the March 27, 2014 minutes was tabled until the May meeting.

M/S/C (Salmon/Merchant) (3/0) to recommend the Board of Directors approve the May 2013 Financial Statements.

M/S/C (Salmon/Parson) (2/0, 1 abstention – Merchant) Forward 2014/15 TOT budget to Placer County staff as proposed budgets all 3 versions.



north lake tahoe

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NLTRA Executive Committee

Wednesday, April 16, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Meeting Agenda – May 7
Direction was provided to staff to verify if David Boesch would be attending the board meeting to discuss East Placer finances. If not then we would have a strategic discussion about alternative funding options.
2. Computer Issues and RFP for IT Services
Sandy informed the EC that there have been some major issues with our computers which corrupted our files back to September 2013. Backups were also corrupted and there are efforts to restore through a company in Reno. If unable to restore, we will need to recreate files. Most impactful was losing the group sales database in ACT. The financials and membership database were not touched. And only word and excel files in the shared drive (X) were impacted. We have changed our IT management for the near term to Tahoe Techs and will be doing an RFP for a longer range contract soon. We have also changed our backup software and protocol and will be investigating moving our server capacity to the cloud.
3. Scope of Work and Budget – Special EC Meeting end of April?
No need for a special meeting – finance committee will review.
4. Staffing Changes
We are finding a replacement for Julie Appleford, our new Admin Asst. as she is looking to leave the area. We will also be seeking a replacement for Kim Lambert who has notified us that she would like to go back to school and has some health issues that need attention.
5. On Our Way Grant - \$72,500 awarded for Tahoe City
This portion of our On Our Way Grant was approved to do design and engineering planning for improving mobility in the Tahoe City area, specifically looking at the ‘Wye’, Fanny Bridge, Macinaw and continuation of Lakeside Trail to connect.

6. Highway Patrol letter sent
Captain Tim Malone has responded that he is definitely interested in talking to our board. He is not available for the next two board meetings so we will be looking at an alternative time. It was suggested that staff send the email and response to Sheriff Ed Bonner as well.
7. Marketing G & A Report
After the budget meeting with Placer County, staff looked at the Personnel and G&A numbers that Jennifer Merchant had provided and provided an actual accounting which shows that there has been very little change over the last three years in Personnel and G&A actual expenditures. The Budget numbers were higher because there were other staffing and opportunities that were included as possibilities that were never realized.
8. Letter from Andy Wirth regarding Incorporation of Olympic Valley – request for support
Sandy shared the letter from Andy Wirth regarding opposing the Incorporation. The position of Placer County is that we do not take a position on this issue. Once the Economic Analysis is completed, there may be a role in educating community members on the benefit of TOT expenditures to all of North Lake Tahoe.
9. BOS meeting in Tahoe – April 20-21, possible hosting of reception
We will be hosting the Board of Supervisors on Monday April 20 in the Visitor Information Center.
10. Park City Trek
Sandy provided a written synopsis of the trek to Park City.

Upcoming Events for Board Members

11. Ground-breaking ceremony for KBCCIP, Monday April 21 at 1:30 p.m. – North Tahoe Events Center
12. CalChamber Legislative Briefing and Reception – May 20 in Sacramento (\$50 pp)
13. Tahoe Fund Day at Aces Ballpark – Sunday, June 8 at 1:05

NLT Chamber/CVB/ Resort Association
Financial Statements
For the Nine Months Ending March 31, 2014

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Consolidated Departments

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 268,863	\$ 268,863	Placer County TOT Funding	\$ 2,814,767	\$ 2,814,767	\$ -	\$ 3,532,031	\$ 3,621,360	78%
-	84,840	Cap Imp Funding - Placer Held	-	1,459,892	(1,459,892)	-	2,223,452	0%
12,088	9,800	Membership	89,180	84,189	4,991	85,447	113,589	78%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,633	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,669	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,900	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
125	500	Non-Retail VIC Sales	6,316	5,147	1,169	2,050	7,647	83%
(1,213)	-	Commissions	72,621	94,100	(21,559)	49,578	116,360	63%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	60,274	96,869	60%
<u>303,316</u>	<u>398,072</u>	Total Revenue	<u>3,232,902</u>	<u>4,687,646</u>	<u>(1,464,743)</u>	<u>3,770,282</u>	<u>6,342,336</u>	<u>51%</u>
2,682	2,756	Cost of Goods Sold/Discounts	42,412	40,133	(2,279)	29,350	51,899	82%
<u>2,682</u>	<u>2,756</u>	Total Cost of Goods Sold	<u>42,412</u>	<u>40,133</u>	<u>(2,279)</u>	<u>29,350</u>	<u>51,899</u>	<u>82%</u>
<u>300,633</u>	<u>395,316</u>	Gross Margin	<u>3,190,490</u>	<u>4,647,512</u>	<u>(1,467,022)</u>	<u>3,740,932</u>	<u>6,290,436</u>	<u>51%</u>
Operating Expenses								
91,491	92,680	Salaries & Wages	924,242	911,891	(12,351)	902,409	1,234,496	75%
16,392	15,204	Rent	140,116	139,195	(921)	143,002	184,803	76%
2,697	3,106	Telephone	24,375	25,895	1,620	28,140	35,313	69%
337	319	Mail - USPS	2,720	2,747	18	2,808	3,704	74%
1,209	1,254	Insurance/Bonding	11,899	12,171	172	10,341	15,933	75%
640	876	Supplies	9,890	9,588	(302)	11,790	13,349	74%
65	102	Visitor Communications - Other	341	358	17	383	460	74%
429	971	Equipment Support & Maintenance	8,971	10,291	1,320	8,160	13,201	68%
125	335	Taxes, Licenses & Fees	3,061	2,747	(314)	2,005	3,752	82%
1,387	1,778	Equipment Rental/Leasing	14,269	15,707	1,438	18,270	21,041	68%
-	100	Training Seminars	2,755	4,805	1,850	2,091	5,130	54%
-	-	Public Outreach	1,092	1,000	(92)	-	3,778	28%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
19,057	-	Community Marketing Programs	43,156	40,000	(3,156)	10,521	130,000	33%
14,361	20,000	Special Events/Sponsorships	443,698	418,138	(25,560)	127,827	458,638	97%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,595	20,147	115%
788	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	8,422	9,308	78%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	760	46,100	24%
75,000	75,000	Marketing Cooperative/Media	905,000	905,000	0	728,858	1,125,000	80%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,674	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,869	22,541	28,391	31,969	29%
-	-	Conference - PUD	-	-	0	-	8,000	0%
111	-	Employee Relations	2,223	2,445	222	1,545	2,445	91%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
397	330	Credit Card Fees	4,536	4,373	(163)	4,386	5,785	78%
1,341	906	Automobile Expenses	7,280	7,107	(173)	5,904	9,638	76%
266	401	Meals/Meetings	3,280	3,723	443	3,730	4,758	69%
-	626	Dues & Subscriptions	3,830	4,299	469	4,694	5,272	73%
27	1,061	Travel	4,352	5,670	1,318	2,172	8,107	54%
-	1,250	Research & Planning Dues	3,000	6,000	2,000	3,000	5,000	60%
13,200	31,830	Research & Planning	69,735	89,640	20,905	60,217	128,553	54%
577	85,000	Transportation Projects	441,206	368,503	(74,703)	422,214	530,003	83%
-	250,095	Infrastructure Projects	119,838	1,215,767	1,096,129	1,047,216	2,030,952	6%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
531	1,203	Depreciation	5,092	7,546	2,454	10,881	11,155	46%
<u>266,614</u>	<u>630,473</u>	Total Operating Expenses	<u>3,326,032</u>	<u>4,319,310</u>	<u>893,278</u>	<u>3,662,789</u>	<u>6,288,312</u>	<u>63%</u>
<u>44,019</u>	<u>(236,157)</u>	Operating Income (Loss)	<u>(136,642)</u>	<u>328,202</u>	<u>(463,744)</u>	<u>97,163</u>	<u>4,124</u>	
4	4	Investment Income/Interest	40	43	3	314	65	
<u>44,023</u>	<u>(236,153)</u>	Net Income (Loss)	<u>(136,496)</u>	<u>328,245</u>	<u>(463,741)</u>	<u>97,477</u>	<u>4,179</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 180,851	\$ 180,851	Placer County TOT Funding	\$ 2,112,859	\$ 2,112,859	\$ -	\$ 1,837,378	\$ 2,685,217	79%
12,088	9,800	Membership	89,180	84,189	4,991	85,447	113,589	79%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,633	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,689	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,800	56%
-	-	Special Events	87,708	104,936	(17,228)	-	104,936	84%
125	500	Non-Retail VIC Sales	6,316	5,147	1,169	2,050	7,647	83%
(1,213)	-	Commissions	72,621	94,180	(21,559)	49,578	115,360	63%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	66,274	98,869	80%
<u>226,303</u>	<u>235,220</u>	Total Revenue	<u>2,630,794</u>	<u>2,625,645</u>	<u>5,149</u>	<u>2,084,829</u>	<u>3,182,740</u>	<u>80%</u>
2,682	2,756	Cost of Goods Sold/Discounts	42,412	40,133	(2,279)	29,350	51,899	82%
<u>2,882</u>	<u>2,756</u>	Total Cost of Goods Sold	<u>42,412</u>	<u>40,133</u>	<u>(2,279)</u>	<u>29,350</u>	<u>51,899</u>	<u>82%</u>
<u>222,621</u>	<u>232,464</u>	Gross Margin	<u>2,488,382</u>	<u>2,485,512</u>	<u>2,870</u>	<u>2,055,279</u>	<u>3,130,841</u>	<u>79%</u>
78,734	80,352	Salaries & Wages	810,312	797,334	(12,978)	790,866	1,077,066	75%
14,096	13,292	Rent	128,489	125,300	(3,189)	129,653	165,175	78%
2,309	2,688	Telephone	20,538	22,074	(1,536)	23,943	30,138	68%
337	319	Mail - USPS	2,682	2,701	19	2,784	3,658	73%
1,137	1,142	Insurance/Bonding	11,279	11,293	14	9,629	14,719	77%
573	742	Supplies	9,001	8,645	(356)	11,078	12,004	75%
65	102	Visitor Communications - Other	341	358	17	383	460	74%
384	871	Equipment Support & Maintenance	7,968	9,138	1,168	7,327	11,749	68%
126	288	Taxes, Licenses & Fees	2,881	2,411	(470)	1,890	3,289	87%
1,137	1,487	Equipment Rental/Leasing	11,955	13,345	1,390	13,384	17,806	67%
-	100	Training Seminars	2,765	4,605	1,850	2,091	5,130	54%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,120	18,450	330	24,758	19,350	94%
19,057	-	Community Marketing Programs	43,156	40,000	(3,156)	18,521	130,000	33%
14,361	20,000	Special Events/Sponsorships	443,698	418,138	(25,560)	127,827	456,638	97%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,409	26,147	115%
786	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	6,422	9,308	78%
-	-	Classified Ads	979	979	0	477	979	100%
-	-	Market Study Reports & Research	11,100	11,100	0	759	46,100	24%
75,000	75,000	Marketing Cooperative/Media	905,000	905,000	0	726,858	1,125,000	80%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	-	1,574	0%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,989	22,541	28,391	31,989	29%
-	-	Conference - PUD	-	-	0	-	8,000	0%
106	-	Employee Relations	2,010	2,245	235	1,519	2,245	90%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
397	330	Credit Card Fees	4,536	4,373	(163)	4,388	5,785	78%
1,102	597	Automobile Expenses	5,428	4,811	(617)	4,432	6,415	85%
241	370	Meals/Meetings	3,139	3,549	410	3,409	4,453	70%
-	601	Dues & Subscriptions	3,740	4,159	419	4,618	5,132	73%
27	1,061	Travel	4,352	5,670	1,318	2,172	8,107	54%
-	-	Miscellaneous Expense	-	350	350	671	350	0%
445	1,013	Depreciation	4,277	6,324	2,047	9,140	9,363	46%
<u>227,807</u>	<u>246,609</u>	Total Operating Expenses	<u>2,653,882</u>	<u>2,488,276</u>	<u>(64,607)</u>	<u>1,982,021</u>	<u>3,242,390</u>	<u>78%</u>
(4,986)	(13,145)	Operating Income (Loss)	<u>(65,500)</u>	<u>(3,763)</u>	<u>(61,737)</u>	<u>73,258</u>	<u>(111,649)</u>	
4	4	Investment Income/Interest	46	43	3	314	55	
(5,819)	(6,438)	Allocated Expenses	(66,130)	(64,702)	1,428	(56,957)	(92,795)	
<u>837</u>	<u>(6,705)</u>	Net Income (Loss)	<u>676</u>	<u>60,982</u>	<u>(60,306)</u>	<u>130,529</u>	<u>(18,699)</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Marketing

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
		Revenue						
\$ 139,442	\$ 139,442	Placer County TOT Funding	\$1,649,978	\$1,649,978	\$ -	\$ 1,338,273	\$ 2,088,304	80%
-	-	Transfers In from Reserves (Bal Sh)	43,200	-	43,200	-	-	100%
-	-	Special Events	87,708	104,936	(17,228)	689	104,936	84%
<u>139,442</u>	<u>139,442</u>	Total Revenue	<u>1,780,886</u>	<u>1,764,914</u>	<u>25,972</u>	<u>1,338,942</u>	<u>2,173,240</u>	<u>82%</u>
		Operating Expenses						
20,985	22,140	Salaries & Wages	211,830	212,684	754	205,594	291,004	73%
1,830	1,813	Rent	16,381	16,029	(352)	15,973	21,468	76%
998	884	Telephone	7,657	7,651	(6)	8,378	10,303	74%
61	96	Mail - USPS	199	492	293	769	780	26%
239	241	Insurance/Bonding	2,280	2,325	45	2,016	3,048	75%
131	276	Supplies	1,456	1,899	443	2,068	2,727	53%
120	200	Equipment Support & Maintenance	1,861	2,125	264	2,001	2,725	68%
-	59	Taxes, Licenses & Fees	281	517	236	380	694	41%
139	220	Equipment Rental/Leasing	1,705	1,940	235	1,904	2,600	66%
-	-	Training Seminars	1,800	4,000	2,200	1,137	4,425	41%
19,057	-	Community Marketing Programs	43,166	40,000	(3,166)	18,521	130,000	33%
14,133	20,000	Special Events/Sponsorships	443,470	418,138	(25,332)	127,827	456,638	97%
-	-	Market Study Reports & Research	11,100	11,100	0	133	46,100	24%
65,000	65,000	Marketing Cooperative/Media	815,000	815,000	0	626,364	1,005,000	81%
-	-	Emergency Marketing	43,200	-	(43,200)	-	-	100%
-	30,000	Non-NLT Co-Op Marketing Programs	9,428	31,000	21,572	21,575	31,000	30%
41	-	Employee Relations	180	103	(77)	28	103	175%
-	16	Credit Card Fees	-	64	64	406	121	0%
492	183	Automobile Expenses	2,764	2,033	(721)	1,565	2,582	107%
95	130	Meals/Meetings	2,081	2,109	48	2,003	2,499	82%
-	116	Dues & Subscriptions	2,406	2,345	(61)	1,197	2,893	89%
-	-	Miscellaneous Expenses	-	-	0	489	-	0%
-	886	Travel	2,622	3,372	1,383	2,107	5,434	48%
132	301	Depreciation	1,273	1,926	653	2,720	2,829	45%
<u>123,444</u>	<u>142,384</u>	Total Operating Expenses	<u>1,822,100</u>	<u>1,676,752</u>	<u>(44,715)</u>	<u>1,045,155</u>	<u>2,024,773</u>	<u>80%</u>
15,998	(2,919)	Operating Income (Loss)	<u>158,786</u>	<u>178,162</u>	<u>(18,743)</u>	<u>293,787</u>	<u>148,467</u>	
12,696	15,367	Allocated Expenses	144,496	145,934	1,438	100,607	192,035	
<u>3,302</u>	<u>(18,286)</u>	Net Income (Loss)	<u>14,290</u>	<u>32,228</u>	<u>(17,305)</u>	<u>193,180</u>	<u>(43,568)</u>	

9-4

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Conference

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 24,951	\$ 24,951	Placer County TOT Funding	\$ 224,559	\$ 224,559	\$ -	\$ 264,152	\$ 299,412	75%
-	600	Membership	5,555	5,692	(137)	6,004	7,492	74%
(1,213)	-	Commissions	72,621	94,180	(21,559)	48,908	115,360	63%
<u>23,738</u>	<u>25,551</u>	Total Revenue	<u>302,735</u>	<u>324,431</u>	<u>(21,696)</u>	<u>319,064</u>	<u>422,264</u>	<u>72%</u>
Operating Expenses								
17,205	16,803	Salaries & Wages	172,618	164,550	(8,068)	161,177	224,775	77%
918	921	Rent	8,210	8,079	(131)	8,064	10,842	76%
200	281	Telephone	1,974	2,232	258	2,303	3,075	64%
52	65	Mail - USPS	754	793	39	647	988	76%
230	223	Insurance/Bonding	2,260	2,253	(27)	1,909	2,922	78%
77	77	Supplies	734	663	(71)	689	894	82%
36	138	Equipment Support & Maintenance	1,539	1,765	226	1,130	2,179	71%
-	16	Taxes, Licenses & Fees	146	208	62	94	256	57%
139	178	Equipment Rental/Leasing	1,797	1,803	106	1,660	2,437	74%
10,000	10,000	Marketing Cooperative/Media	90,000	90,000	0	100,494	120,000	75%
-	-	Other Programs	-	-	0	720	-	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
16	-	Employee Relations	510	425	(85)	350	425	120%
313	91	Automobile Expenses	873	721	(152)	928	994	88%
-	20	Meals/Meetings	98	126	28	117	186	53%
-	415	Dues & Subscriptions	425	810	385	1,175	1,105	38%
69	157	Depreciation	662	1,005	343	1,415	1,476	45%
<u>29,316</u>	<u>29,385</u>	Total Operating Expenses	<u>282,620</u>	<u>275,533</u>	<u>(7,087)</u>	<u>282,890</u>	<u>380,554</u>	<u>74%</u>
(5,577)	(3,834)	Operating Income (Loss)	<u>20,116</u>	<u>48,898</u>	<u>(28,783)</u>	<u>36,174</u>	<u>41,710</u>	
2,910	2,000	Allocated Expenses	33,634	29,399	(4,235)	61,492	35,399	
<u>(8,487)</u>	<u>(5,834)</u>	Net Income (Loss)	<u>(13,519)</u>	<u>19,499</u>	<u>(33,018)</u>	<u>(25,318)</u>	<u>6,311</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 60,610	\$ 60,510	Placer County TOT Funding	\$ 544,590	\$ 544,590	\$ -	\$ 508,167	\$ 726,118	76%
60,610	60,510	Total Revenue	544,590	544,590	-	508,167	726,118	76%
Operating Expenses								
6,378	6,164	Salaries & Wages	51,940	53,879	1,939	51,469	75,317	69%
648	1,260	Rent	5,814	6,167	2,373	5,680	11,082	49%
164	222	Telephone	1,916	2,012	94	2,070	2,678	72%
-	-	Mail - USPS	24	24	0	11	24	100%
36	56	Insurance/Bonding	360	439	79	356	607	59%
31	53	Supplies	466	405	(61)	330	564	63%
22	49	Equipment Support & Maintenance	501	574	73	416	721	60%
-	-	Taxes, Licenses & Fees	90	90	0	58	90	100%
125	145	Equipment Rental/Leasing	1,157	1,179	22	1,443	1,614	72%
-	-	Public Outreach	-	-	0	93	950	0%
-	1,250	Research & Plan Dues	3,000	5,000	2,000	3,000	5,000	60%
375	2,500	Research & Planning	25,658	26,529	871	25,371	30,000	86%
577	85,000	Transportation Projects	441,206	388,503	(74,703)	422,214	530,003	83%
3	-	Employee Relations	82	100	18	-	100	82%
120	192	Automobile Expenses	926	1,298	372	733	1,874	49%
-	31	Meals/Meetings	12	74	62	46	105	11%
-	-	Dues & Subscriptions	45	45	0	38	45	100%
43	95	Depreciation	407	611	204	871	896	45%
8,652	97,023	Total Operating Expenses	533,606	466,949	(66,657)	514,199	662,670	81%
51,958	(36,513)	Operating Income (Loss)	10,984	77,641	(66,657)	(6,032)	63,548	
2,381	3,349	Allocated Expenses	27,216	30,678	3,462	25,386	40,670	
49,577	(39,862)	Net Income (Loss)	(16,232)	46,963	(63,195)	(31,418)	22,878	

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North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Visitor Information

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Reforecast</u>	<u>Variance</u>	<u>2012 2013 Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
		Revenue						
\$ 26,458	\$ 26,458	Placer County TOT Funding	\$ 238,122	\$ 238,122	\$ -	\$ 234,953	\$ 317,501	75%
125	500	Non-Retail VIC Sales	6,316	6,147	1,169	2,050	7,647	83%
5,393	5,200	Merchandise Sales	77,893	74,669	3,224	66,274	96,869	80%
<u>31,976</u>	<u>32,158</u>	Total Revenue	<u>322,331</u>	<u>317,938</u>	<u>4,393</u>	<u>303,277</u>	<u>422,017</u>	<u>76%</u>
2,882	2,756	Cost of Goods Sold	42,412	40,133	(2,279)	29,350	51,899	82%
<u>2,882</u>	<u>2,756</u>	Total Cost of Goods Sold	<u>42,412</u>	<u>40,133</u>	<u>(2,279)</u>	<u>29,350</u>	<u>51,899</u>	<u>82%</u>
<u>29,294</u>	<u>29,402</u>	Gross Margin	<u>279,919</u>	<u>277,805</u>	<u>2,114</u>	<u>273,927</u>	<u>370,118</u>	<u>76%</u>
		Operating Expenses						
11,137	12,878	Salaries & Wages	135,553	141,248	5,695	151,878	184,999	73%
8,601	7,828	Rent	79,911	77,262	(2,649)	82,030	100,746	79%
259	460	Telephone	2,708	3,425	719	4,070	4,805	56%
126	37	Mail - USPS	1,060	648	(412)	394	759	140%
302	288	Insurance/Bonding	3,000	2,942	(58)	2,479	3,808	79%
107	-	Supplies	3,178	2,266	(912)	4,589	3,400	93%
65	102	Visitor Communications Other	341	358	17	308	460	74%
111	175	Equipment Support & Maintenance	1,058	1,383	325	1,327	1,908	55%
-	93	Taxes, Licenses & Fees	204	576	372	588	855	24%
416	508	Equipment Rental/Leasing	3,958	4,143	185	4,555	5,661	70%
-	-	Professional Fees	-	-	0	3,187	900	0%
1,676	-	Media/Collateral/Production	1,676	-	(1,676)	93	1,574	0%
-	-	Other Programs	-	-	0	4,694	989	0%
21	-	Employee Relations	336	275	(61)	425	275	122%
162	100	Credit Card Fees	2,714	2,530	(184)	2,422	3,243	84%
101	150	Automobile Expenses	978	1,163	185	1,545	1,613	61%
(13)	108	Meals/Meetings	348	540	194	438	658	53%
27	-	Travel	181	-	(181)	64	-	100%
69	157	Depreciation	682	848	166	1,415	1,319	50%
<u>23,257</u>	<u>22,882</u>	Total Operating Expenses	<u>237,862</u>	<u>239,607</u>	<u>1,745</u>	<u>266,399</u>	<u>317,950</u>	<u>75%</u>
6,037	6,520	Operating Income (Loss)	<u>42,057</u>	<u>38,198</u>	<u>3,859</u>	<u>7,528</u>	<u>52,168</u>	
2,645	2,000	Allocated Expenses	30,915	27,610	(3,305)	35,664	33,610	
<u>3,392</u>	<u>4,520</u>	Net Income (Loss)	<u>11,142</u>	<u>10,588</u>	<u>554</u>	<u>(28,136)</u>	<u>18,558</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Infrastructure

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2012 2013 Year To Date Actual	Total 2013 2014 Reforecast	Percent of YTD Budget Consumed
Revenue								
\$ 17,502	\$ 17,502	Placer County TOT Funding	\$ 157,518	\$ 157,518	\$ -	\$ 1,169,983	\$ 210,025	75%
-	84,840	Cap Imp Funding - Placer Held	-	1,459,892	(1,459,892)	-	2,223,452	0%
<u>17,502</u>	<u>102,342</u>	Total Revenue	<u>157,518</u>	<u>1,617,410</u>	<u>(1,459,892)</u>	<u>1,169,983</u>	<u>2,433,477</u>	<u>6%</u>
Operating Expenses								
6,378	6,184	Salaries & Wages	61,989	60,878	(1,311)	53,613	82,113	76%
648	646	Rent	6,814	5,708	(106)	5,067	7,846	76%
194	196	Telephone	1,918	1,909	(9)	1,937	2,497	77%
-	-	Mail - USPS	23	22	(1)	10	22	105%
36	56	Insurance/Bonding	360	439	79	318	607	59%
35	81	Supplies	424	638	114	379	781	64%
22	51	Equipment Support & Maintenance	502	581	79	388	731	69%
-	39	Taxes, Licenses & Fees	90	246	156	58	383	25%
125	146	Equipment Rental/Leasing	1,157	1,183	26	1,320	1,621	71%
-	-	Public Outreach	913	1,000	87	93	2,826	32%
12,825	29,330	Research & Planning	44,078	73,111	29,033	32,125	98,553	45%
-	250,895	Infrastructure Projects	119,638	1,215,767	1,096,129	1,033,089	2,030,952	6%
3	-	Employee Relations	131	100	(31)	26	100	131%
120	117	Automobile Expenses	926	998	72	576	1,349	69%
25	-	Meals/Meetings	130	100	(30)	243	200	65%
-	25	Dues & Subscriptions	45	95	50	38	95	47%
-	-	Infrastructure Maintenance Reserve	-	-	0	-	150,000	0%
43	85	Depreciation	407	611	204	773	898	45%
<u>20,464</u>	<u>287,841</u>	Total Operating Expenses	<u>238,545</u>	<u>1,363,086</u>	<u>1,124,541</u>	<u>1,130,263</u>	<u>2,381,352</u>	<u>10%</u>
(2,952)	(185,499)	Operating Income (Loss)	(81,027)	254,324	(335,351)	39,730	52,126	
3,439	4,218	Allocated Expenses	38,914	39,471	557	28,063	52,125	
<u>(6,391)</u>	<u>(189,717)</u>	Net Income (Loss)	<u>(119,941)</u>	<u>214,853</u>	<u>(334,794)</u>	<u>11,667</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Membership

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Reforecast</u>	<u>Variance</u>	<u>2012 2013 Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
		Revenue						
\$ 12,088	\$ 9,200	Membership	\$ 83,825	\$ 78,497	\$ 5,128	\$ 79,444	\$ 106,097	79%
150	400	New Member Fees	1,175	1,700	(525)	-	2,900	41%
14,454	25,950	Membership Activities	28,272	38,933	(10,661)	36,833	41,633	68%
705	769	Tuesday Morning Breakfast Club	9,020	7,382	1,638	7,269	9,689	93%
2,750	1,750	Sponsorships	2,750	1,850	900	-	4,900	0%
<u>30,147</u>	<u>38,069</u>	Total Revenue	<u>124,842</u>	<u>128,362</u>	<u>(3,520)</u>	<u>123,348</u>	<u>165,219</u>	<u>76%</u>
		Operating Expenses						
6,906	5,559	Salaries & Wages	52,505	49,998	(2,507)	55,208	68,616	77%
648	684	Rent	5,814	5,891	77	5,680	7,942	73%
244	310	Telephone	2,227	2,408	181	2,868	3,338	67%
55	66	Mail - USPS	266	320	54	468	518	51%
109	116	Insurance/Bonding	1,080	1,101	21	925	1,449	75%
41	114	Supplies	1,335	1,422	87	1,244	1,763	70%
22	47	Equipment Support & Maintenance	895	931	36	416	1,072	83%
-	60	Taxes, Licenses & Fees	90	330	240	58	510	18%
277	328	Equipment Rental/Leasing	1,645	2,067	422	3,025	3,051	54%
-	-	Training Seminars	405	405	0	180	405	100%
-	-	Professional Fees	100	100	0	160	100	100%
15,338	14,125	Membership Activities	30,056	24,740	(5,316)	23,039	26,147	115%
786	737	Tuesday Morning Breakfast Club	7,285	7,097	(188)	6,422	9,308	78%
-	-	Classified Advertising	545	545	0	477	545	100%
8	-	Employee Relations	219	225	6	25	225	97%
235	214	Credit Card Fees	1,823	1,770	(44)	1,558	2,421	75%
196	80	Automobile Expenses	711	708	(3)	141	948	75%
-	60	Meals/Meetings	136	304	168	212	484	28%
-	-	Dues & Subscriptions	774	774	0	556	774	100%
-	-	Travel	390	390	0	222	390	100%
42	96	Depreciation	407	615	208	871	903	45%
<u>24,907</u>	<u>22,596</u>	Total Operating Expenses	<u>109,708</u>	<u>102,160</u>	<u>(6,558)</u>	<u>103,755</u>	<u>130,809</u>	<u>83%</u>
6,240	15,473	Operating Income (Loss)	15,134	26,212	(10,078)	19,591	34,310	
2,381	2,578	Allocated Expenses	27,215	28,578	(639)	26,211	34,310	
<u>2,859</u>	<u>12,895</u>	Net Income (Loss)	<u>(11,081)</u>	<u>(364)</u>	<u>(10,717)</u>	<u>(6,620)</u>	<u>-</u>	

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended March 31, 2014
Administration

<u>Current Month Actual</u>	<u>Current Month Reforecast</u>		<u>Year to Date Actual</u>	<u>Year to Date Reforecast</u>	<u>Variance</u>	<u>2012 2013 Year To Date Actual</u>	<u>Total 2013 2014 Reforecast</u>	<u>Percent of YTD Budget Consumed</u>
		Operating Expenses						
22,440	22,972	Salaries & Wages	237,806	228,954	(8,852)	217,108	307,672	77%
2,009	2,046	Rent	18,173	18,039	(134)	17,906	24,177	75%
809	753	Telephone	5,974	6,358	384	6,324	8,617	60%
44	55	Mail - USPS	402	448	46	506	613	66%
266	274	Insurance/Bonding	2,640	2,672	32	2,301	3,494	76%
216	275	Supplies	2,300	2,395	95	2,488	3,220	71%
95	311	Equipment Support & Maintenance	2,015	2,932	317	2,453	3,865	68%
125	88	Taxes, Licenses & Fees	2,159	780	(1,379)	770	984	219%
166	255	Equipment Rental/Leasing	2,850	3,292	442	2,219	4,057	70%
-	100	Training Seminars	550	200	(350)	774	300	183%
-	-	Public Outreach	179	-	(179)	-	-	100%
-	-	Professional Fees	18,020	18,350	330	21,410	18,350	98%
-	-	Classified Advertising	434	434	0	-	434	100%
18	-	Employee Relations	764	1,217	453	690	1,217	63%
174	384	Board Functions	4,322	3,119	(1,203)	3,124	4,271	101%
-	93	Automobile Expenses	112	186	74	256	278	40%
159	62	Meals/Meetings	497	470	(27)	640	626	79%
-	70	Dues & Subscriptions	135	230	95	1,690	560	24%
-	375	Travel	1,168	1,908	750	-	2,283	51%
-	-	Miscellaneous Expense	-	350	350	444	350	0%
133	302	Depreciation	1,273	1,930	657	2,720	2,836	45%
<u>26,454</u>	<u>28,385</u>	Total Operating Expenses	<u>302,363</u>	<u>294,264</u>	<u>(8,099)</u>	<u>283,823</u>	<u>388,204</u>	<u>78%</u>
(26,454)	(28,385)	Operating Income (Loss)	(302,363)	(294,264)	(8,099)	(283,823)	(388,204)	
3	4	Investment Income/Interest	46	43	3	314	55	
(26,451)	(28,381)	Allocated Expenses	(302,390)	(294,221)	8,169	(280,931)	(388,149)	
<u>-</u>	<u>-</u>	Net Income (Loss)	<u>73</u>	<u>-</u>	<u>73</u>	<u>(2,578)</u>	<u>-</u>	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placee County TOT Funding	\$ 1,649,978	\$ 224,559	\$ 238,122	\$ 2,112,659	\$ -	\$ -	\$ 2,112,659	\$ 157,518	\$ 544,590	\$ 2,814,767
Cap Imp Funding - Placee Field	-	-	-	-	-	-	-	-	-	-
Membership	-	5,555	-	5,555	83,625	-	89,180	-	-	89,180
New Member Fees	-	-	-	-	1,175	-	1,175	-	-	1,175
Membership Activities	-	-	-	-	28,272	-	28,272	-	-	28,272
Tuesday Morning Breakfast Club	-	-	-	-	9,020	-	9,020	-	-	9,020
Sponsorships	-	-	-	-	2,750	-	2,750	-	-	2,750
Special Events	87,708	-	-	87,708	-	-	87,708	-	-	87,708
Non-Placee VIC Sales	-	-	6,316	6,316	-	-	6,316	-	-	6,316
Commissions	-	72,621	-	72,621	-	-	72,621	-	-	72,621
Merchandise Sales	43,200	-	77,893	121,093	-	-	121,093	-	-	121,093
Transfers In/Other	1,780,886	302,735	322,331	2,405,952	124,842	-	2,530,794	157,518	544,590	3,233,902
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	42,412	42,412	-	-	42,412	-	-	42,412
Gross Profit:	1,780,886	302,735	279,919	2,363,540	124,842	-	2,488,382	157,518	544,590	3,190,490
Operating Expenses										
Salaries & Wages	211,800	172,618	135,553	520,001	52,505	237,868	810,312	81,989	51,940	924,241
Rent	16,361	8,210	79,911	104,502	5,914	18,173	128,489	5,914	5,914	140,117
Telephone	7,657	1,974	2,705	12,337	2,277	5,974	20,538	1,918	1,918	24,374
Mail - USPS	198	754	1,060	2,013	266	402	2,681	23	24	2,728
Insurance/Bonding	2,290	2,290	3,000	7,580	1,080	2,640	11,280	350	360	12,000
Supplies	1,456	734	3,178	5,368	1,335	2,300	9,003	424	466	9,893
Equipment Support & Maintenance	1,061	1,539	1,058	4,458	895	2,615	7,968	502	501	8,971
Taxes, Licenses & Fees	281	146	204	631	90	2,159	2,880	90	90	3,060
Equipment Rental/Leasing	1,705	1,797	3,958	7,460	1,645	2,850	11,955	1,157	1,157	14,268
Training Seminars	1,800	-	-	1,800	405	550	2,755	-	-	2,755
Professional Fees	-	-	-	-	100	18,020	18,120	-	-	18,120
Public Outreach	-	-	-	-	179	-	179	913	-	1,092
Research & Planning	-	-	-	-	-	-	-	-	3,000	3,000
Research & Planning	-	-	-	-	-	-	-	44,078	-	44,078
Transportation Projects	-	-	-	-	-	-	-	-	25,658	25,658
Infrastructure Projects	-	-	-	-	-	-	-	-	441,208	441,208
Community Marketing Programs	43,158	-	-	43,158	-	-	43,158	-	-	43,158
Special Events/Sponsorships	443,470	-	-	443,470	228	-	443,698	-	-	443,698
Membership Activities	-	-	-	-	30,058	-	30,058	-	-	30,058
Tuesday Morning Breakfast Club	-	-	-	-	7,285	-	7,285	-	-	7,285
Market Study Reports & Research	11,100	-	-	11,100	-	-	11,100	-	-	11,100
Marketing Cooperative/Media	815,000	90,000	-	905,000	-	-	905,000	-	-	905,000
Emergency Marketing	43,200	-	-	43,200	-	-	43,200	-	-	43,200
Non-ALT Co-Op Marketing Programs	9,428	-	1,576	11,004	-	-	11,004	-	-	11,004
Employee Relations	180	510	336	1,026	219	764	2,009	131	82	2,222
Board Functions	-	-	-	-	-	4,322	4,322	-	-	4,322
Credit Card Fees	-	-	2,714	2,714	1,823	-	4,537	-	-	4,537
Automobile Expenses	2,754	673	978	4,405	711	112	5,428	508	928	7,280
Meals/Meetings	2,061	98	348	2,505	198	487	3,138	130	12	3,280
Dues & Subscriptions	2,426	425	-	2,851	774	135	3,740	45	45	3,830
Travel	2,622	-	181	2,803	390	1,158	4,351	-	-	4,351
Depreciation	1,273	682	662	2,597	407	1,273	4,277	407	407	5,091
Miscellaneous	-	-	341	341	545	434	1,320	-	-	1,320
Total Operating Expenses	1,622,100	282,620	207,882	2,142,582	108,936	302,383	2,553,881	238,545	533,606	3,328,032
Operating Income (Loss)	158,786	20,115	42,057	220,958	15,906	(302,383)	(65,498)	(81,027)	10,984	(135,542)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	48	48	-	-	48
Other Expenses										
Allocated	144,495	33,634	30,615	208,045	27,215	(302,390)	(65,130)	38,914	27,216	-
Net Income (Loss)	14,290	(13,519)	11,442	11,973	(11,309)	73	577	(115,941)	(16,252)	(135,696)

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North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At March 31, 2014

	March 31 2014	March 31 2013	Audited June 30 2013
Assets			
Current Assets			
Petty Cash	500	500	500
Cash - Operations Acct #6712	336,547	887,552	549,620
Cash - Payroll Account #7421	10,409	14,014	13,480
Marketing Cooperative Cash	41,876	(84,629)	41,876
Cash - Infrastructure #8163	398	266,090	303,769
UBS Cash	8,891	8,601	6,856
Infrastructure Money Market	0	44,884	44,879
Cash in Drawer	311	600	300
Quickbooks Accounts Receivable	66,109	19,797	69,476
A/R - Sales Estimates	0	3,207	9,429
A/R - TOT Funding	116,311	804,943	400,188
Undeposited Funds	327	408	352
WebLink Accounts Receivable	46,215	38,600	21,325
Inventories	23,543	17,640	17,542
AR TOT Transportation NLTRA	951,970	282,315	112,928
AR TOT Transp County Held	0	469,000	0
AR TOT Infrastructure County	1,335,847	3,227,753	317,847
AR TOT Infrastructure NLTRA Held	270,038	198,040	33,007
AR TOT Infra Maintenance County	160,000	-	-
Total Current Assets	3,365,292	6,299,295	1,943,370
Property and Equipment			
Furniture & Fixtures	68,768	64,991	67,102
Accum. Depr. - Furniture & Fixtures	(63,597)	(59,629)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,840)	(39,870)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(26,767)	(22,748)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,617)	(23,417)	(23,467)
Total Property and Equipment	14,349	15,005	13,951
Other Assets			
Prepaid Expenses	123,062	105,063	42,132
Prepaid Insurance	5,124	5,408	4,797
Total Other Assets	128,186	110,471	46,929
Total Assets	3,607,826	6,424,771	2,004,249
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	143,115	300,557	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,496	1,544
FUTA Taxes Payable	0	48	0
401(k) Plan	(3,019)	12,045	655
Estimated PTO	62,415	56,143	62,415
Sales and Use Tax Payable	996	843	1,302
Accrued Expenses	19,106	428	0
Ski Tahoe North Lift Tickets	0	(2,576)	0
Marketing Cooperative Liabilities	41,876	(84,629)	41,876
Intra-Company Borrowings	13,619	(305)	(139)
AFW Suspense Account	0	(80)	0
Payroll Liabilities	4,162	1,876	3,732
Deferred Rev - Membership Dues	95,230	92,068	81,113
Deferred Revenue - Other	13,767	10,060	19,441
Deferred Support	572,558	611,740	0
Deferred Transportation Support	181,528	638,389	0
Deferred Infrastructure Support	1,422,287	3,674,515	351,760
Deferred Support- Infra Maint. Reserve	292,096	142,096	142,096
Total Liabilities	2,881,479	5,490,576	1,199,205
Net Assets			
Unrestricted Net Assets	388,805	445,064	397,682
Designated Marketing Reserve	294,494	293,110	337,604
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(135,406)	97,477	(28,876)
Total Net Assets	626,347	934,195	805,044
Total Liabilities and Net Assets	3,607,826	6,424,771	2,004,249

9-12

KEY METRICS FOR MARCH 31, 2014

Total TOT Collections by Quarter 2008 - 2014 (through March 31, 2014)	Quarter 2			Quarter 3			Quarter 4			Total		
	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2008-09	2009-10	2010-11		2011-12	2012-13
	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 1,163,143	\$ 6,707,347	\$ 8,651,866	\$ 9,244,712	\$ 10,486,222	\$ 10,190,041	\$ 11,686,611	\$ 7,972,026
	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 1,190,129	\$ 6,707,347	\$ 9,244,712	\$ 10,486,222	\$ 10,190,041	\$ 11,686,611	\$ 7,972,026	\$ 49,579,612
	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 1,360,504	\$ 6,707,347	\$ 9,244,712	\$ 10,486,222	\$ 10,190,041	\$ 11,686,611	\$ 7,972,026	\$ 49,579,612
	\$ 3,682,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 1,553,956	\$ 6,707,347	\$ 9,244,712	\$ 10,486,222	\$ 10,190,041	\$ 11,686,611	\$ 7,972,026	\$ 49,579,612
	\$ 3,882,491	\$ 2,103,378	\$ 4,261,127	\$ 1,439,615	\$ 1,439,615	\$ 6,707,347	\$ 9,244,712	\$ 10,486,222	\$ 10,190,041	\$ 11,686,611	\$ 7,972,026	\$ 49,579,612
	\$ 4,519,032	\$ 2,138,414	\$ 1,314,580	\$ -	\$ -	\$ -	\$ 7,972,026	\$ 7,972,026	\$ 7,972,026	\$ 7,972,026	\$ 7,972,026	\$ 7,972,026
	\$ 21,408,748	\$ 11,255,717	\$ 18,859,666	\$ 6,707,347	\$ 6,707,347	\$ 6,707,347	\$ 49,579,612	\$ 49,579,612	\$ 49,579,612	\$ 49,579,612	\$ 49,579,612	\$ 49,579,612

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July - March)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	10,141	30,785	36,289	17.88%
Phone	2,420	2,585	2,345	-9.28%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

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

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
March 2014	456

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

MTRiP Reservations Activity				
	FY 12/13	FY 13/14	Change	
Occupancy during March	53.2%	42.9%	-19.4%	
ADR March (Average Daily Rate)	\$ 236	\$ 243	3.0%	
Occupancy Forecast April	18.9%	26.3%	39.2%	
ADR April (Average Daily Rate)	\$ 184	\$ 173	-6.0%	
Occupancy (prior 6 months)	44.0%	41.0%	-6.8%	
ADR (prior 6 months)	\$ 243	\$ 259	6.6%	
Occupancy (next 6 months)	24.9%	26.2%	5.2%	
ADR (next 6 months)	\$ 217	\$ 224	3.2%	
Incremental Pacing for March	6.2%	5.3%	-14.5%	

Unemployment				
	March 2013	June 2013	March 2014	
California	9.4%	8.9%	8.4%	
Placer County	8.0%	7.5%	7.1%	
Dollar Point	9.3%	8.7%	8.2%	
Kings Beach	8.0%	7.5%	7.1%	
Sunnyside/Tahoe City	9.3%	8.7%	8.2%	
Tahoe Vista	13.3%	12.5%	11.9%	

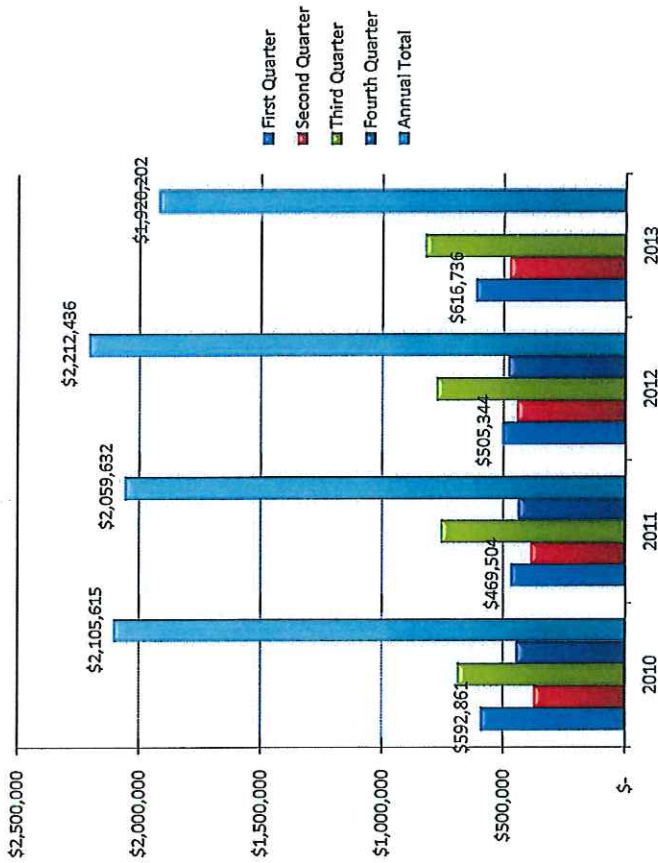
Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014				
	2012-13 Actuals	2013-14 Forecasted	YOY % Change	
FORWARD LOOKING (2013/14)				
Total Revenue Booked through February	\$ 2,113,783	\$ 2,600,142	23%	
Forecasted Commission for this Revenue	67,339	157,300	134%	
Number of Room Nights	9,374	11,325	21%	
Number of Tentative Bookings	61	101	66%	
CURRENT				
Annual Revenue Goal	\$ 1,750,000	\$ 2,750,000	57%	
Annual Commission Goal	\$ 75,000	\$ 150,000	100%	

Conference Revenue And Percentage by County:

Placer (53% of revs in '13, 70% in '14)	\$ 1,114,907	\$ 1,811,054	62%
Washoe ('13; 19%; '14; 11%)	\$ 407,552	\$ 277,806	-32%
South Lake ('13; 27%; '14; 18%)	\$ 580,965	\$ 475,963	-18%
Nevada ('13; 1%; '14; 1%)	\$ 10,359	\$ 35,319	241%
Total Conference Revenue	\$ 2,113,783	\$ 2,600,142	23%

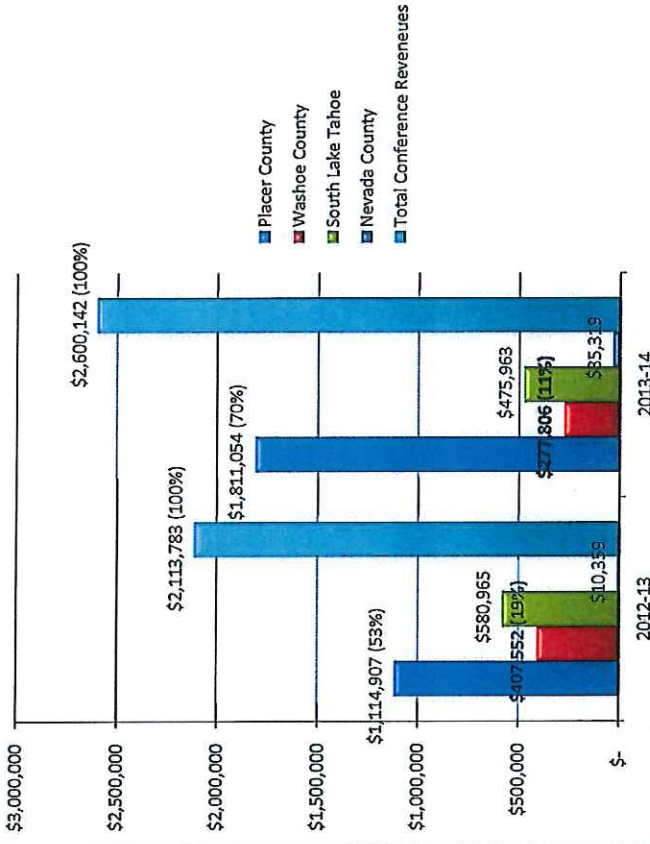
9-1-1

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



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

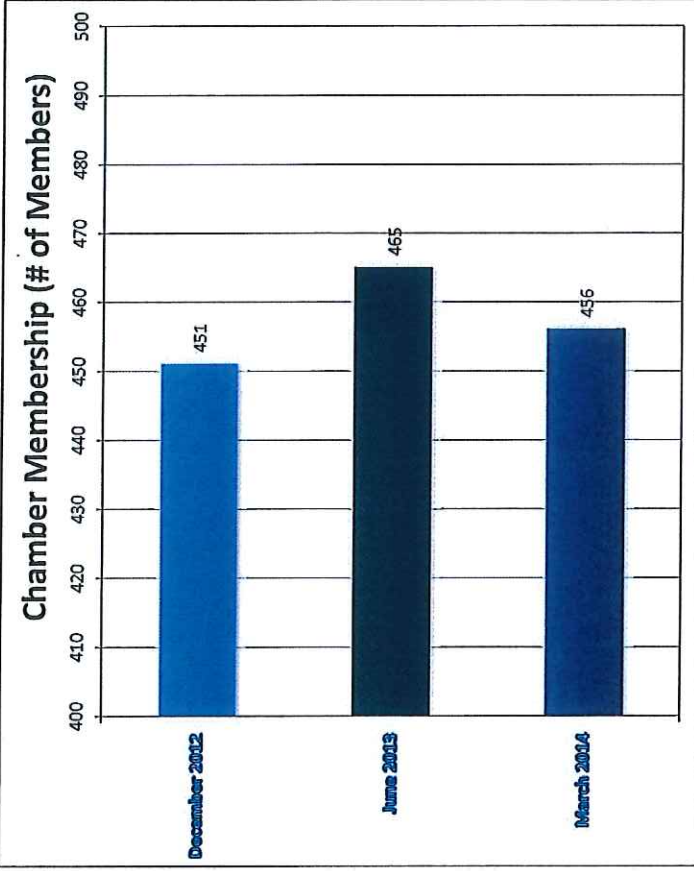
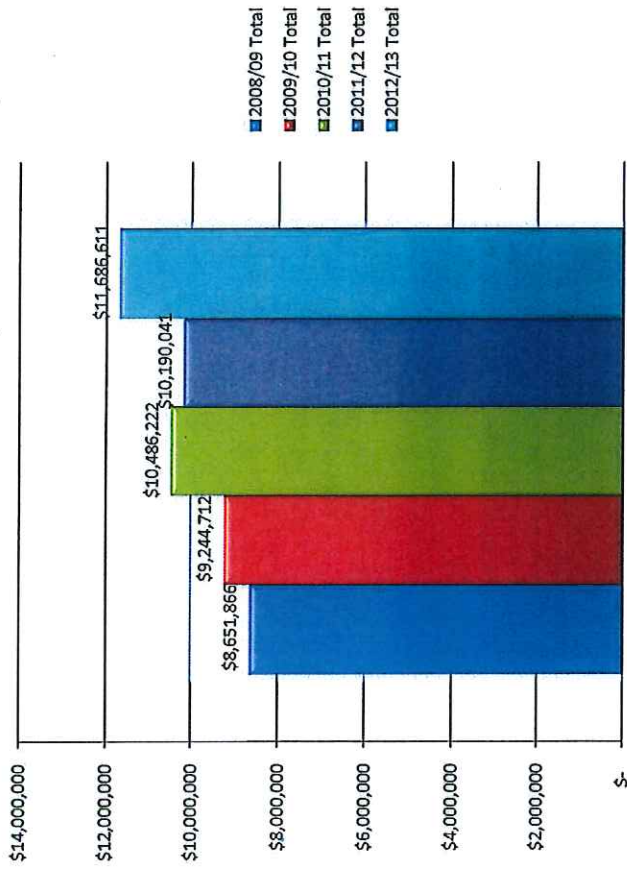
Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Fiscal July 1, 2013 to June 30, 2014			
	2012-13	2013-14	YOY % Change
FORWARD LOOKING (2013/14)	Actuals	Forecasted	
Total Revenue Booked through February	\$ 2,113,783	\$ 2,600,142	23%
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Total Conference Revenue	\$ 2,113,783	\$ 2,600,142	23%

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5-Year Annual TOT Collections (Fiscal Year Basis)



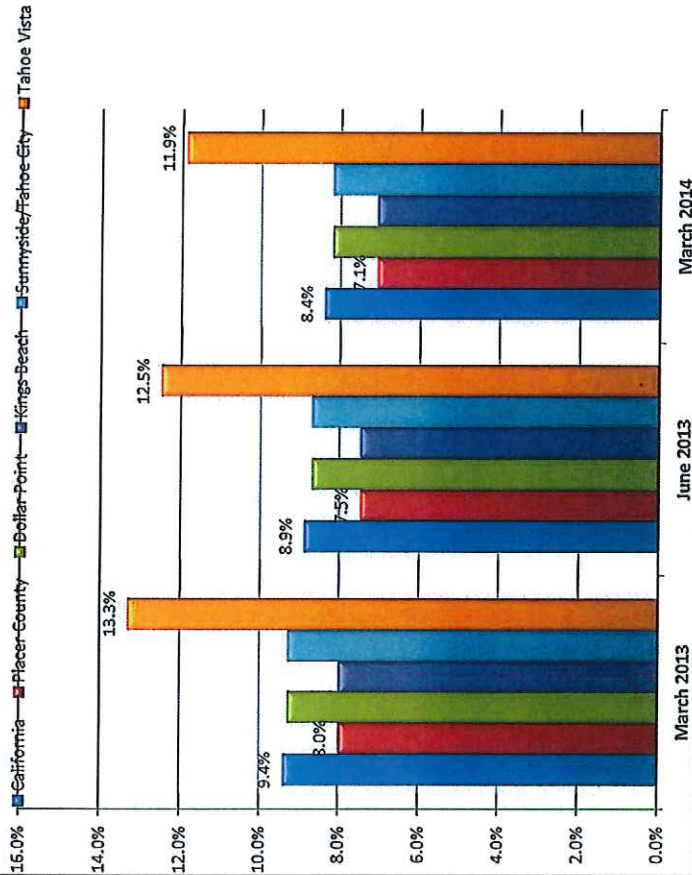
Total TOT Collections by Quarter 2008 - 2014 (through March 31, 2014)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,775,501	\$ 1,360,504	\$ 10,486,222
2011-12	\$ 3,682,067	\$ 1,794,516	\$ 3,159,502	\$ 1,553,956	\$ 10,190,041
2012-13	\$ 3,882,491	\$ 2,103,378	\$ 4,261,127	\$ 1,439,615	\$ 11,686,611
2013-14	\$ 4,519,032	\$ 2,138,414	\$ 1,314,580	\$ -	\$ 7,972,026
Total	\$ 21,408,748	\$ 11,255,717	\$ 18,859,666	\$ 6,707,347	\$ 49,579,612

Chamber Of Commerce Total Membership

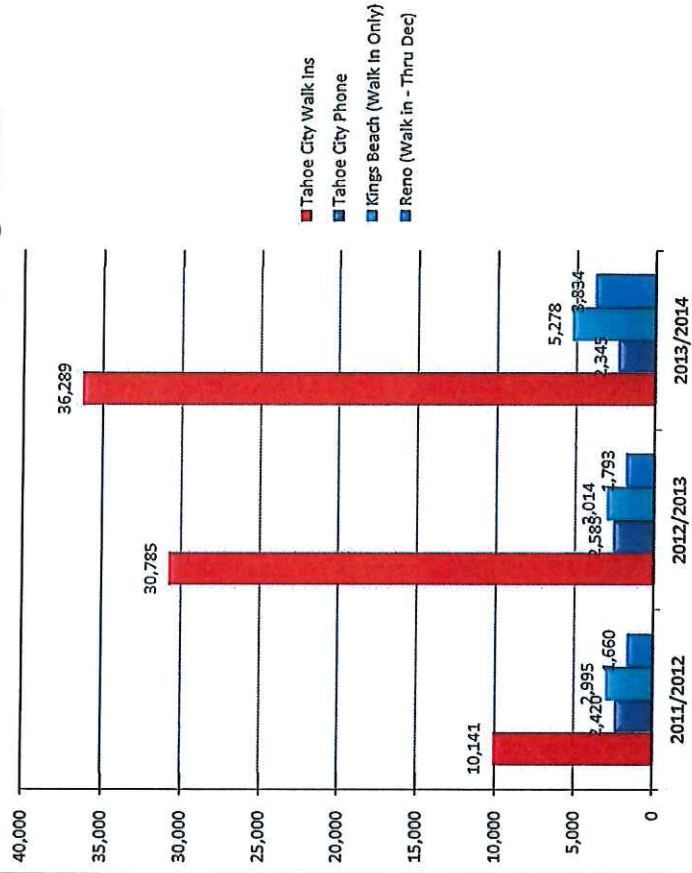
December 2012	451
June 2013	465
March 2014	456

Unemployment Rates by Region



Unemployment	March 2013	June 2013	March 2014
California	9.4%	8.9%	8.4%
Placer County	8.0%	7.5%	7.1%
Dollar Point	8.0%	7.5%	7.1%
Kings Beach	8.0%	7.5%	7.1%
Sunnyside/Tahoe City	9.3%	8.7%	8.2%
Tahoe Vista	13.3%	12.5%	11.9%

Visitor Information - Fiscal YTD through March

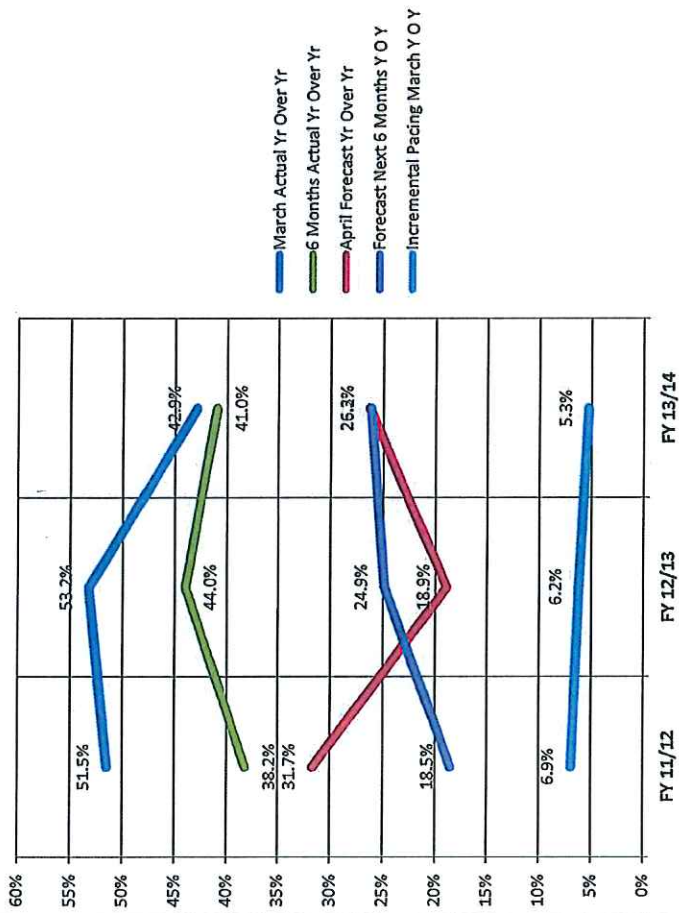


VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July - March)	2011/2012	2012/2013	2013/2014	YOY % Change
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9-1-4

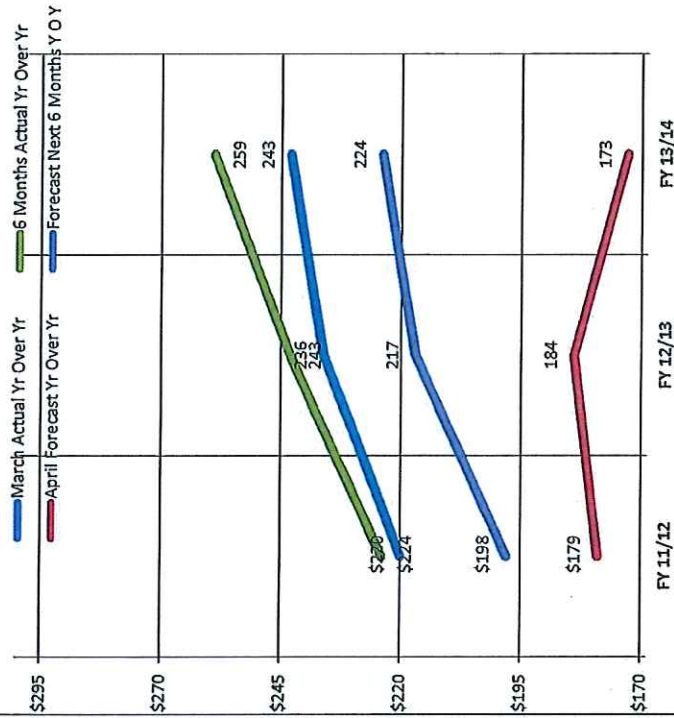
MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during March	53.2%	42.9%	-19.4%
ADR March (Average Daily Rate)	236	243	3.0%
Occupancy Forecast April	18.9%	26.3%	39.2%
ADR April (Average Daily Rate)	184	173	-6.0%
Occupancy (prior 6 months)	44.0%	41.0%	-6.8%
ADR (prior 6 months)	243	259	6.6%
Occupancy (next 6 months)	24.9%	26.2%	5.2%
ADR (next 6 months)	217	224	3.2%
Incremental Pacing for March	6.2%	5.3%	-14.5%

9-1-5

MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 12/13	FY 13/14	Change
Occupancy during March	53.2%	42.9%	-19.4%
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Incremental Pacing for March	6.2%	5.3%	-14.5%



north lake tahoe

Chamber | CVB | Resort Association

May 7, 2014

Subject: Monthly Activity Report—April, 2014

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The Summit Coalition Partners are now moving forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions.
- A draft environmental analysis has been prepared and review comments have been incorporated.
- An RFQ was released for circulation on April 17th to solicit a qualified consultant to prepare an economic analysis of the transportation vision. The proposals must be received at NLTRA no later than May 7th. This will require a TOT funding request, once the RFQ process has been completed.
- The Coalition met at its usual time following the May 1st TNTTMA meeting. Agenda included Outreach Committee report, status of economic analysis RFQ, and a brief report on the Park City Tour attended by more than 24 Tahoe Basin transportation advocates.

2. North Lake Tahoe Express

- After agreeing to continue support for the NLTE for the remainder of this FY, the funding partners met to plan for the F.Y. 14/15 service.
- It was agreed to negotiate a new contract starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- A meeting of the contractor and all funding partners was held April 29th to assure agreement of all participants.
- The contractor reported that he was having to re-evaluated the amount of service that could be provided for the previously agreed upon subsidy.

- A decision will also be made on the value of keeping the Reno Airport Welcoming Center versus redirecting the rent funds elsewhere.
- After determining final details, the contract will be prepared and signed by the Tahoe Transportation District and the operator, with the input of the funding partners.

3. NLTRA Tourism Development Master Plans Update

- Staff is completing a draft update to the 1996 and 2004 Master Plans
- The Board Committee reviewed the draft and directed staff to make revisions.
- The revised draft will be sent back to the Committee for comment before an outreach public process is initiated.

4. North Lake Tahoe Water Shuttle

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors at its December 10th meeting, which will allow operation of the shuttle in 2014.
- Staff, TTD, the operator, and TMA met on February 25th to review and assign tasks to be completed to prepare for the upcoming season.
- The lower lake level this summer is reducing the number of existing docks that can be utilized.
- The water shuttle 2014 program will provide service between Carnelian Bay and Homewood this season
- The reduced number of stops will allow more frequent service, which has been a desire expressed by shuttle patrons.

5. SR28/Fanny Bridge Community Revitalization Project

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

6. Performing Arts Center

- At its October 28th meeting the Capital Investment/Transportation Committee unanimously recommended funding of up to \$153,000 for the first stage project planning for the Center.

- The Board did approve (5-1-2) a motion to fund \$83,900 of the application and allow the Tahoe Regional Arts Foundation to return to request the rest of the funds after the first steps of stage one can substantiate the probable success of the Center.
- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- The Tahoe Regional Arts Foundation presented a summary of the Business/Operational Plan at the February 24th CIT Committee and at the March 5th Board meeting. Recommendation by the Committee and approval by the Board for continuation of Phase One occurred at those meetings.
- To date, \$54,042 of the approved funding has been expended

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

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

8. **Research and Planning**

- Expenditures paid in April included payments of \$2300 to LSC Transportation Consultants for preparation of the Transit Vision Economic Analysis RFQ, work on the Transit Vision power point for community outreach, and re-analysis of the NLTE service elements.

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

- The next Committee meeting will be on Tuesday, **May 26th, 9:00 a.m. until 11:00 a.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. **Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- TNTTMA Board Meeting
- Capital Investment/Transportation Sub-committee
- Tahoe City Public Utility District 75th Anniversary Luncheon
- Tahoe Transportation District/California Transportation Commission Workshop

- TRPA Golf Course Land Classification Hearing
- Placer County Board of Supervisors Meeting
- Board of Supervisors Reception
- Tahoe Transportation District Board Meeting
- Resort Triangle Transportation Vision Outreach Committee
- North Lake Tahoe Express Partners Strategy Meeting

Tourism Marketing Districts

CREATING JOBS. GROWING OUR ECONOMY.

Tourism Marketing Districts (TMDs) provide stable, dedicated funding for tourism promotion without new taxes or government spending. For nearly 150 cities and counties in California, TMDs are creating jobs, growing the economy and generating major contributions to local and state revenue.

What are Tourism Marketing Districts?

Under California law, TMDs are non-profit entities formed by area businesses in partnership with local government. These non-tax funds are then used to promote the destination across the state and nation. Led by the lodging industry, the typical formation process includes:

- Members determine the self-assessment and establish a governance structure.
- City Council approves the TMD through a public process.
- Non-profit entity or convention & visitors bureau administers the funds designated only for tourism-related efforts.
- Local government provides ongoing oversight and accountability.

TMDs are also referred to as

- Tourism Business Improvement Districts (TBID), or
- Tourism Improvement District (TID)



TMD Impact on Jobs, Spending, and Tax Revenue

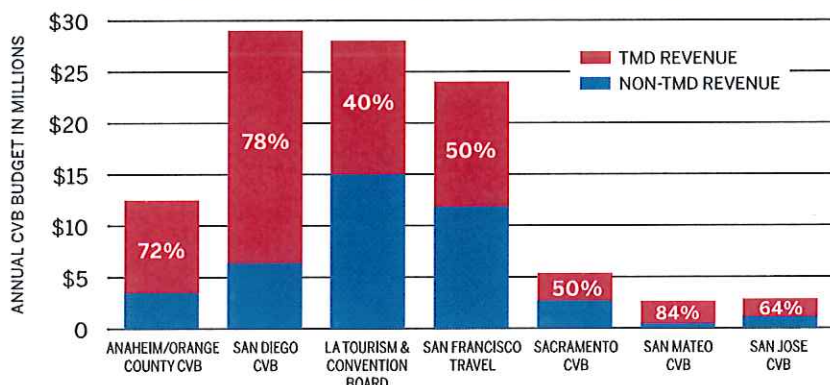
California TMDs spent a combined \$140 million in non-tax funds for tourism promotion. Each \$1 invested produced a remarkable \$70 return for the economy.

CREATING JOBS	GROWING OUR ECONOMY	PROVIDING BUDGET RELIEF
<p>81,500 jobs in 2010</p>	<p>\$8.9 billion Direct new tourism spending</p>	<p>\$493 million New tax revenue for State of California</p>
<p>\$2.8 billion Personal income for workers</p>	<p>\$19.9 billion Total direct, indirect, and induced tourism spending</p>	<p>\$196 million New tax revenue for local governments</p>

SOURCE: "Economic Impact of TMDs in California," Professor Patrick Tierney, San Francisco State University, March 2012



Importance of TMDs for Tourism Marketing Budgets



The data above represents the most recent budget information provided by the CVBs.

TMDs represent a growing percentage of total CVB budgets. This funding is vital for the long-term success of local tourism marketing efforts.

The Value & Opportunity of TMDs

Budget Relief for Local Government

TMDs free municipalities to focus on critical budget priorities. In many communities, **TMDs are replacing local tax dollars as the primary funding source for convention & visitors bureaus.** This saves local government millions of dollars while generating \$196 million in new local taxes through increased tourist spending.

Saving Jobs, Creating New Opportunities

Successful tourism promotion through TMDs saved jobs during the recession and is powering the economic recovery. From Los Angeles and San Francisco to Temecula and Placer, TMDs are creating new, **good-paying jobs that cannot be outsourced.**

Stable Revenue for Tourism Promotion

Nearly **two-thirds of convention & visitors bureaus experienced at least a 30% budget increase**

after formation of a local TMD. TMDs bring stability by enhancing Transit Occupancy Tax (TOT) and other investments in tourism promotion. That stability is further enhanced by a prohibition on using TMD revenue for any purpose other than tourism-related efforts.

Strengthening Communities

The community buy-in required to form a TMD **fosters new relationships and promotes creative collaboration.** TMDs are strengthening the local civic fabric by bringing together diverse stakeholders focused on local economic development.

Upward Momentum

The value for strengthening local economies and uniting communities is being proven over and over again across the state. The "virtuous cycle" is creating upward momentum that policymakers, businesses, and residents must continue to seize upon and support.

Tourism Marketing Districts (TMDs) in California

- Anaheim / Garden Grove
- Burbank
- Carlsbad
- Claremont
- Chula Vista
- Coronado
- Costa Mesa
- Dana Point
- Davis
- Del Mar
- Fairfield
- Folsom
- Fresno
- Half Moon Bay
- Huntington Beach
- Irvine
- Laguna Beach
- Lodi
- Long Beach
- Los Angeles
- Madera County
- Marin County
- Mariposa County
- Mendocino County
- Monterey County
- Morro Bay
- Napa Valley
- National City
- Newport Beach
- Oceanside
- Pacific Grove
- Palm Springs
- Pasadena
- Paso Robles
- Pismo Beach
- Placer Valley
- Rancho Cordova
- Redding City
- Redding Hilltop
- Richmond
- Sacramento
- San Diego
- San Francisco
- San Jose
- San Luis Obispo (City)
- San Luis Obispo (County)
- San Mateo
- Santa Barbara South Coast
- Santa Clara
- Santa Clarita
- Santa Cruz County
- Santa Rosa
- Santa Ynez Valley
- Sonoma County
- South Lake Tahoe
- Stockton
- Temecula
- Tiburon
- Torrance
- Tri-Valley
- Vallejo
- Ventura – Oxnard – Camarillo
- Walnut Creek
- West Hollywood
- Woodland

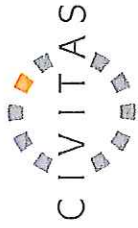
IN PROCESS

- El Dorado County
- Healdsburg
- Humboldt County
- Lancaster
- Santa Monica
- Sonoma

SOURCE: CIVITAS, UPDATED FEBRUARY 2012



12-2



California Tourism Improvement Districts

<i>District</i>	<i>Annual Budget</i>	<i>Assessment Rates</i>	<i>Programs Funded</i>	<i>Year Approved</i>	<i>Enabling Statute</i>	<i>TOT</i>
Anaheim / Garden Grove	\$9,000,000	2% room revenue	Tourism Marketing / Transport	2010	Local Ordinance	15.00%
Arroyo Grande	\$140,000	2% room revenue	Tourism Marketing	2013	89 Law	10.00%
Atascadero	\$105,000	2% room revenue	Tourism Marketing	2013	89 Law	10.00%
Berkeley	\$375,000	1% room revenue	Tourism Marketing	2012	94 Law	12.00%
Burbank	\$520,000	1% room revenue	Tourism Marketing	2011	94 Law	12.00%
Carlsbad	\$874,000	\$1.00 per night	Tourism Marketing	2005	89 Law	10.00%
Carlsbad Golf	\$200,000	\$2.00 per night	Tourism Marketing	2012	89 Law	10.00%
Carmel	\$220,000	\$1.00 per night	Tourism Marketing	2012	89 Law	10.00%
Claremont	\$187,000	2% room revenue	Tourism Marketing	2010	94 Law	10.00%
Concord	\$750,000	3% room revenue	Tourism Marketing	2013	94 Law	10.00%
Conejo Valley	\$450,000	\$1.00 per night	Tourism Marketing	2013	94 Law	12.00%



District	Annual Budget	Assessment Rates	Programs Funded	Year Approved	Enabling Statute	TOT
Coronado	\$600,000	.5% room revenue	Tourism Marketing	2010	89 Law	10.00%
Costa Mesa	\$1,100,000	3% room revenue	Tourism Marketing	1995	89 Law	8.00%
Dana Point	\$1,000,000	\$3.00 per night	Tourism Marketing	2009	89 Law	10.00%
Davis	\$120,000	1% room revenue	Tourism Marketing	2000	89 Law	10.00%
Del Mar	\$130,000	1% room revenue	Tourism Marketing / Downtown Improvements	2010	94 Law	10.00%
Fairfield	\$540,000	3% room revenue	Tourism Marketing	2013	94 Law	10.00%
Folsom	\$780,000	4% room revenue	Tourism Marketing	2002	Local Ordinance	8.00%
Fresno	\$800,000	1% room revenue	Tourism Marketing	2010	94 Law	12.00%
Gilroy	\$119,000	2% room revenue	Tourism Marketing	2013	94 Law	9.00%
Half Moon Bay	\$145,000	\$1.00 per night	Tourism Marketing	2004	89 Law	12.00%
Healdsburg	\$320,000	2% room revenue	Tourism Marketing	2012	94 Law	12.00%
Humboldt County	\$1,000,000	2% room revenue	Tourism Marketing	2012	94 Law	10.00%
Huntington Beach	\$1,300,000	2% room revenue	Tourism Marketing	2002	89 Law	10.00%
Irvine	\$1,600,000	2% room revenue	Tourism Marketing	2002	Local Ordinance	8.00%



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District	Annual Budget	Assessment Rates	Programs Funded	Year Approved	Enabling Statute	TOT
Laguna Beach	\$950,000	2% room revenue	Tourism Marketing	2001	89 Law	10.00%
Lancaster	\$320,000	2% room revenue	Tourism Marketing	2013	94 Law	7.00%
Lodi	\$156,000	3% room revenue	Tourism Marketing	2004	89 Law	6.00%
Lompoc	\$250,000	2% room revenue	Tourism Marketing	2014	94 Law	10.00%
Long Beach	\$4,000,000	3% room revenue	Tourism Marketing	2005	89 Law	12.00%
Los Angeles	\$19,000,000	1.5% room revenue	Tourism Marketing	2011	94 Law	14.00%
Madera County	\$400,000	2% room revenue	Tourism Marketing	2010	94 Law	9.10%
Mammoth Lakes	\$4,680,000	1% - 2% revenue Hotels, Restaurants, Ski Resorts	Tourism Marketing	2013	94 Law	13.00%
Marin County	\$1,320,000	2% room revenue	Tourism Marketing	2004	89 Law	10.30%
Mariposa County	\$920,000	1% room revenue	Tourism Marketing	2008	94 Law	10.00%
Mendocino County	\$600,000	1% room revenue	Tourism Marketing	2006	89 Law	10.00%
Monterey County	\$3,500,000	\$0.50 - \$2.50 per night	Tourism Marketing	2006	89 Law	10.30%
Morro Bay	\$500,000	3% room revenue	Tourism Marketing	2009	89 Law	10.00%
Napa Valley	\$4,000,000	2% room revenue	Tourism Marketing	2010	94 Law	12.00%



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District	Annual Budget	Assessment Rates	Programs Funded	Year Approved	Enabling Statute	TOT
National City	\$175,000	2.5% room revenue	Tourism Marketing	2012	94 Law	10.00%
Newport Beach	\$2,500,000	3% room revenue	Tourism Marketing	2009	94 Law	10.00%
Oakdale	\$200,000	2% room revenue	Tourism Marketing	2009	89 Law	7.00%
Oceanside	\$472,500	1.5% room revenue	Tourism Marketing	2010	94 Law	10.00%
Ojai	\$200,000	1% room revenue	Tourism Marketing	2012	94 Law	10.00%
Ontario	\$2,000,000	2% room revenue	Tourism Marketing	2013	94 Law	11.80%
Pacific Grove	\$130,000	\$1.00 - 1.50 per night	Tourism Marketing and Physical Improvements	2007	89 Law	10.00%
Palm Springs	\$6,400,000	2% room revenue	Tourism Marketing	2008	89 Law	12.70%
Palm Springs CVB	\$3,200,000	1% room revenue	Tourism Marketing	2013	89 Law	12.70%
Pasadena	\$2,848,000	2.89% room revenue	Conference Center Expansion	2003	89 Law	12.10%
Paso Robles	\$500,000	2% room revenue	Tourism Marketing	2008	89 Law	10.00%
Pismo Beach	\$600,000	1% room revenue	Tourism Marketing	2009	89 Law	10.00%
Placer Valley	\$380,000	\$1.00 - \$1.50 per night	Tourism Marketing	2003	89 Law	9.10%
Rancho Cordova	\$633,000	\$1.50 per night	Tourism Marketing	2010	94 Law	12.00%



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<i>District</i>	<i>Annual Budget</i>	<i>Assessment Rates</i>	<i>Programs Funded</i>	<i>Year Approved</i>	<i>Enabling Statute</i>	<i>TOT</i>
Redding City	\$380,000	1% room revenue	Tourism Marketing	2008	94 Law	10.00%
Richmond	\$150,000	\$1.00 - \$1.50 per night	Tourism Marketing	2004	89 Law	10.00%
Ridgecrest	\$240,000	2% room revenue	Tourism Marketing	2012	94 Law	10.00%
Sacramento	\$5,200,000	1% - 3% room revenue	Tourism Marketing	2000	94 Law	12.00%
San Diego	\$30,000,000	.55% or 2% room revenue	Tourism Marketing	2007	Local Ordinance	10.50%
San Francisco	\$27,000,000	.75% - 1.5% room revenue	Tourism Marketing & Services / Moscone Center Improvements	2008	Local Ordinance	14.00%
San Jose	\$1,500,000	\$.75 - \$2.00 per night	Tourism Marketing	2006	89 Law	10.00%
San Luis Obispo (City)	\$950,000	2% room revenue	Tourism Marketing	2008	89 Law	10.00%
San Luis Obispo (County)	\$1,500,000	2% room revenue	Tourism Marketing	2009	89 Law	9.70%
San Mateo	\$2,100,000	\$0.15 - \$1.00 per night	Tourism Marketing	2001	89 Law	12.00%
Santa Barbara South Coast	\$1,800,000	\$0.50 - \$2.00 per night	Tourism Marketing	2010	94 Law	10.90%
Santa Clara	\$600,000	\$1.00 per night	Tourism Marketing	2004	89 Law	9.50%
Santa Clarita	\$440,000	2% room revenue	Tourism Marketing	2010	89 Law	10.00%
Santa Cruz County	\$1,140,000	\$1.00 - \$1.50 per night	Tourism Marketing	2010	94 Law	10.00%



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<i>District</i>	<i>Annual Budget</i>	<i>Assessment Rates</i>	<i>Programs Funded</i>	<i>Year Approved</i>	<i>Enabling Statute</i>	<i>TOT</i>
Santa Monica	\$3,350,000	\$2.25 - \$4.25 per night	Tourism Marketing	2013	94 Law	14.00%
Santa Rosa	\$300,000	3% room revenue	Tourism Marketing	2010	89 Law	9.00%
Santa Ynez Valley	\$600,000	\$2.00 per night	Tourism Marketing	2010	94 Law	10.00%
Sonoma City	\$440,000	2% room revenue	Tourism Marketing	2012	94 Law	10.00%
Sonoma County	\$2,000,000	2% room revenue	Tourism Marketing	2004	89 Law	12.00%
South Lake Tahoe	\$1,800,000	\$3.00 - \$4.50 per night	Tourism Marketing	2006	94 Law	10.00%
Stockton	\$1,000,000	4% room revenue	Tourism Marketing	2010	94 Law	8.00%
Temecula	\$1,000,000	4% room revenue	Tourism Marketing	2005	89 Law	8.00%
Tiburon	\$44,000	1% room revenue	Tourism Marketing	2007	89 Law	10.00%
Torrance	\$630,000	1% room revenue	Tourism Marketing	2010	94 Law	11.00%
Tri-Valley	\$1,520,000	\$2.00 per night	Tourism Marketing	2005	94 Law	8.00%
Vacaville	\$234,000	2% room revenue	Tourism Marketing	2004	89 Law	8.00%
Vallejo	\$300,000	\$0.50-\$1.00 per night	Tourism Marketing	2003	89 Law	11.00%
Ventura - Oxnard - Camarillo	\$1,200,000	1.5% room revenue	Tourism Marketing	2011	94 Law	10.00%



District	Annual Budget	Assessment Rates	Programs Funded	Year Approved	Enabling Statute	TOT
Walnut Creek	\$300,000	\$1.50 - \$2.00 per night	Tourism Marketing	2010	89 Law	8.50%
West Hollywood	\$4,388,000	3% room revenue	Tourism Marketing	1989	89 Law	12.50%
Woodland	\$95,000	1% room revenue	Tourism Marketing	2004	89 Law	11.00%

Convention Center Districts

San Francisco	\$19,332,000	.3125% to 1.25% room revenue	Moscone Center	2013	94	14.00%
San Diego CFD	\$35,000,000	1% - 3% room revenue	Convention Center	2013	94	10.50%
San Jose CFD	\$7,800,000		Convention Center	2010	94	10.00%

Annual Budget	Years in Existence	Number Hotels	TOT
Total	\$175,410,500.00 of 84 Districts	3,609	
Largest	\$30,000,000.00	24	15.00%
Smallest	\$44,000.00	1	6.00%
Average	\$2,088,220.24	5	10.37%

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Lodging Tax and Sales Tax Comparison

Apr-14

California	Lodging Tax Average	Sales Tax
Anaheim	15%	8%
Palm Springs	13.50%	9%
Del Mar	13%	8%
Mammoth Lakes	13%	8%
San Francisco	14%	8.75%
Truckee	10%	8.125%
City of South Lake Tahoe	12% 10-12%	8%
	91% 13% average	58% 8.3% average
Other		
Sun Valley	12%	8%
Aspen	11%	9.30%
Steamboat	11.65%	8.65%
Park City	10.35%	7.95%
Telluride	12.40%	8.40%
Avon	12.40%	8.40%
Vail	9.80%	8.40%
Incline Village	13%	7.725%
	93% 11.625% average	67% 8.4% average
E. Placer County	10%	7.50%

Tourism Business Improvement Districts

A Study of Tourism Business Improvement Districts in California

FINAL REPORT

November 2010

Prepared By:



12-11

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Executive Summary

- The average length of time the respondent destinations have had a TBID was 5.4 years.
- Survey respondents indicated the primary reason for TBID formation was their primary funding agency reducing their budget (45%).
- In organizing for the TBID formation, fully 47% of survey respondents indicated the Lodging Industry was the primary organizer.
- Fully 65% of those surveyed indicated their TBID took 6-12 months to form.
- Fully 65% of respondents indicated owner/outreach was the most challenging step in the formation process.
- Of those surveyed fully 65% indicated the amount collected by their TBID was less than \$1M.
- Sixteen percent of those surveyed indicated they did increase TBID funding over the original TBID formation funding amount.
- Fully 94% of those surveyed indicated TBID funds increased the destination's tourism promotion efforts.
- With the exception of special events those surveyed indicated increased spending by approximately 70% or better in a number of program areas with traditional media and website development being the most frequently mentioned.
- When considering marketing strategies 82% of those surveyed indicated their TBID funds would be used to increase new and existing visitors.
- Overall, 70% of those surveyed indicated their destination became more competitive with the additional TBID funds.
- Overall, 59% of survey respondents indicated they had developed formal measurement programs for the TBID funds being used.
- Of those surveyed 65% indicated they had a formal lodging advisory committee as part of the formation process.
- Fifty-eight percent of those surveyed indicated they adjusted their board of directors to accommodate the TBID.

Introduction

Project Overview

For many years tourism promotion by Destination Marketing Organizations (DMOs) has been funded primarily through the collection of Transient Occupancy Taxes (Room Taxes) levied on visitors when they stay at a local lodging facility. The tax is then collected by the appropriate jurisdiction, either County or City, and funds are fed into a general fund.

Room tax funds are utilized by local jurisdictions to fund tourism promotion efforts through local bureaus and chambers of commerce. In some cases, the amount of the room tax dedicated to tourism promotion is decided by formula. But in many cases, tourism promotion funding is allocated based upon competing budget priorities, often against popular programs like police and fire protection. Despite these competing priorities many tourism promotion organizations have been able to maintain and in some cases increase funding levels.

Unfortunately, not all tourism promotion organizations have been able to maintain their budgets. Local budget issues that can eliminate tourism funding have been exacerbated by the State's continued budget challenges. Until recently, State politicians were able to appropriate local funds to balance the State budget. This action put increased pressure on local cities and counties, and as a result many regions saw tourism funding reduced or cut entirely.

To combat this trend and create a funding source that cannot be allocated for other purposes, many tourism communities are implementing a Tourism Business Improvement District (TBID). These districts have been formed by local lodging operators to specifically fund tourism promotion efforts. As of the time of this survey there were approximately forty TBIDs throughout California with at least a dozen more on the way. Creation of TBIDs is having a huge impact on the tourism promotion landscape.

In the TBID process local lodging operators agree to assess themselves and ask the local government to collect the money and pass the funds onto a designated tourism promotion organization, often times the Visitors and Convention Bureau. This process has already been implemented in a number of communities in California and will continue to occur in the future. Many communities are planning to develop TBIDs as a hedge against potential future budget reductions that would threaten tourism-based economies.

Reshaping the Tourism Landscape

TBIDs are reshaping the tourism industry's standpoint on marketing funds. What is happening is twofold; those that have already been in the tourism promotion business are implementing TBIDs to guarantee a secure funding source and increase their overall marketing budgets. In the second case, TBID funding is allowing a number of destinations who previously were not actively promoting their destination to form a Destination Marketing Organization (DMO) and start promoting their community. Examples of this can be seen in Temecula and Placer Valley.

Neither entity was active in the tourism game before establishing a TBID, but now both are. Funding, put simply, is the essential fuel of tourism marketing.

What does this new source of tourism funding mean? Ultimately it will most likely result in increased competition for tourist destinations-much like changes in professional sports. If you follow professional sports you know that many teams have, over the past ten years, built new fan friendly stadiums that produce a significant amount of revenue. That revenue has enabled teams to be more competitive. A similar phenomenon will occur with TBID-funded organizations. Those destinations that create this new sustainable revenue stream and increase overall tourism funding will have a distinct long-term competitive advantage over those funded by just Transient Occupancy Tax. Remember that TBID formulas are often tied to growth, and as more room nights are sold more tourism promotion revenue is generated, creating what is called a virtuous cycle. This is often not the case with those destinations that are funded by just traditional TOT. In many cases when TOT collected increases very little (if any) of those funds go back to the DMO, as municipalities prefer to use those funds for other pressing budgetary priorities. Over the long term organizations funded by TBIDs will probably outpace those funded solely by TOT.

In an effort to better understand the TBID process and the impact it's having on the tourism industry, Civitas and the Strategic Marketing Group have undertaken this study of California Tourism BIDs.

Project Goals

Project goals were:

1. To identify characteristics of destinations that have implemented a tourism-related business improvement district.
2. To better understand the district formation process.
3. To understand the challenges and opportunities in forming a tourism related business improvement district.

Project Methodology

Project methodology included the following:

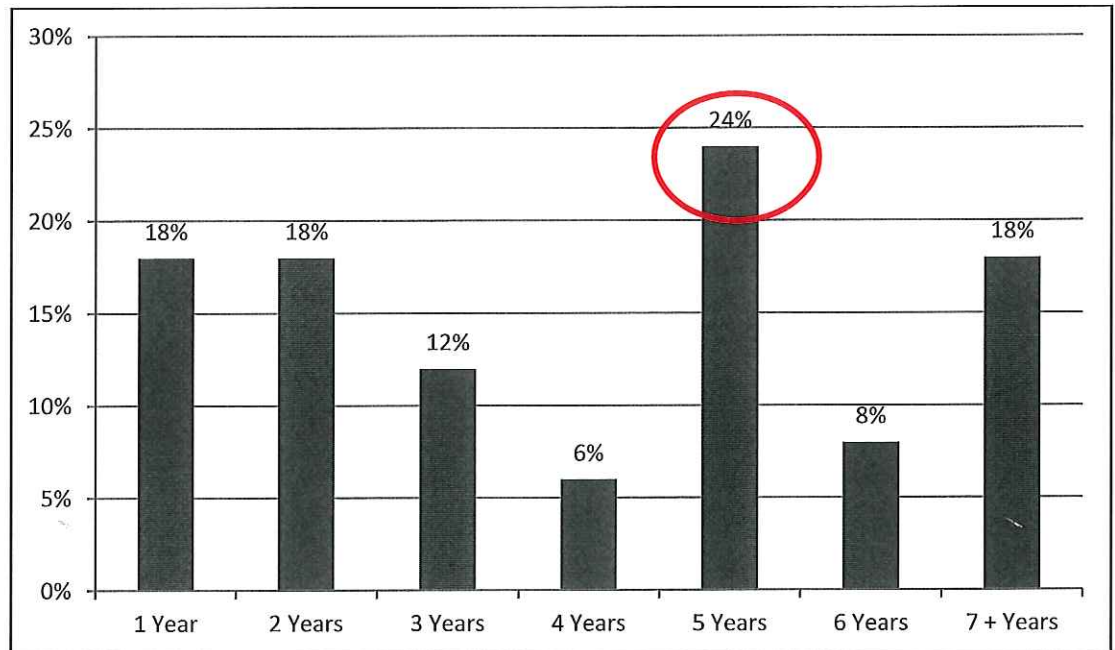
1. Civitas and the Strategic Marketing Group identified tourism related business improvement districts implemented within the State of California. This process identified thirty-six Tourism Business Improvement Districts with clear contact information.
2. A survey, cover letter, return stamped envelope and \$1 incentive with a response date were sent to each contact.
3. After the response date those that did not respond were re-contacted. A total of 18 responses were received, a 50% response rate. The collected information was tabulated and the following report was developed.

Section 1: TBID Destination Profile

A. Number of Years Destination has had a TBID

The average length of time the respondent destinations have had a TBID has been 5.4 years, with approximately 48% of respondents indicating they have had a TBID 3 years or less.

Figure 1.1
Years Destination has had a TBID



Note: Numbers may not foot due to rounding.

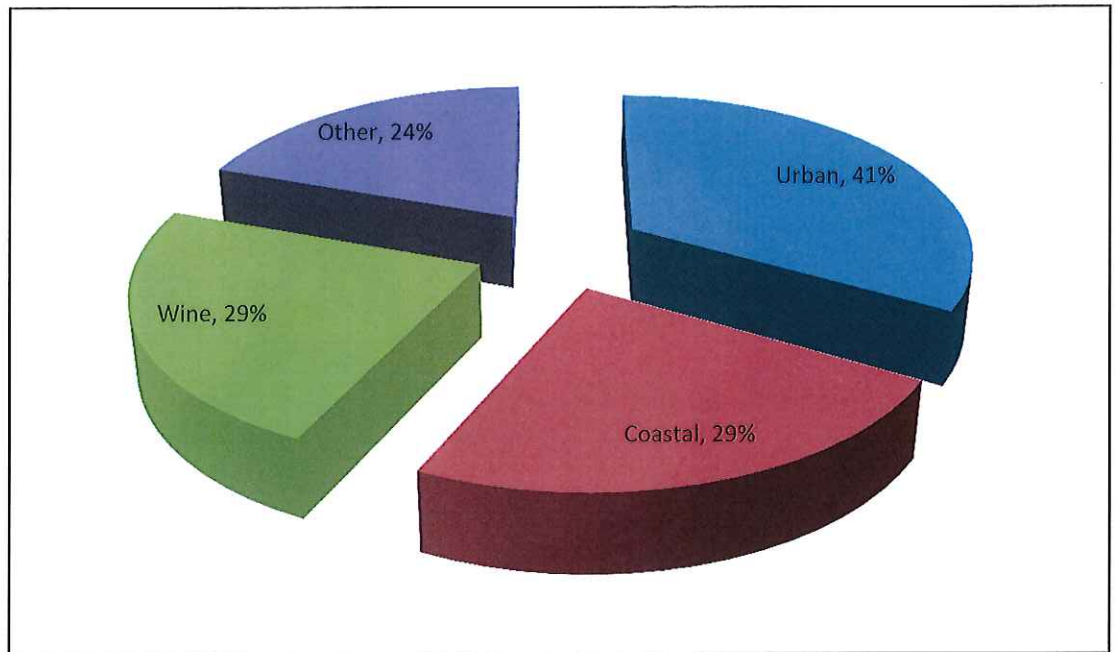
Figure 1 shows that while TBIDs have been in existence for some time their frequency has been accelerated, with almost half of the destinations surveyed indicating they have had their TBID for 3 years or less.

It is also worth noting that approximately 24% of survey respondents have had their TBID for five years.

B. Destination Description

Of those surveyed fully 41% indicated they were an urban destination, 29% identified themselves as a coastal destination, 29% indicated they were a wine destination, and 24% indicated "Other."

Figure 1.2
Destination Type

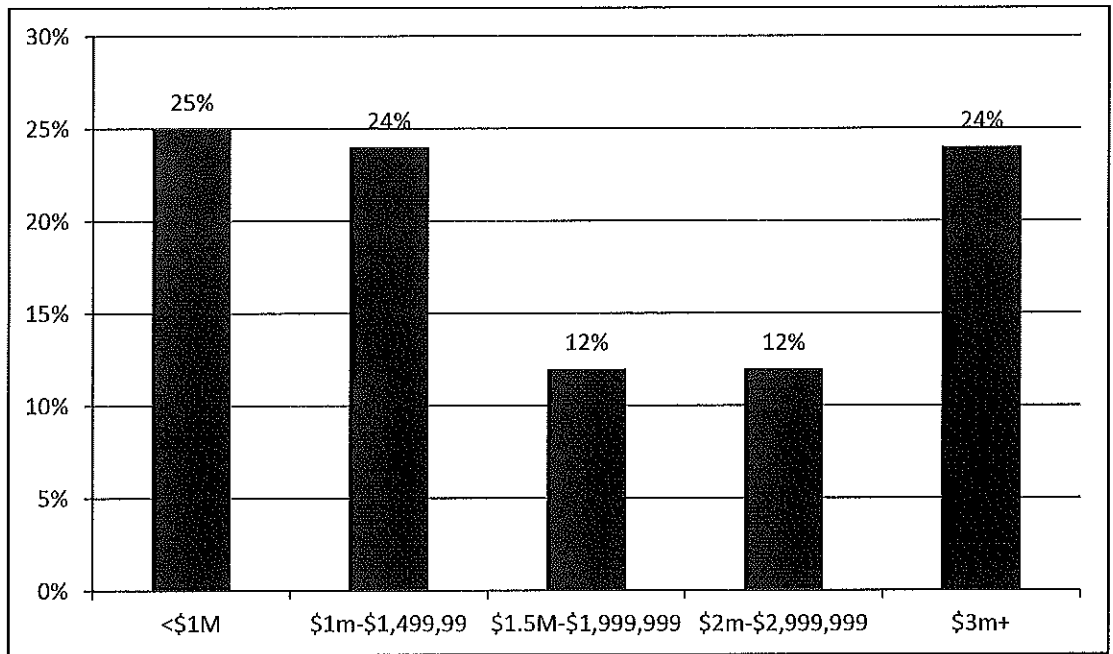


Note: Numbers may not foot due to multiple responses.

C. Destination Budget

Of those surveyed fully 25% indicated they had an actual or projected budget of less than \$1M while 24% indicated they would have an actual or projected budget of \$3M or more.

Figure 1.3
Actual/Projected Budget after TBID implementation



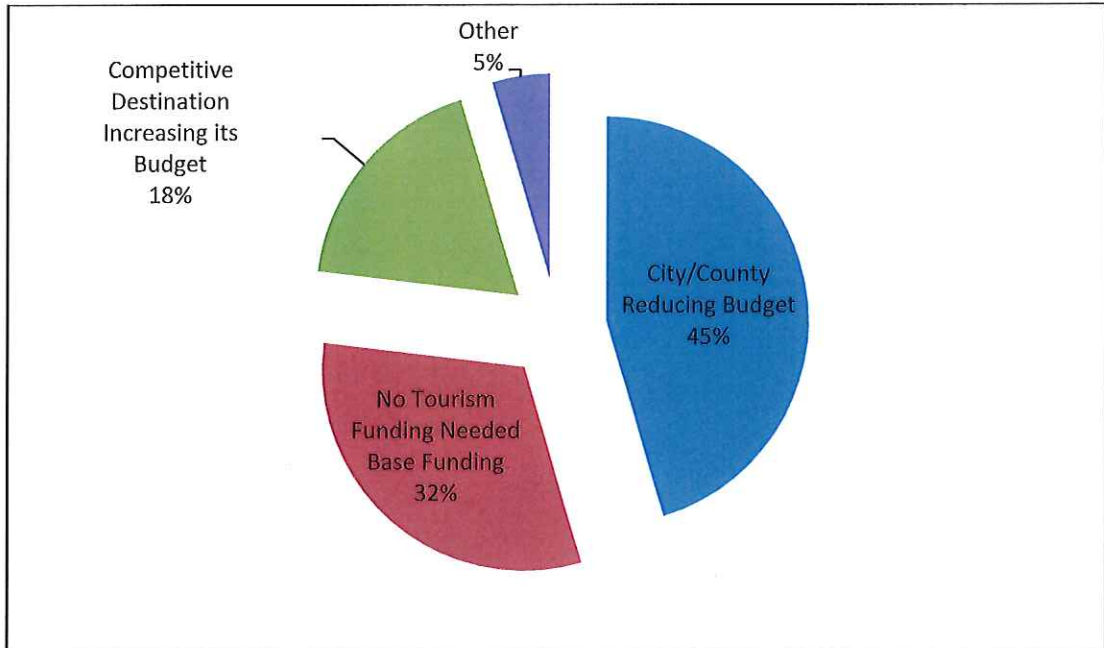
Note: Numbers may not foot due to rounding.

Section 2: TBID Formation Issues

A. Primary Reason for TBID Formation

Survey respondents indicated the primary reason for TBID formation was their primary funding agency reducing their budget (45%), followed by those DMOs that had no tourism funding whose collected TBID funds would represent start-up funding, and finally those destinations whose competitors increased their funding.

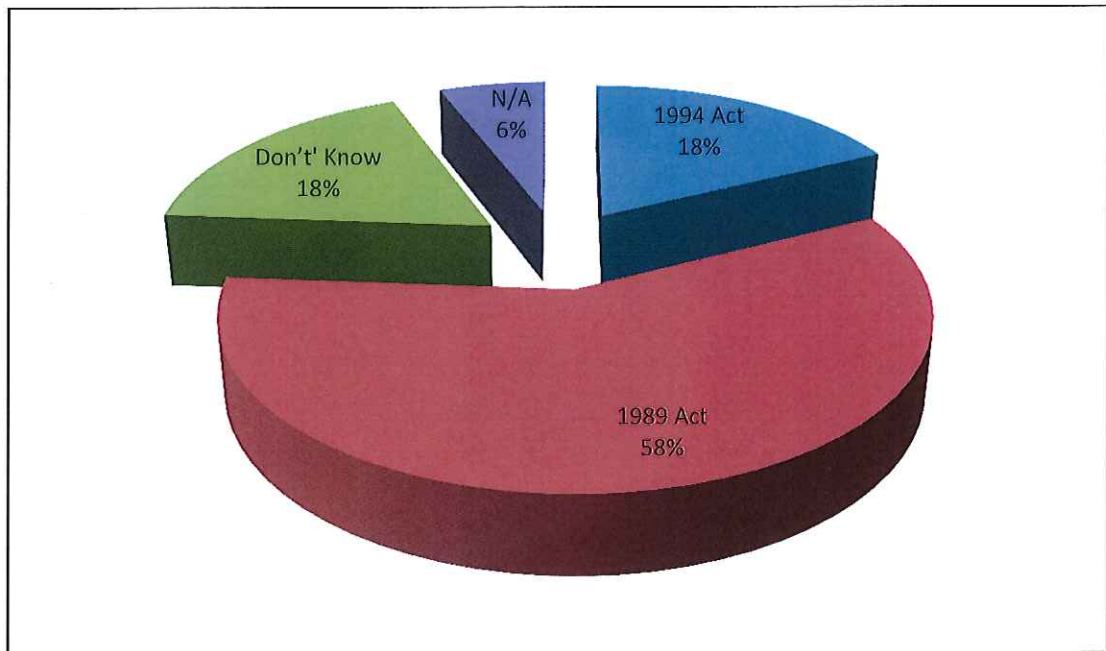
Figure 2.1
Primary Reason for Forming TBID



B. Law Used in Forming the TBID

Of those surveyed fully 58% indicated they used the 1989 Act to form their TBID, while 18% indicated they used the 1994 Act. Approximately 18% indicated they did not know which act was used and 6% had no answer, which may suggest they were not sure either or did not want to respond. It is also possible that some of these districts were not formed under either Act, as charter cities are able to create their own district enabling ordinances.

Figure 2.2
Law Used in Forming Tourism BID



In California, there are two separate laws that authorize Business Improvement Districts:

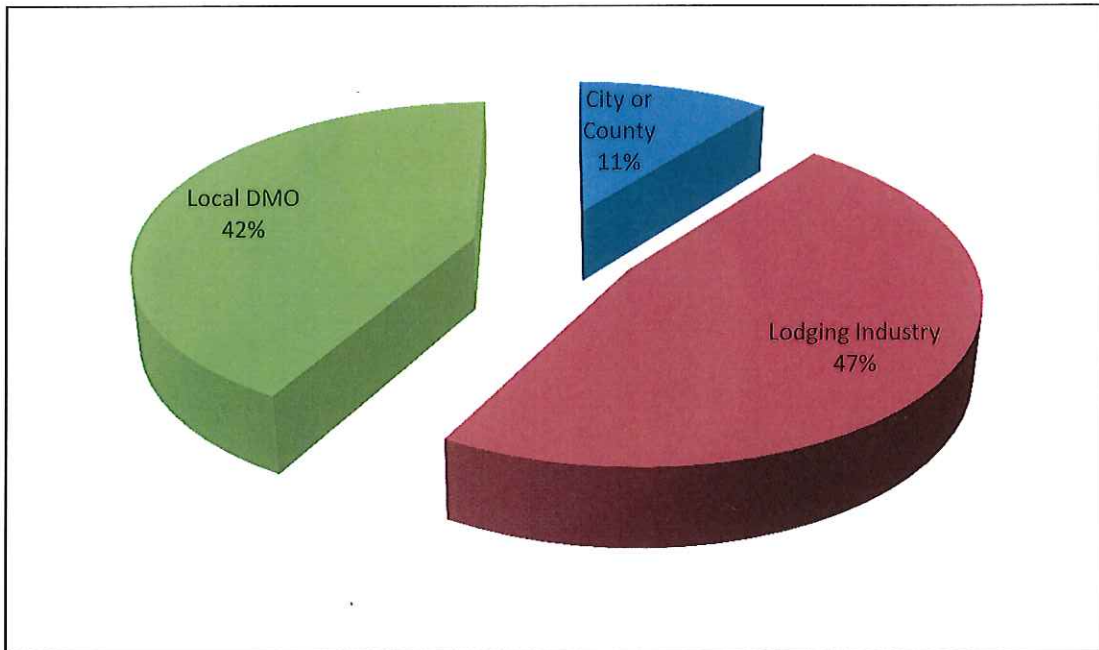
- **The Parking and Business Improvement Area Law of 1989**
- **The Property and Business Improvement District Law of 1994**

For more detail on each law please see the Appendix Section of this report

C. Primary Organizer of TBID

Fully 47% of survey respondents indicated the lodging industry was the primary TBID formation organizer, followed by the local DMO at 42% and, to a much lesser degree, the local municipality-either city or county.

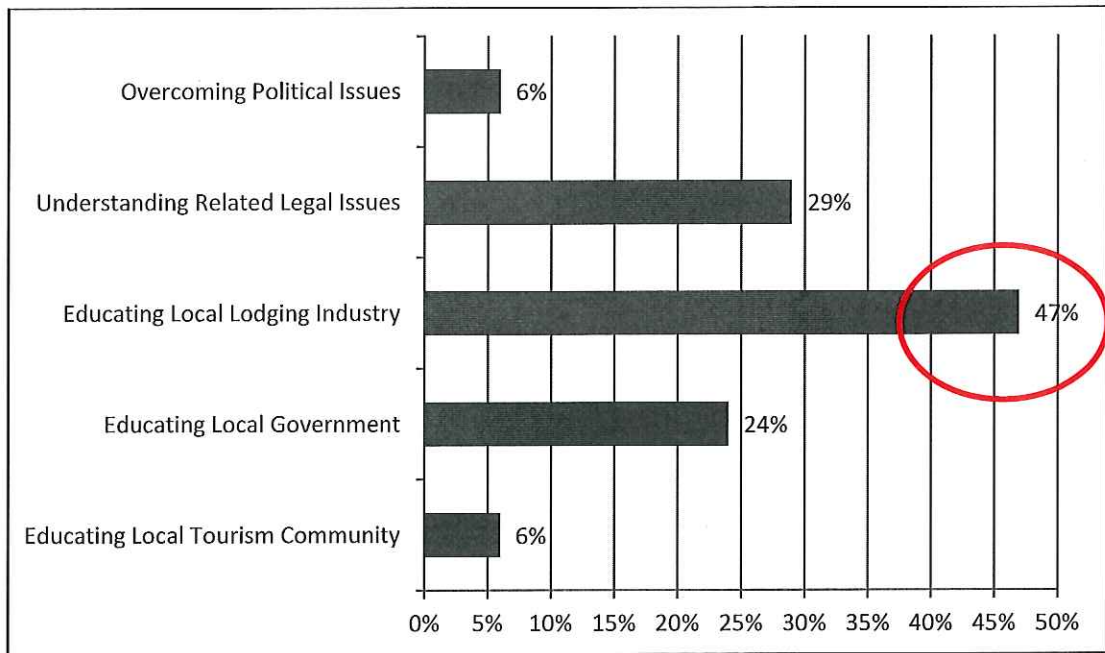
Figure 2.3
Primary Organizer of the Tourism BID



D. Biggest Challenge in Forming the TBID

Those surveyed indicated the single biggest challenge in TBID formation was educating the local lodging industry. Given that this industry is essential to TBID formation this difficulty is of critical note. Other challenges identified include understanding the legal issues related to a TBID at 29% as well as educating local government at 24%.

*Figure 2.4
Biggest Challenge in Forming TBID*



Note: Numbers may not foot due to multiple responses.

E. Form of Funding Collection Used

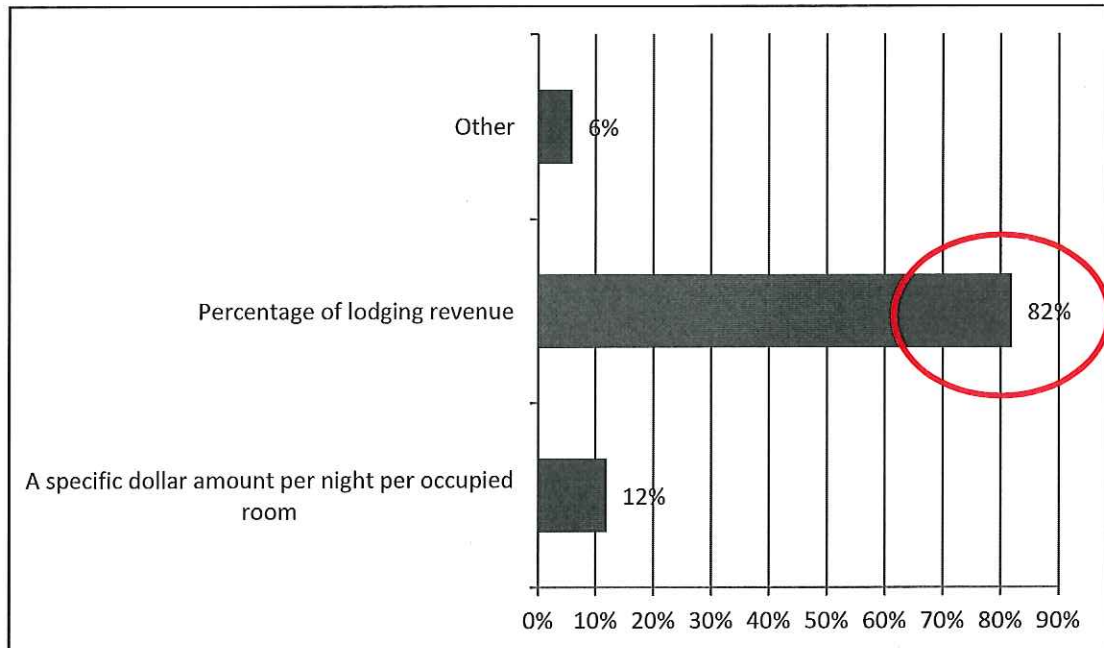
Typically destinations that form a TBID use one of two methods for collecting funds: a percentage or flat rate. The percentage or flat rate collected varies and is one of the key items that a lodging industry interested in forming a TBID must determine.

The first collection method is to designate a percentage of room cost. For example, if a room is \$100 and the agreed amount to collect is 2% the TBID funds collected would be \$2.

The second method is to apply a specific amount paid per occupied room. For example, if a specific lodging property has 100 paid occupied room nights for the month and the agreed upon TBID collection amount is \$2 per paid occupied room per night that property would pay \$200 in TBID funds.

In the case of survey respondents, fully 82% indicated they used a percentage of lodging revenue method to collect TBID funds.

Figure 2.5
Form of Funding Collection Used

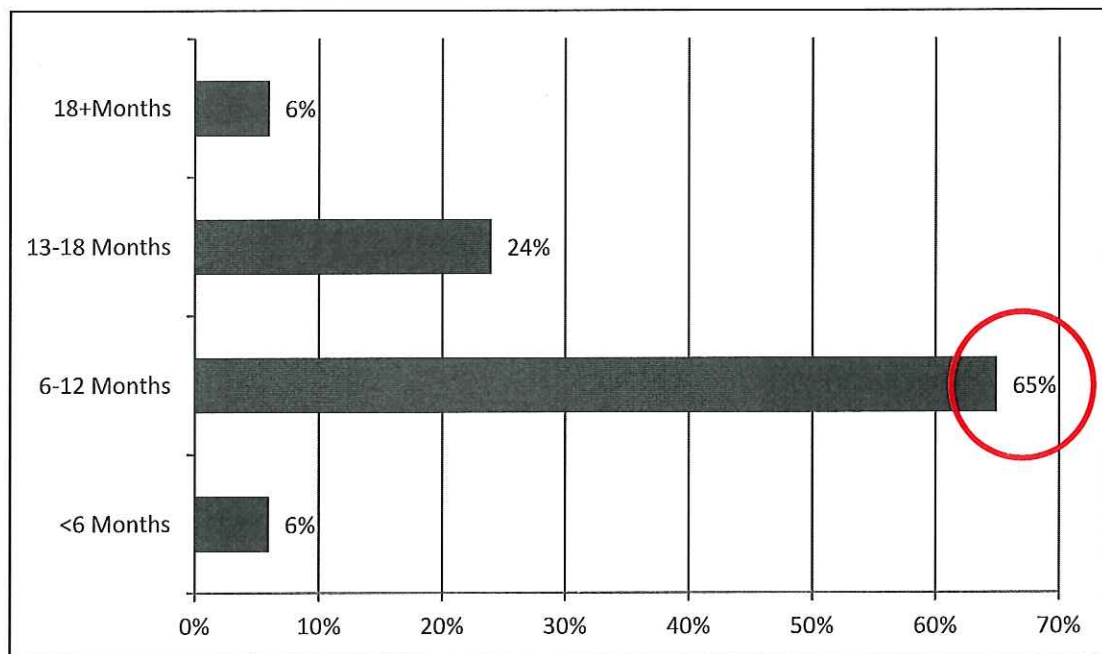


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F. Length of Time to Form TBID

Fully 65% of those surveyed indicated their TBID took 6-12 months to form from start to finish, another 25% indicated it took 13-18 months. Only 6% indicated it took 18 or more months, and likewise 6% took less than 6 months.

Figure 2.6
*Length of Time to Complete TBID Formation
(Start to Finish)*



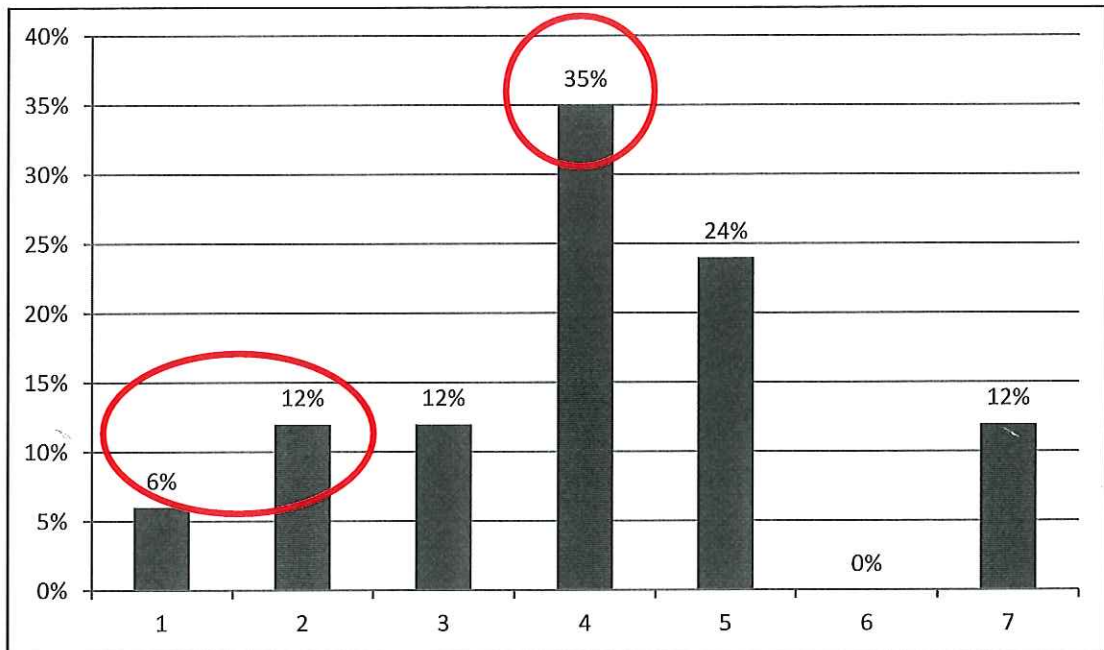
Note: Numbers may not foot due to rounding.

DMOs planning on developing a TBID should consider a 6-12 month time frame and plan accordingly. However, TBID formation may take more or less time depending upon the specific situation in each destination.

G. Overall Rating of Ease of Implementation

Overall survey respondents had mixed feelings on the ease of TBID implementation. Eighteen percent of those surveyed gave the highest two ratings for ease of implementation while fully 35% saw the process as not easy, and only 12% gave the process low ratings in ease of implementation.

Figure 2.7
Rating Ease of Implementation of TBID
1=Very Easy, 7=Very Difficult

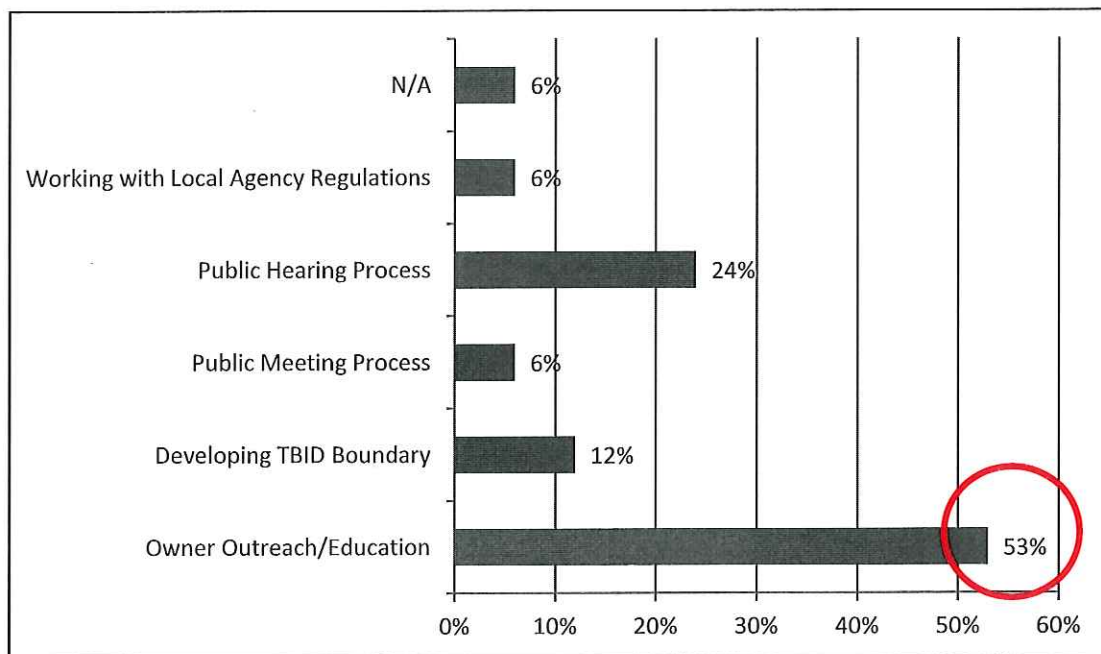


Note: Numbers may not foot due to rounding.

H. Most Challenging Steps in the TBID Formation Process

When considering the most challenging steps in the formation of a TBID, fully 65% indicated owner/outreach was the most challenging step in the process. This step often takes significant time and efforts as such this response would be expected. The second most challenging step in the process was the public hearing process-fully 24% indicated this step was the most challenging.

Figure 2.8
Most Challenging Steps in the TBID Formation Process



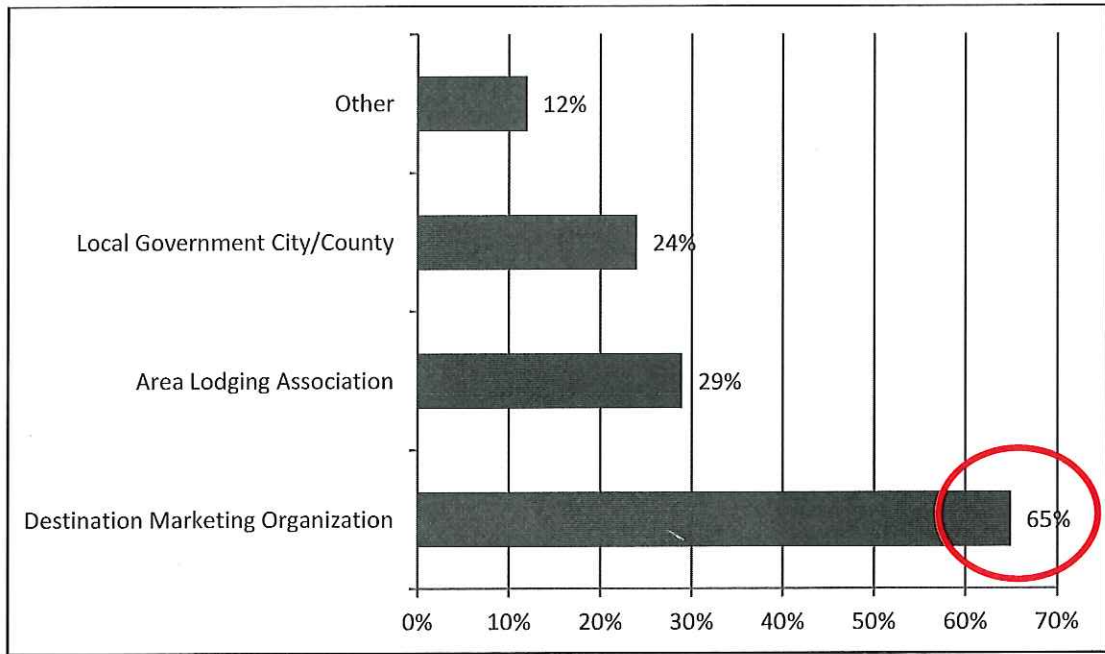
Note: Numbers may not foot due to multiple responses.

12-27

I. Lead Organization in TBID Formation

Of those that responded to the survey 65% indicated that the Destination Marketing Organization (DMO) was the lead organization in TBID formation. This is followed by the area lodging association and local government.

Figure 2.9
Lead Organization



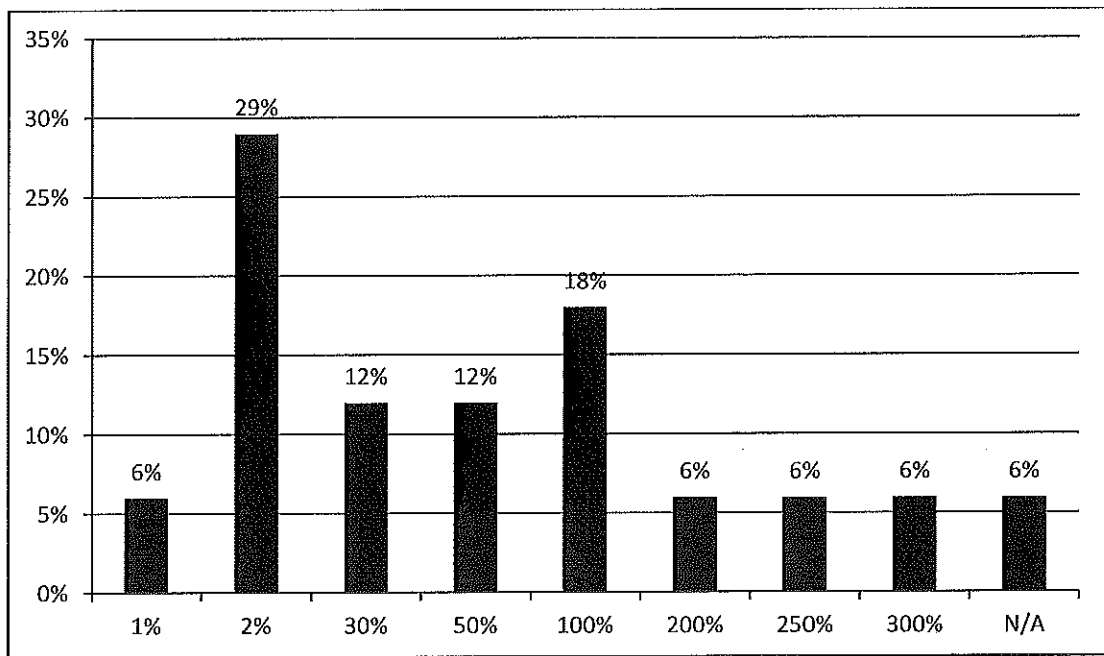
Note: Numbers may not foot due to multiple responses.

Section 3: TBID Marketing

The survey asked a number of questions related to two primary activities TBID funds are used for—marketing and promotions.

A. Percent TBID Funds Increased Tourism Promotional Funds

*Figure 3.1
Percent TBID Funds Increased Organizations' Tourism Promotion Funds*



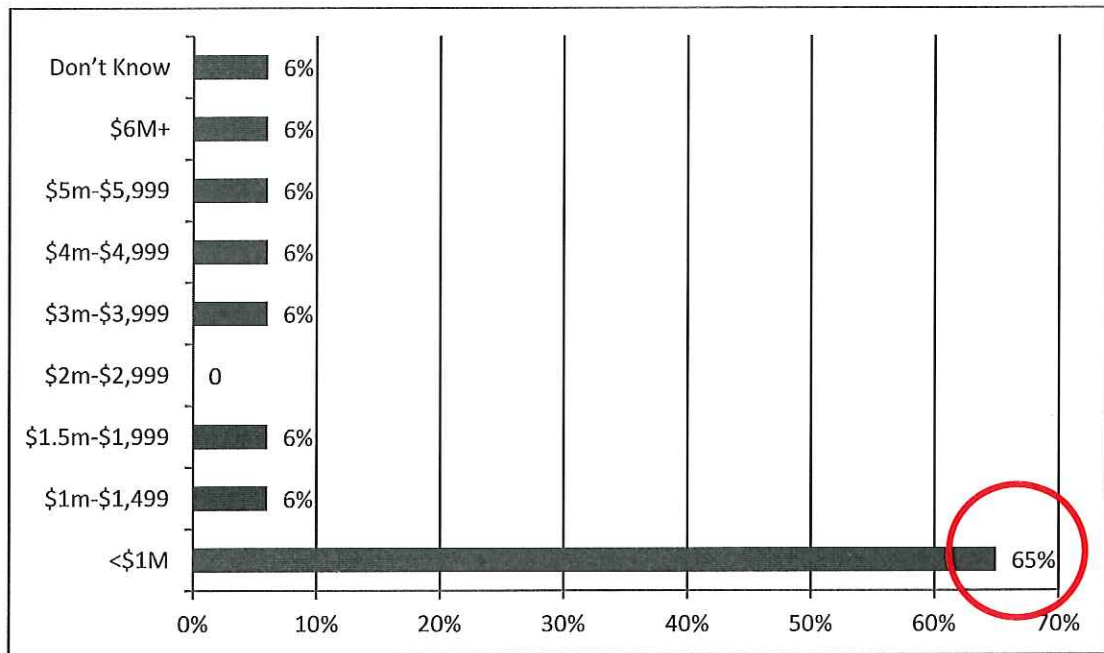
Note: Numbers may not foot due to rounding.

12-29

B. TBID Dollars Collected in First Year

Of those surveyed fully 65% indicated their TBID collected less than \$1M in its first year, beyond that segment the amount was spread evenly among the other 35% of those surveyed.

Figure 3.2
Number of Dollars TBID Collected in First Year

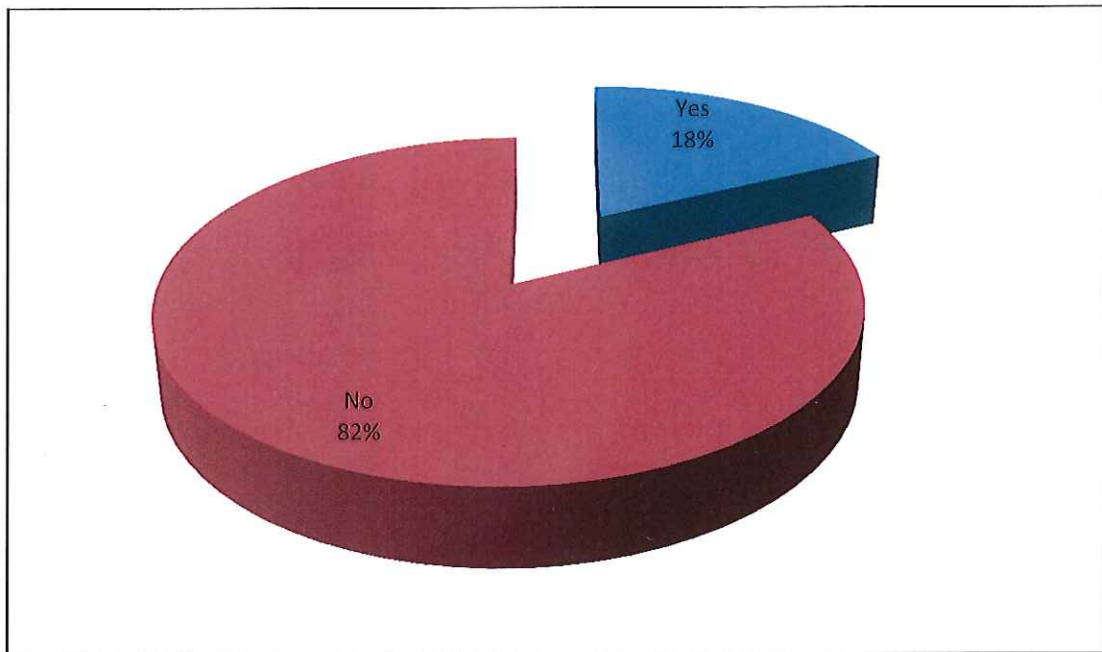


12-30

C. Have Destinations Increased their TBID Collection

As TBIDs have been in existence for some time, some destinations have gone back to increase collection over the original amount. Sixteen percent of those surveyed indicated they did increase TBID funding over the original amount of collection in the formation of the TBID.

Figure 3.3
Increased TBID Funding

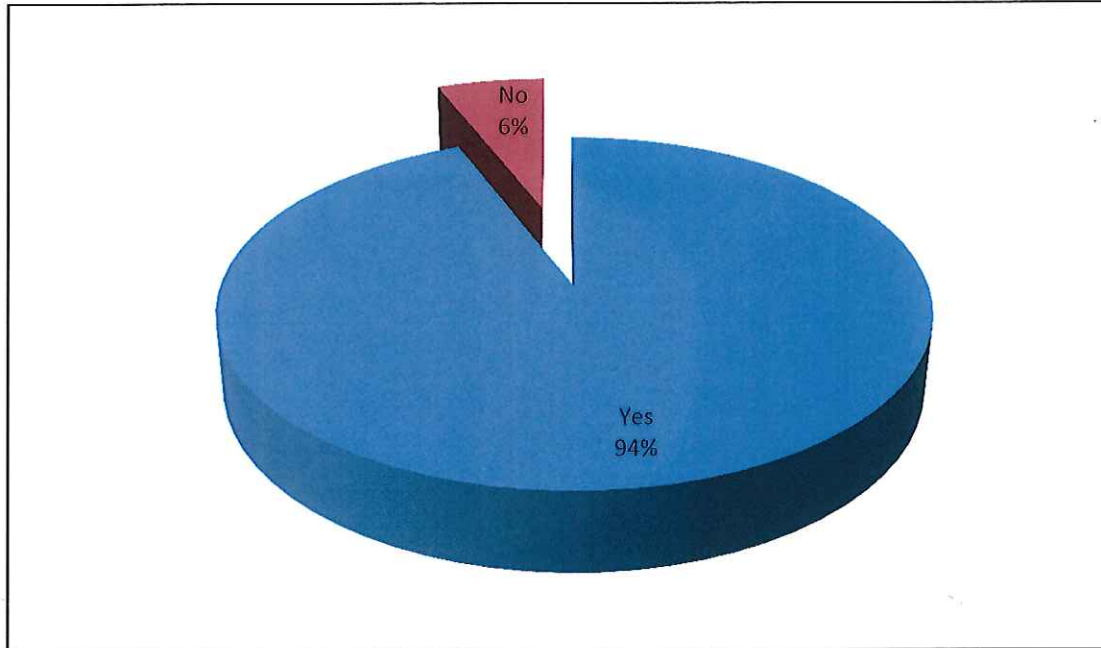


It is clear that TBIDs will be an ongoing source of tourism promotion funds and that destinations and local lodging associations will, for competitive reasons, eventually seek to increase the amount of funds collected. As such, it becomes increasingly important for destinations to have a smooth initial TBID formation process and to deliver on the programs that were originally intended so as to build confidence and support for future TBID increases.

D. Increase Destination Tourism Promotion Efforts

As almost all TBID funds are intended for tourism promotion it is no surprise that fully 94% of those surveyed indicated that TBID funds increased the destination's tourism promotion efforts.

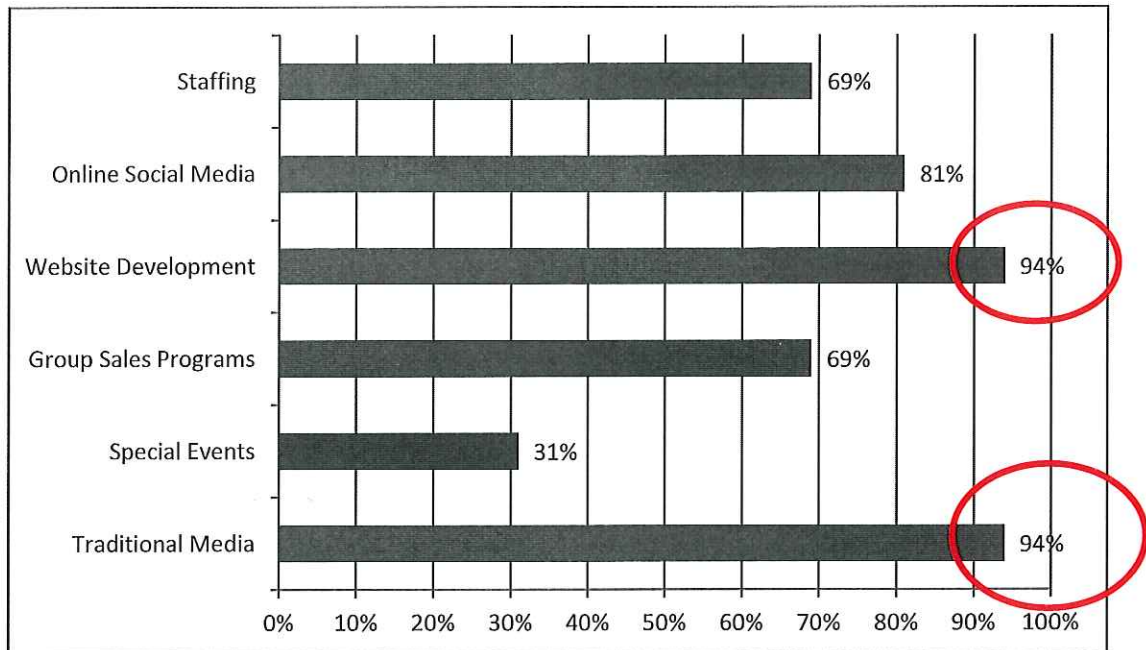
Figure 3.4
Increase Area's Tourism Promotion Efforts



E. Areas of Tourism Promotion

Of those surveyed it was clear that destinations across the board increased spending on a variety of promotional areas. With the exception of special events, those surveyed indicated increased spending by approximately 70% or better in a number of program areas with traditional media and website development being the most frequently mentioned.

Figure 3.5
Areas of Tourism Promotion Organization has Increased Since TBID



Note: Numbers may not foot due to multiple responses.

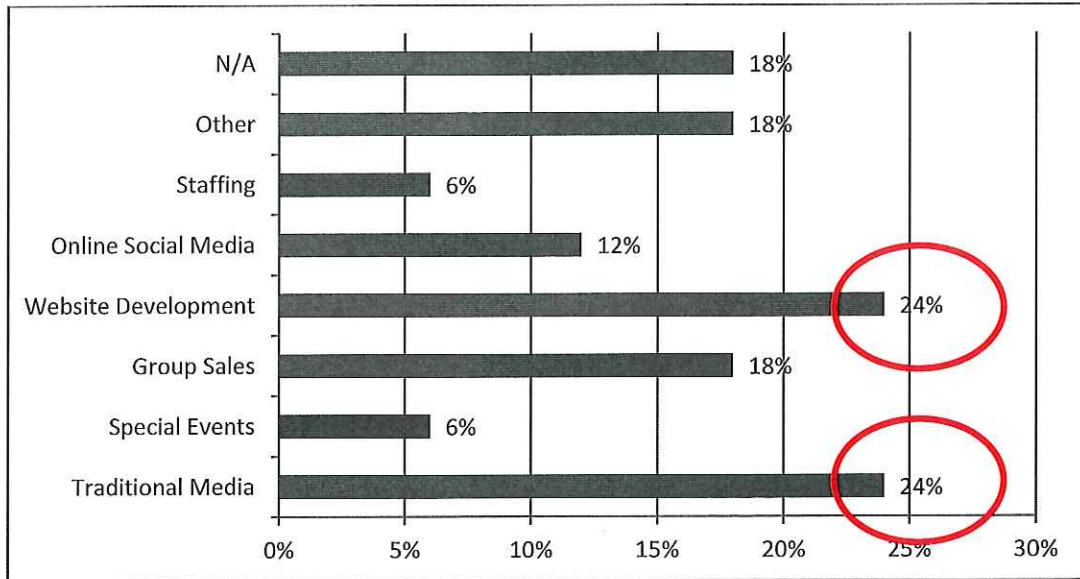
It should be noted that 69% of those surveyed indicated they increased staffing with TBID funds. While this would be natural for new and start-up destinations, it can be challenging for existing because staff increases can be perceived as not spending funds to attract visitors. Despite this perception; the additional funding and programs that a TBID generates must be implemented by someone either inside or outside the organization.

12-33

F. If TBID Funds Disappeared What Areas of Program Fund Would be Reduced

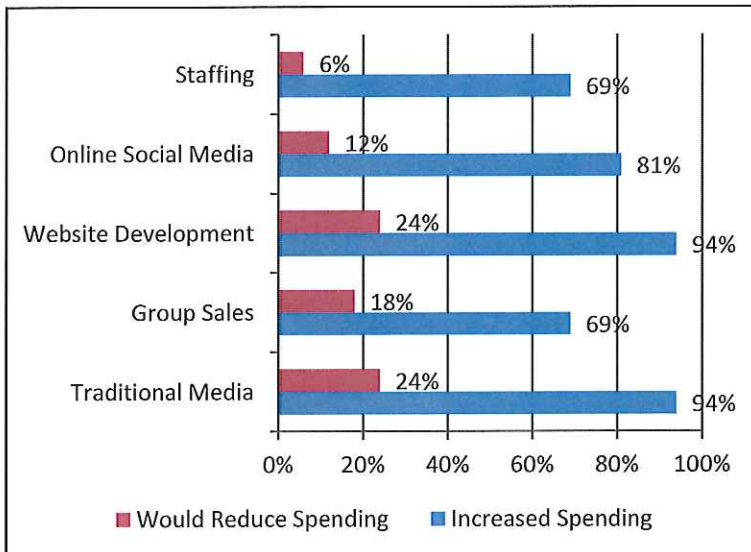
Those surveyed indicated that if TBID funding were reduced the marketing programs that would be reduced would primarily be traditional advertising and website development, followed by group sales and to a much lesser degree online media and staffing.

Figure 3.6
IF TBID Funds Disappeared What Program Areas Would be Reduced



Note: Numbers may not foot due to multiple responses.

Figure 3.7
Funds Increased vs. Funds Reduced



Note: While traditional media and website development were the most likely to receive increased funding, they were also most likely to be cut should funds be reduced.

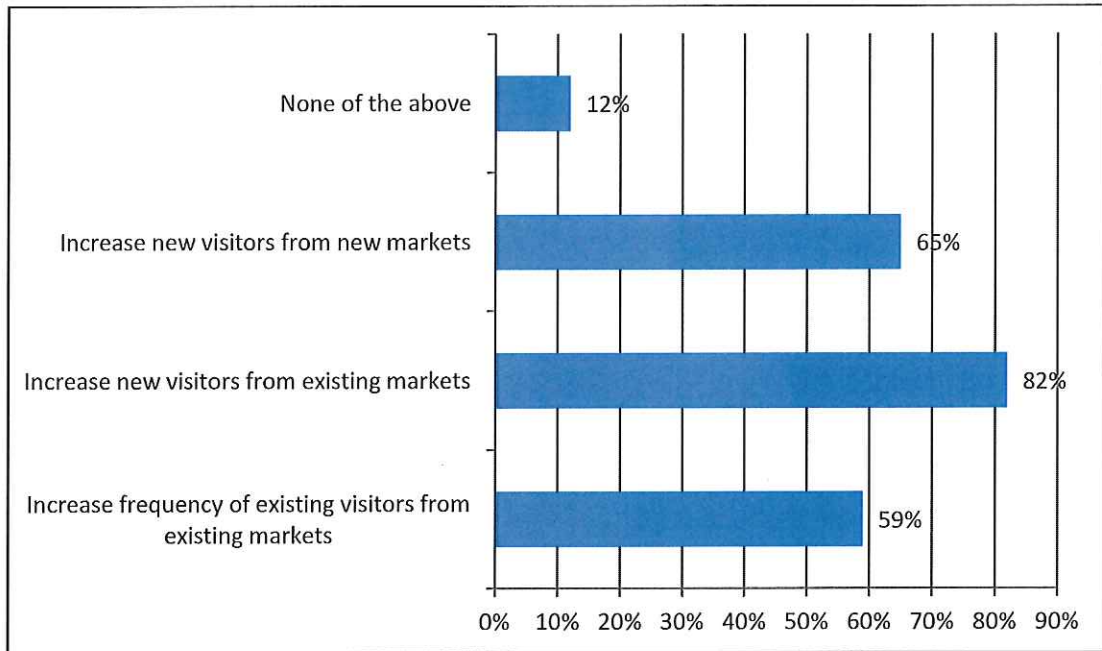
At the same time group sales and staffing were also very likely to receive increased funding but were much less likely to be reduced should funds also be reduced.

12-34

G. Marketing Strategies Used

When considering marketing strategies 82% of those surveyed indicated their TBID funds would be used to increase new visitors from both new and existing markets. To a lesser degree funds would be used to increase frequency of visitors from existing markets.

Figure 3.8
Marketing Strategies



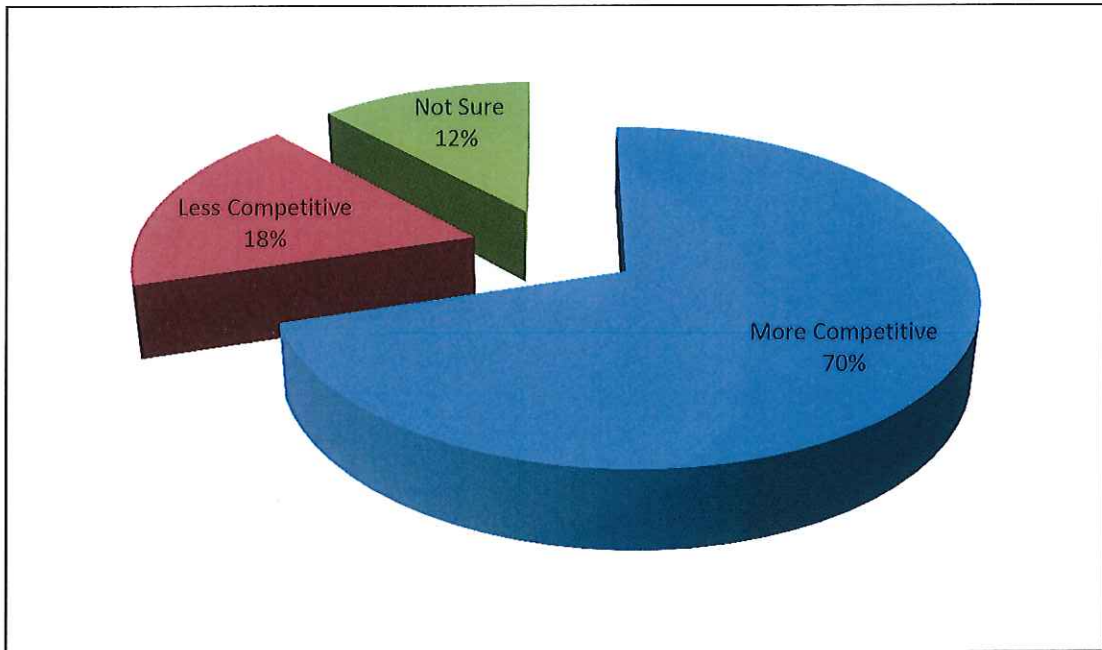
Note: Numbers may not foot due to multiple responses.

It should be noted that TBID funds are primarily being used to increase incremental visitation by attracting new visitors as opposed to increasing the frequency of existing visitors.

H. Destination Competitiveness

Overall 70% of those surveyed indicated their destination was more competitive with the additional TBID funds. Eighteen percent indicated they were less competitive and 12% indicated they were not sure.

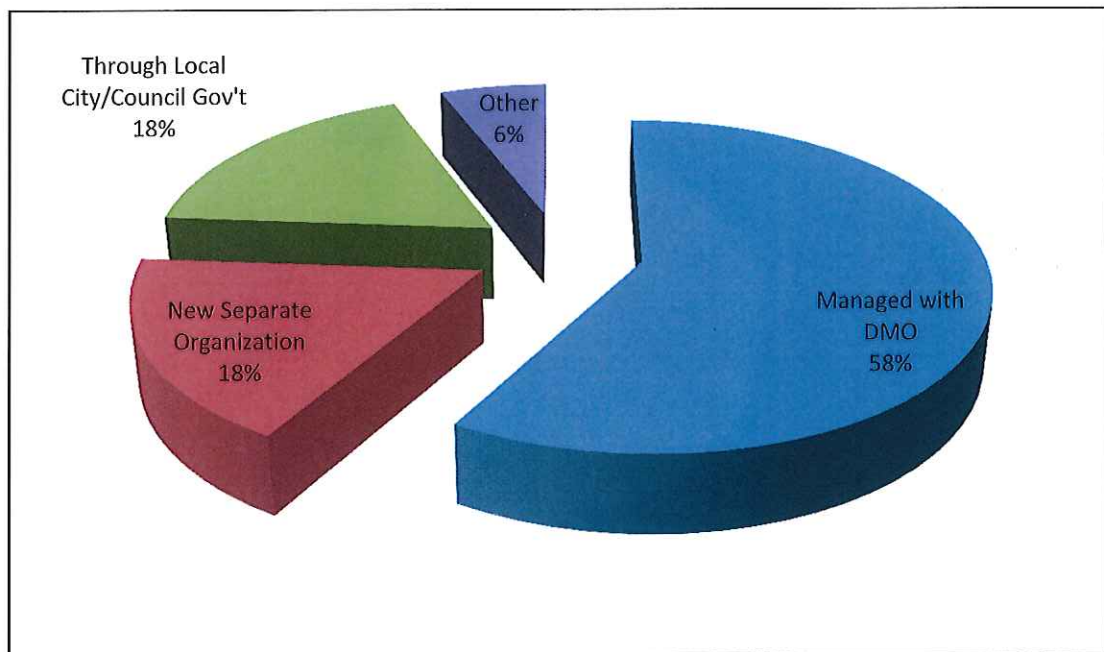
Figure 3.9
Destination More Competitive/Less Competitive



I. TBID Fund Management

Fifty-eight percent of those surveyed indicated that TBID funds were managed with local DMO funding, 18 % indicated the funds were run through a new separate organization and 18% indicated the funds were administered through the local government.

Figure 3.10
TBID Fund Management



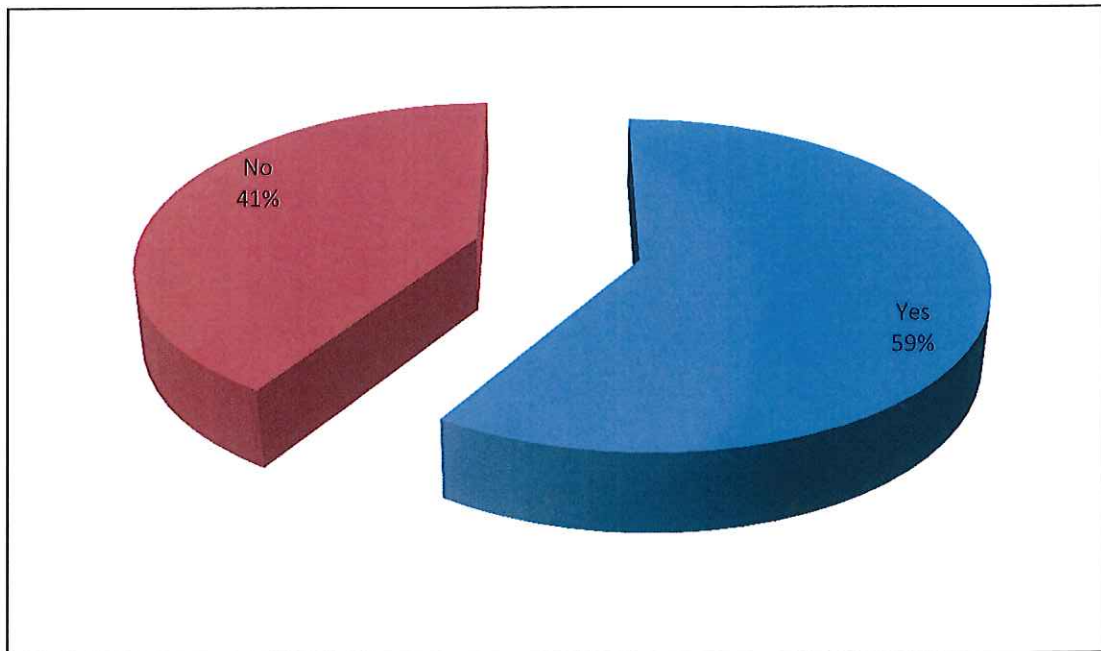
It is interesting to note that fully 58% of those surveyed indicated TBID funds were managed with existing DMO funds, suggesting that TBID destinations are concerned with the potential leverage the new funding sources would create with the existing funds.

Section 4: TBID Management Issues

A. Formal Measurement Program

Overall, 59% of survey respondents indicated they had developed formal measurement programs for TBID funds. Forty-one percent indicated they did not have such programs.

Figure 4.1
Developed Formal Measurement Program for TBID Funds Used

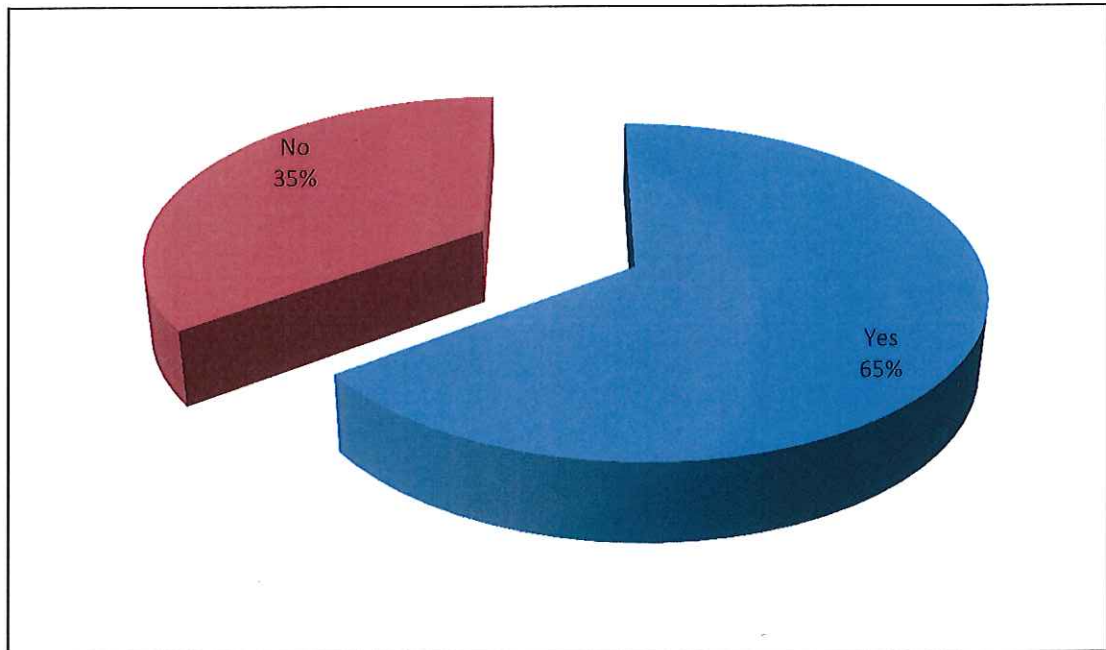


It is important to note that formal measurement programs could be a great aid if the destination plans to look at increasing TBID funds in the future. Measurement programs in general should be used to continually aid in improving marketing program execution as such, a continually improving program is more likely to see additional future funding.

B. Lodging Advisory Committee

Of those surveyed 65% indicated they had a formal lodging advisory committee as part of the formation process. The lodging advisory committee is key in interfacing with the local jurisdiction and the DMO if it is the recipient of TBID funding.

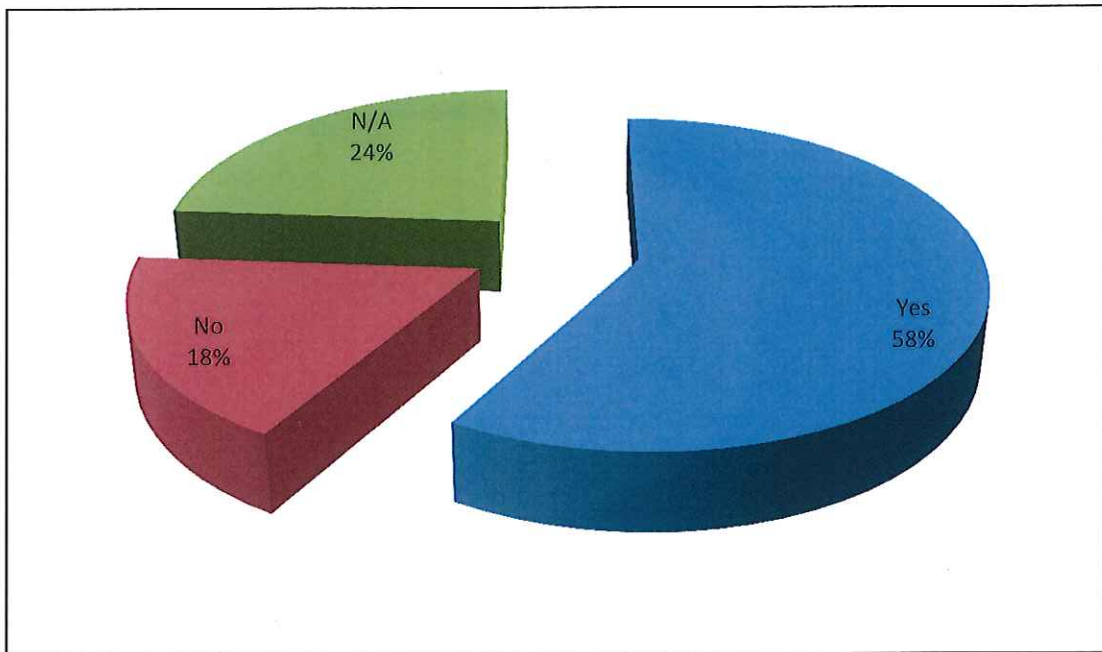
Figure 4.2
Does TBID have a Separate Lodging Advisory Committee



C. Modified Board of Directors

Fifty-eight percent of those surveyed indicated they adjusted their Board of Directors to accommodate the TBID. Eighteen percent indicated they did not.

Figure 4.3
Made Adjustments to Board of Directors to Accommodate TBID



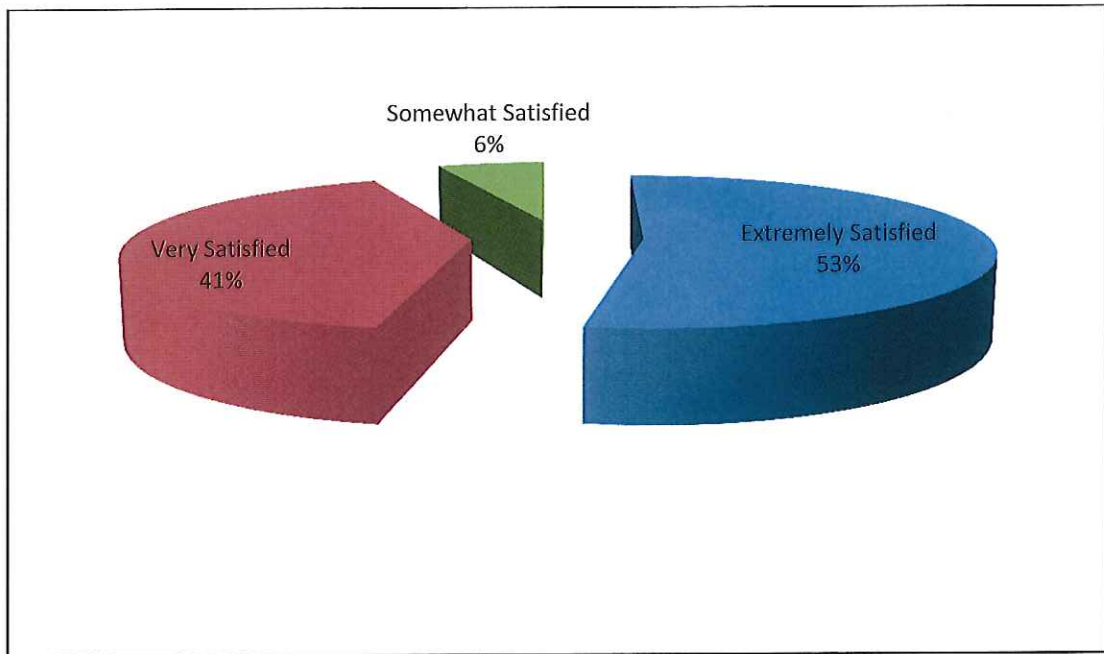
It should be noted that many DMOs modify their existing Board of Directors in an effort to provide additional representation for the lodging industry generating the TBID funds. This can include adding lodging industry members to give more and in some cases majority representation.

12-40

D. Overall Satisfaction with TBID

Overall those destinations who have implemented a TBID are satisfied. Fully 94% indicated they are extremely/very satisfied with the TBID.

Figure 4.4
Overall Satisfaction Level with TBID



12-41

Appendix

12-42

California BID Laws

1994 Act

The "Property and Business Improvement District Law of 1994" allows formation of special districts placing an assessment on businesses. Lodging businesses often choose to form tourism improvement districts under this law because it allows an initial term up to five years and a renewed term up to ten years. Initiating formation procedures requires submission of petitions from businesses which will pay at least 50% of the assessment, followed by three city council hearings and an opportunity for protests. This law also allows designation of a non-profit corporation to act as the owners' association and manage the district funds, with oversight by the municipality. The owner's association manages the district funds in accordance with a written plan, is subject to the open meeting requirements of the Ralph M. Brown Act, and must comply with the California Public Records Act, but is not a public entity for any other purposes.

1989 Act

A municipality can initiate proceedings to form a business-based special assessment district under the "Parking and Business Improvement Area Law of 1989" on its own initiative, and must then undertake a hearing and protest procedure to form the district. The 1989 Law allows formation of business improvement districts for a one-year term. Every year, the district must be renewed by the municipality in order to continue operating. To manage the district, the municipality appoints an advisory board, which operates the district in accordance with requirements set in Ordinances adopted by the municipality. For certain purposes, the advisory board may be considered a public entity.

About the Firms



With over fifteen years' experience, Civitas provides unparalleled expertise in forming, modifying and renewing improvement districts. Improvement districts provide structure and stable funding for marketing efforts. Civitas' team of experts has guided over 100 districts through the formation, modification or renewal process. Civitas has formed property and business based districts, city and county wide districts, and improvement and marketing districts. Civitas' clients are innovative cities, counties, and community organizations working together to create a strong future for their locale. Civitas provides unmatched expertise in district formation and renewal. Civitas' founder and current president, John Lambeth, has authored business improvement district laws in California, Nevada and Hawaii. He helped form California's first property and business improvement in 1995, a vigorous district that continues to operate today. Civitas has also worked with international districts in Brazil, El Salvador and Singapore.



The Strategic Marketing Group (SMG), a Certified California Small Business (Supplier 1020784) and is located at 2048 Dunlap Drive, Suite 11, South Lake Tahoe, CA and is a marketing advisory firm specializing in providing marketing research, strategic planning and strategy development services for the travel, tourism and recreation industries.

SMG prides itself on providing its clients with insights and solutions for effective marketing strategies. We view ourselves as strategists that assist our clients by understanding bigger issues necessary for their success.

SMG has access to a wide variety of tourism industry/marketing research resources to help ensure our clients receive state-of-the-art solutions. The firm has attracted a roster of blue chip public and private sector clients including visitor and convention bureaus, hotels, lodging management companies, casinos, ski resorts, economic development agencies and chambers of commerce.

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