



NLTRA Board of Directors Agenda and Meeting Notice Wednesday, March 1, 2017 at **8:30 a.m.** **Tahoe City Public Utility District**

NLTRA Mission

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

2017 Board of Directors

Christy Beck (Treasurer)
The Village at Squaw Valley
Finance Committee

Gary Davis
JK Architecture Engineering
CI/T Committee

Brendan Madigan
Alpenglow Sports

Jennifer Merchant (Erin Casey-Alternate)
Placer County CEO Appointee

Eric Pilcher
Moe's BBQ/Gear & Grind
BACC

Karen Plank
Placer County Board of Supervisors Appointee

Aaron Rudnick
Truckee River Raft Co.

David Tirman(Past Chair)
JMA Ventures, LLC
Lodging Committee

Samir Tuma (Vice Chair)
Kila Lake Tahoe

Brett Williams (Secretary)
Agate Bay Realty
Marketing Committee

Adam Wilson(Chair)
Northstar California

Quorum - 6
Majority of the NLTRA Board Representatives

Advisory Board
Tom Lotshaw
TRPA Non-Voting

To Call in: Dial (712) 770-4010, 775665#

Items May Not Be Heard In the Order They Are Listed

- A. 8:30 a.m. Call to Order-Establish Quorum** (Closed Session if needed will be at 8:00 a.m.)
- B. 8:30 a.m. Public Forum:** Any person wishing to address the Board of Directors on items of interest to the Board 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.

C. Agenda Amendments and Approval-MOTION

D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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 –February 1, 2017 (Page 1)

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

2. Committee Action Summary – February, 2017 (Page 7)

- a. **BACC February 9, 2017 ([link to full minutes](#))**
- b. **CI/T February 27, 2017 (notes to be provided at Board Meeting)**
- c. **Marketing February 21, 2017 (meeting cancelled due to snow)**
- d. **Finance February 23, 2017 (minutes to be posted online when available)**

3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000) (Page 8)

- a. **Proposal from LSC (Gordon Shaw) for \$2,800 to price out transit services for possible recommended TOT expenditure – Ron Treabess**

E. Strategic Discussion (60 minutes) 8:35 – 9:35 (Page 12)

- 1. Fiduciary Responsibility – Steve Gross**
- 2. Membership Survey – Natalie Parrish/Sandy Evans Hall**

- F. Financial Report (10 minutes) 9:35 – 9:45 (Page 74)**
1. Review of draft profit and Loss statements for December and January
 2. Update on financial status of organization and recovery process– Al Priester
- G. Action Items (15 minutes) 9:45 – 10:00**
1. MOTION: Discussion and possible approval of the 2017 Legislative Platform – Sandy Evans Hall (Page 83)
- H. Staff Priorities (15 minutes) 10:00 – 10:15**
1. Administration – Sandy Evans Hall (3 minutes)
 - a. Organization Structure Process
 - b. Employee Handbook
 - c. Recover from QuickBooks Data Loss
 2. Marketing – JT Thompson (3 minutes)
 - a. FY 2017-18 Marketing, Events and Sales Scope of Work & Goals Draft
 - b. 2017-18 Budget for NLTRA and NLT Coop
 - c. FY 2017-2018 Marketing and PR Plan
 3. Membership – Natalie Parrish (3 minutes)
 - a. Member Recruitment/Retention
 - b. Chamber membership report/calendar
 - c. Bridal Faire, Community Awards (Page 87)
 4. CI/T – Ron Treabess- (3 minutes)
 - a. Prepare draft process for soliciting 2017/18 Capital Investment Projects
 - b. Prepare draft Scope of Work for Dean Runyon's *Economic Significance of Travel to North Lake Tahoe* update
 - c. Discuss and recommend TOT needs for 2017/18 Transit services
 5. Visitor Services – Emily Detwiler (3 minutes)
 - a. Summer Visitor Guide
 - b. 2017-18 Budget for Visitor Services
 - c. Summer Sponsorship opportunities in the Visitor Information Center
- I. Reports/Back up Documents-Meeting Packet Part Two**
- The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member
1. Destimetrics Report (Page 1)
 2. Membership Accounts Receivable Report (Page 2)
 3. Membership Upcoming Events/Programs (Page 3)
 4. Conference Revenue Statistics Report (Page 8)
 5. Executive Committee Report – February, 2017 (Page 15)
 6. Capital Investment/Transportation Activity Report (Page 17)
 7. Dashboard – December, 2016 and January 2017 (Page 21)
- J. Directors Comments (5 minutes)**
- K. Meeting Review and Staff Direction (5 minutes)**
- L. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed (x)



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Board of Directors Meeting MINUTES

Wednesday, February 1, 2017 at 8:30 a.m.
Tahoe City Public Utility District

In attendance: Gary Davis, Brett Williams, Samir Tuma, David Tirman, Eric Pilcher, Karen Plank, Aaron Rudnick, Christy Beck, Jennifer Merchant, Tom Lotshaw

Board Members not in attendance: Brendan Madigan, Adam Wilson

Others in attendance: Sandy Evans Hall, Natalie Parrish, JT Thompson, Ron Treabess, Dawn Baffone, Emily Detweiller, Amber Burke, Lindsay R., Dave Antonucci, Eddy Ancinas, Erin Casey, Al Priester

A. Call to Order-Establish Quorum at 8:33 a.m.

Karen Plank was introduced as a new Board Member.

B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board 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.

- Lindsay Romack introduced herself as the New Placer County Tahoe Field Rep working with Jennifer Montgomery.

C. Agenda Amendments and Approval-

MOTION to approve agenda. M/S/C (Brett Williams/Gary Davis/9-0-0)

D. Consent Calendar

All items (in Bold) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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.

MOTION to Approve Consent Calendar items. M/S/C (Brett Williams/Aaron Rudnick/9-0-0)

- Jennifer said she sent a question to Adam and copied several people regarding the committee meeting notes related to map which was completed by the Abbi Agency, and the errors on the map. (Map was corrected.) Wanted to know when the map was distributed and it was last Friday. The reasoning for it being delivered after the holiday as not due to the error.

1. Board Meeting Minutes –January 4, 2016

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

2. Committee Action Summary – January, 2016

- a. BACC January 12, 2017
- b. CI/T January 23, 2017
- c. Marketing January 24, 2017

3. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors or funding requested is under \$50,000)

- d. Sponsorship of Audi FIS World Cup, March 9-11, 2017 – \$40,000 (Marketing Committee approved 9-0)

- e. Sponsorship of Amgen Tour of California, May 11-12, 2017 - \$18,900 (Marketing Committee approved 9-0)
- f. Sponsorship of No Barriers Summit, May 30 – June 4, 2017 – \$8,000 (Marketing Committee approved 9-0)
- g. Sponsorship of Broken Arrow Sky Race, June 16-17, 2017 – \$10,000 (Marketing Committee approved 7-0-1 Jackson abstained)
- h. Sponsorship of Wanderlust, July 20-23, 2017 - \$35,000 (Marketing Committee approved 8-0)

E. Strategic Discussion

1. Search Process and Timeline Update – Sandy Evans Hall/Samir Tuma
 - Sandy explained what preparation has been done so far at the preliminary meetings with the committees and the RFP process. The committee's preference settled on SearchWide, which is \$35,000, a flat fee and all-inclusive with the exception of the travel expenses of candidates and any SearchWide employee training expenses.
 - Timeline: a firm would be selected today and candidates in place by end of February. Contract negotiations would be in April so that the new candidate can be in place on June 1.
 - Jennifer commented about the feedback from the committee regarding the job description, and there are a few typos. Samir explained that the job description will most likely be edited by the time Search Wide reviews it.

F. Financial Report

1. Discussion and possible approval of Financial Reports for December, 2016
 - **FINANCIAL REPORTS FOR DECEMBER ARE POSTPONED UNTIL MARCH 1, 2017, SEE STAFF REPORT**
 - Samir explained that the Monthly Financial Report is not included due to a computer problem/error.
 - Jennifer asked if the contractor is bonded and Sandy explained that we are working on insurance and compensation for the error with our IT technician Brian Krue. (Everything had been backed up except QuickBooks and it was accidentally deleted.) All the information from October until now is being re-entered.

G. Action Items

1. MOTION: Discussion and possible approval Olympic Museum request for TOT \$125,000 (CI/T approved 10-0-1, Casey abstained, Gary Davis recused himself for conflict of interest)– Ron Treabess Gary Davis recused. Karen Plank abstained.
 - Ron introduced Dave Antonucci and Eddy Ancinas and they reviewed history of the proposed new Olympic Museum.
 - Jennifer clarified regarding the study findings and that the results were that both locations were viable and the north entrance was studied in more detail. There were pros and cons for both sites. She also said there is a full environmental study process that still has to happen.
 - Jennifer said that the property that is currently the Squaw Valley Park used to belong to the Forest Service and the transfer of ownership came with a restriction on commercial use of the site. She explained how non-profits often have buildings that are commercial use. The County is not sure that the Forest Service will allow it and that is the reason the County is not sure they can put grant money towards the project.
 - Jennifer stated that there has not been a report on how the second \$100,000 was spent with Phase II of the project. She is working on an agreed upon procedure (AUP) audit and looking at the scope of work to confirm that steps have been completed, the source of funds and the exact costs expended up until now. She said they will not be bringing this item to their Board at the end of February until that information is provided, and the agreed upon procedure is established.
 - Ron said that the back-up documents provided show the monies spent down to the dollar.
 - Aaron asked for clarification of the exact plans within the museum, and whether there will be a restaurant. David Antonucci explained that there will be a café and possible group functions in order to offset costs of running the museum. The main goal of the museum is to provide a year-round facility with a community room as well.

- Brett asked what the square footage, David said it is approximately 6,000-7,000 square foot footprint and a 13,000-15,000 - total square footage when all levels are completed and it will be blended into natural landscape as much as possible. Design details are not worked out as of yet.
- Brett questioned the visibility. Dave explained that it will be visible from Hwy 89.
- Brett asked why the North Side will not work. The reasons given by David A. are that overhead power lines are not aesthetic to a museum environment. Another reason is that under State laws, you cannot host a school or teach there and one of the main goals will be to teach kids about the history. In addition to the location of the Liberty Utilities substation, it is very close to the highway and noise is an issue.
- David Tirman asked about the \$212,000 which was spent 9 years ago and what is still valuable within that total. David explained that the site selection was determined via studies paid for with the \$212,000 which were conducted.
- David Tirman asked about a total target budget for facility. The grant would be seed money. David said the museum would be phased. The last cost estimate was approx. \$1,000 per square foot, which equates to about \$13mil. There is support from Squaw Valley Resort.
- The museum would consolidate all the collections from Boreal, Boatworks and other areas.
- Samir asked Jennifer about the probability of Placer needing more information about money. She said she could not answer that at this time. There is a difference of opinion about what is considered public or private and this is something that needs to be determined.
- Ron reiterated that is a recommendation, and after this it goes to the Placer County Board to approve so there is an urgency to get this item moved along.
- Eric asked about future funding requests. David A. said there will most likely be more requests when at the building stage. He is confident that they will be able to raise the additional funds needed, and the ski industry would also support it.
- Jennifer said the AUP would be a separate item than the contract agreement, and be two different steps in the process. The AUP would come before the contract being signed.
- David A. expressed concern that the AUP may delay the grant.
- Discussion around basing the motion contingent on that the Forest Service AUP has to be signed and approved as a condition of the grant. Jennifer said the AUP is separate from any grant funding allocation. The results of the AUP would impact the decision but it will be a separate step in the process.

MOTION to Approve Olympic Museum request for TOT funds of up to \$125,000:

With two contingencies:

- 1. Clarification from the Forest Service that the site can be used.**
- 2. Recommendation is with the understanding that the County will accept the results of the Agreed Upon Procedure (AUP).**

M/S/C (David Tirman/Aaron Rudnick/6-0-2, Christy Beck recused)

2. MOTION: Discussion and possible approval of Sponsorship of Tough Mudder - \$50,000 (Marketing Committee approved 8-0) – Amber Burke/JT Thompson
 - JT explained the details of the sponsorship request. Amber explained the detailed of the R.O.I.
 - Brett asked about the Town of Truckee involvement. Discussion about Truckee's involvement and equal contribution to the sponsorship.
 - JT added that Truckee desires to be more involved and work more with NLT and they have to agree to contribute 15-20% in order to sponsor at the same level that we are.
 - Amber pointed out that we, as "Tahoe", are receiving most of the benefit in the marketing and social media representation.
 - Samir pointed out that if they are contributing 20% they should get 20% of results. If we are doing more and contributing more, then we should not be paying more. JT explained that the 20% is based on lodging, since there are 13-15% of rooms located in Truckee, and the rest stayed in NLT.

- Christy asked to include or show the contracted blocks. Amber pointed out that on the lodging page the properties that are contracted are listed.
- Christy explained that Truckee cannot compete with a \$50,000 sponsorship, and in her opinion everything is going to sell out regardless so there is no need to for them to push.
- Brett commented that going forward, we should be looking at the money that is allocated, based on the event.
- Jennifer asked for more data to better understand what is going to benefit Placer County would like to know within survey, the exact location of where the attendees stayed, within the actual community/County of Placer.
- Amber said that information is being evaluated and will be provided.
- JT explained that Truckee is willing to be fully transparent and give us first right of refusal and it is up to us what is allowed.
- Brett suggested to pass a motion with further direction to staff, and down the line, maybe next year, we can get it worked out with a contract between us and Truckee.
- JT pointed out that the negotiations have been positively transformed with the addition of Amber.

**MOTION to approve sponsorship of Tough Mudder for \$50,000
M/S/C (Brett Williams/Christy Beck/9-0-0)**

- Amber spoke about her intention of organizing a special event task force in order to revise and create new documents with major changes from grant to sponsorships, eliminate the seed money requirement, reallocating the expending of funds, having sponsorship application on-line year round, revising the documents and have the sponsors require one lodging partner.
- Tough Mudder booth space needs to be utilized and a meeting with Emily is set to discuss this issue and make it more engaging and utilize all the booth space we are contracting. Jennifer offered up County Staff to help with events at the booths.

3. Executive Committee – Samir Tuma/Sandy Evans Hall

MOTION: Discussion and possible approval of delegation of duties to Executive Committee

- Samir explained the item and duties. Jennifer recommended an edit on first bullet point. (See below)
- Sandy clarified that there is no current change of the Bylaws. It remains as written. The delegation is being made.
- Jennifer recommends to add conflict resolution process, confidentiality. Also, a recap of the issue, and then for the item to go back to the committee. Samir advised legal advice be sought at this point and bring this issue back at a later date.
- Sandy pointed out that we do have some procedures on this issue already in place in our operating policies and procedures. Sandy to provide it by next the meeting.

MOTION to approve Delegation of duties to Executive Committee, contingent on NLTRA Bylaws, Article VI, Section 4 e, Item a. revised language, below,

- **Conducting personnel reviews, recommend corrective action and/or compensation to the full board for final approval.**

M/S/C (David Tirman/Jennifer Merchant/9-0-0)

- 4. MOTION: Discussion and possible approval request to borrow from the TOT Cash Reserve of up to \$42,000 for CEO Search – Samir Tuma/Sandy Evans Hall
- Sandy explained the TOT Cash Reserve policy

MOTION to approve request to borrow from the TOT Cash Reserve up to \$42,000 for the CEO Search

M/S/C (Brett Williams/Gary Davis/9-0-0)

5. MOTION: Discussion and possible approval of contract with SearchWide to conduct CEO search – Samir Tuma/Sandy Evans Hall/Nicole Newman via Skype

- Aaron asked about discounts begin sought for lodging. Sandy said search committee and others will help secure lodging for the SearchWide representative.

MOTION to approve contract with SearchWide to conduct CEO Search

M/S/C (Brett Williams/David Tirman/9-0-0)

- Sandy will be contacting Nicole. Board and Search committee will be receiving phone calls for information from her.

H. Staff Priorities

1. Administration – Sandy Evans Hall
 - a. Organization Structure Process-Meetings will resume this month.
 - b. Employee Handbook-Will be completed next month. First priority is data re-entry.
 - c. 6 Month Financial Reforecast – Data re-entry
2. Marketing – JT Thompson
 - a. Complete Competitive Destination Research-for Marketing
 - b. Budget – FY 2016-2017 Reforecast & begin draft for FY 2017-2018 NLTRA & NLT Coop
 - c. FY 2017-2018 RFP work to begin (All three year Coop contracts)
 - o Public Relations Services
 - o Australian Representation
 - o United Kingdom Representation
3. Membership – Natalie Parrish
 - a. Member Recruitment-Completed Business Survey and doing business visits. Creating a Chamber Calendar
 - b. Member Retention
 - c. Bridal Faire Feb 26th.
 - d. Shop Local-163 businesses participate, 1,034 cards turned in. Generated approximately \$286,950 total revenue
4. CI/T – Ron Treabess
 - a. Finalize projects for Board of Supervisors approval – 2 resubmittals
 - b. Continue discussion on funding for Transit Vision/Plan
 - c. Solicit and discuss TOT needs for 2017/18 Transit services
5. Visitor Services – Emily Detweiller
 - a. Update lodging listings on www.gotahoenorth.com, about 60% updated
 - b. Visitor Center summer retail order
 - c. Event schedule for remote visitor information

I. Reports/Back up Documents-Meeting Packet

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

No further discussion.

1. Destimetrics Report
2. Special Event Grant Process Proposed Changes
3. Membership Accounts Receivable Report

4. Membership Upcoming Events/Programs
5. Conference Revenue Statistics Report
6. Executive Committee Report – January, 2016
7. Capital Investment/Transportation Activity Report
8. Dashboard – December

J. Directors Comments

- Tom-Draft of Regional Transportation Plan should be coming out this February.
- Jennifer-Change the titles: Jennifer Merchant- Placer County CEO Appointee, Karen Plank-Appointee of Placer County BOS
- David-Town approved \$50,000 for 3 years to support Regional Housing Council to look at housing issues on a regional basis. It will be brought to Placer BOS in late Feb/March. An update will be presented at Breakfast Club on Tuesday. TRPA has been a part of the meetings as well as the Prosperity Center, not sure on a funding level just yet. The affordable workforce housing issue is being looked at.
- Brett-Cooperative Marketing is moving advertising to Texas and LA.
- Samir-The Tahoe City Lodge has been approved as of last week. There will be a celebration at the Winter Sports Park next Tuesday.

K. Meeting Review and Staff Direction

- Sponsorships and specific data, Town of Truckee participation in events, whistleblowing policy (sent to board), Form 700 due by February 28, 2017.
- Strategic planning retreat scheduled for April 4th board meeting date at the Thunderbird Lodge from 8:30-2:30

L. Adjournment at 10:45 AM



February Committee Action Summary

(Full Minutes of the Meetings below can be found on www.nltra.org)

BACC – February 9, 2017

Touch the Lake: There have been 200 uses of the hashtag so far, Abbi Agency is finalizing the prize for the social give-away and finalizing the advertising which will run through mid-March to boost the post to people from outside our market that are visiting Tahoe.

Shop Local: There were 1034 cards returned for a total tracked spend of \$286,950. This is lower than last year and that may be attributed to change in staffing for both the NLT Chamber and Truckee Chamber.

High Notes: Amber requested that the group send their music schedules and agendas to her as soon as possible.

Visitor Guide Advertising: The group voted unanimously to approve using the Back Page and another page with prime placement for the Peak Your Adventure and High Notes advertising, for a total up to \$1,795.

Marketing Grant Presentations: TCDA will do theirs in March, NTBA will be in March, Northstar and Squaw Valley will be in April, and West Shore is in May

Capital Investment/Transportation – February 27, 2017

Marketing Committee – February 22, 2017 – CANCELLED due to snow

Finance Committee – February 23, 2017

The committee reviewed the draft Profit and Loss statements for December and January. Al explained that until the full recovery is done, it is not possible to provide balance statements or budget to actual reports. The committee asked that he provide a high level analysis of the financial status to provide to the Board on March 1.



north lake tahoe

Chamber | CVB | Resort Association

March 1, 2017

**Subject: Proposal from LSC Transportation Consultants for \$2,850 to Price
Out Transit Services for Possible Recommendation in 2017/18 TOT Budget**

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board acknowledges the attached signed LSC Authorization memo to identify operating costs, ridership, fare revenues, and resulting subsidy needs for possible transit service expansion options to be considered for recommendation in the 17/18 TOT budget.
- All of these expansion options are included in the *TART Systems Plan Update for the Tahoe Truckee Area Regional Transit in Eastern Placer County* plan, as part of larger service expansions.
- This will enable consideration of transit expansion of lesser scope that would be possible within existing TOT funding.
- The agreed upon fee for LSC to prepare this evaluation is \$2,850. Funds for this professional service are available within the current budget Research and Planning account.
- As this support service is unbudgeted, the Board is being notified in writing within 29 days, as required in the NLTRA/Placer contract.
- The signed Authorization will remain on file in the NLTRA offices.

Attached is the LSC/NLTRA Authorization for Professional Services at a cost of \$2,850.



**TRANSPORTATION PLANNING AND
TRAFFIC ENGINEERING CONSULTANTS**

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Tahoe City, California 96145
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info@lsctahoe.com • www.lsctrans.com

February 13, 2017

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

RE: TART Service Expansion Evaluation

Dear Mr. Treabess:

Per your request, LSC Transportation Consultants, Inc. would like to propose to evaluate the cost and ridership expected for a range of potential near-term expansions to the Placer County TART services. This will update elements of the TART Systems Plan to reflect FY 2017/18 costs. The specific list of improvements to be evaluated are as follows:

- 30 minute service between Tahoe City and Squaw Valley – Winter
- 30 minute service between Tahoe City and Squaw Valley – Summer
- 30 minute service between Tahoe City and Squaw Valley – Year-round
- 30 minute service between Crystal Bay and Northstar – Winter
- 30 minute service between Crystal Bay and Northstar – Summer
- 30 minute service between Crystal Bay and Northstar – Year-round
- 30 minute West Shore service – Year-round
- 30 minute service between Truckee and Squaw Valley – Winter
- 30 minute service between Truckee and Squaw Valley – Summer
- 30 minute service between Truckee and Squaw Valley – Year-round
- 30 minute service between Truckee and Northstar – Winter
- 30 minute service between Truckee and Northstar – Summer
- 30 minute service between Truckee and Northstar – Year-round
- 30 minute service between Tahoe City and Crystal Bay – Spring and Fall
- Expand the Days of Summer Service Levels -- From the current 68 days (June 27 to Labor Day) to 93 days (June 15 through September 15), starting with the summer of 2017. This will be done for the current service plan, as well as for the improved summer frequency options listed above.
- Spring/Fall evening service until 9:30 – North Shore California, West Shore, Tahoe City to Squaw Valley and Crystal Bay to Northstar.

A handwritten signature in blue ink, appearing to read 'J.R. R.', is located in the bottom right corner of the page.

- Fill gaps in service between the end of daytime service and the beginning of evening service
- Add one additional late night hour of service on the SR 267 service, to be consistent with the span of service on the Mainline and SR 89 service. Improvement will be implemented in the winter of 2017/18.
- Additional Morning 267 Route Northbound Run. With the growth in ridership on the 267 Route, there is demand for a 6:00 AM northbound departure in the winter.

We will prepare a memo identifying the operating costs, ridership, fare revenues, and resulting subsidy needs of these service expansion options, and provide it to you for review and comment. In addition, as part of this scope I will attend one meeting to present and discuss the findings.

I estimate that this work scope will require a total of 15 hours to complete. At a rate of \$190 per hour, this will require a total of \$2,850. Please note that the rates shown are lower than our standard 2017 rates, reflecting our longstanding relationship with the NLTRA.

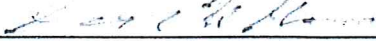
LSC would be willing to undertake this work on a time-and-materials basis, with a total contract amount of \$2,850 that would not be exceeded without your prior written approval. Signing and sending back the attached authorization form will allow us to get started immediately, in advance of the 2/27 meeting.

▲ ▲ ▲

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

Respectfully Submitted,

LSC Transportation Consultants, Inc.

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



Encl: Authorization Form

NLTRA NLTE Performance Review Prop.wpd



AUTHORIZATION FOR PROFESSIONAL SERVICES
BY LSC TRANSPORTATION CONSULTANTS, INC.

Project Name: NLTRA Placer TART 2017 Expansion Evaluation

The service covered by this Authorization Form shall be performed in accordance with the scope document dated February 13, 2017 and the following provisions.

1. Time Schedule: CLIENT and LSC acknowledge that many factors outside the control of LSC may affect LSC's ability to complete the services to be provided under this Authorization. LSC will make every reasonable effort to complete a draft report within six weeks of authorization.
2. Professional Standards: LSC will endeavor to perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances. LSC makes no warranty, express or implied, as to its professional services rendered under this Agreement.
3. Termination: Either CLIENT or LSC may terminate this Authorization by giving 30 days written notice to the other party. In such event, CLIENT shall forthwith pay LSC in full for all work previously authorized and performed prior to effective date of termination. If no notice of termination is given, relationships and obligations created by this Authorization shall be terminated upon completion of all applicable requirements of the Authorization.
4. Dispute Resolution: In the event of a dispute arising out of or relating to the Authorization or the services to be rendered, CLIENT and LSC agree to attempt to resolve such disputes in the following manner: First, the parties agree to attempt to resolve such disputes through direct negotiations between the appropriate representatives of each party. Second, if such negotiations are not fully successful, the parties agree to attempt to resolve any remaining dispute by formal nonbinding mediation conducted in accordance with rules and procedures to be agreed upon by the parties.
5. Legal Expenses: In the event legal action is brought by CLIENT or LSC against the other to enforce any of the obligations hereunder or arising out of any dispute concerning the terms and conditions hereby created, the losing party shall pay the prevailing party all reasonable costs incurred, including staff time, court costs, attorneys' fees, and all other related expenses in such litigation.
6. Payment: Monthly invoices will be issued by LSC for all work performed under the terms of this agreement. They will be sent to the CLIENT at the address indicated at the bottom of this Authorization Form.
7. Limitation of Liability: To the fullest extent permitted by law, the total liability, in the aggregate, of LSC and LSC's officers, directors, partners, employees and subconsultants to CLIENT for all claims, costs or damages of any nature whatsoever shall not exceed the total compensation received by LSC or \$10,000.00, whichever is greater.
8. Assignment of Agreement: This agreement shall be binding on the heirs, successors, and assigns of the parties hereto and is not to be assigned by either party without first obtaining the written consent of the other.
9. Third-Party Beneficiaries: Nothing contained in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against either the CLIENT or LSC. LSC's services under this Agreement are being performed solely for CLIENT's benefit, and no other party or entity shall have any claim against LSC because of the Agreement or the performance or nonperformance of services hereunder. CLIENT and LSC agree to require a similar provision in all contracts with contractors, subcontractors, subconsultants, vendors and other entities involved in this project to carry out the intent of this provision.
10. Contract Maximum: The total billings under this authorization will not exceed \$2,850 without prior CLIENT approval.
11. Other: _____

Approved for CLIENT:
Project I.D./Ref.#

TART 2017 EXPANSION EVALUATION - RESEARCH & PLANNING

Send Invoice to:

RON TREMBESS

By

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Title

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Date

FEB 13, 2017



Staff Report for Board

Subject: Membership Survey Presentation 2017

From: Sandy Evans Hall

Strategic Discussion Considerations:

- As part of the Organization Structure process a Chamber Subcommittee was formed with representation from a diverse group including representatives from business associations, members, and other interested parties. This group is facilitated by TTCF ED Stacy Caldwell, and chaired by Joy Doyle and Alex Mourelatos
- The survey was group effort with multiple iterations and great engagement by the subcommittee members. It was conducted through Survey Monkey and distributed through membership lists of Chamber, NTBA and TCDA
- Respondents numbered 110 and provided lots of valuable feedback
- The primary focus of the survey was to develop a gap analysis to see what our businesses believed the Chamber should be doing to support their business
- The final copy that you have does not include a couple of questions that asked respondents to provide personal contact information.
- The presentation attached was also a product of the subcommittee, working initially with a smaller task force, then gaining input from the remainder of the committee, finally going to the subcommittee for final editing

Recommended Action:

There is no action required today. Questions or direction from the Board to the Subcommittee is certainly welcomed. The Subcommittee is still working to integrate this information into a list of recommendations that are scheduled to come before the Board in May.



Business Survey 2017

Organizational Sub-Committee
Briefing

Distribution

- ▶ 22 Questions Long – One month open
- ▶ Blend of open-ended, multiple choice and ranking questions
- ▶ Memberships: Chamber, TCDA, NTBA
- ▶ Channels:
 - Chamber email blasts(4), facebook posts, Biz Bytes(2)
 - TCDA email blast, newsletter
 - NTBA email request (2), newsletter post

Response

- ▶ Feel positive that 110 responded considering length and “meatiness” of survey
- ▶ Most feedback was meaningful and constructive
- ▶ Over 800 memberships via 3 membership bases received the survey (this number does include crossover for those businesses who have multiple memberships)

Responses Continued

- ▶ Location of Businesses
 - Tahoe City (35.5%)
 - Kings Beach (27%)
 - Incline Village/Crystal Bay (20%)
 - Tahoe Vista (17%)
 - Truckee (14.5%)
 - West Shore (12%)
 - Squaw Valley/Alpine (10%)
 - Carnelian Bay (8%)
 - Northstar (7%)
 - Other (8%) – Reno, South Lake Tahoe, Donner Summit

Note: Respondents could choose “all that apply” and includes businesses that have multiple locations

Longevity of Business

- ▶ 71% have been around more than a decade!!
- ▶ 48%: 78 businesses out of 110 responses have been in business more than 21 years!
- ▶ 23%: 11–20 years
- ▶ 8%: 6–10 years
- ▶ 21%: 1–5 years

Business Operations

- ▶ 76% Bricks and Mortar
 - 40% Commercial Building
 - 36% Storefront
- ▶ 17% remote or web-based
- ▶ 22% marked “Other” (Many of whom are home based businesses)

Membership Representation

- ▶ Organization Affiliations
 - Very difficult to identify location and number of multiple memberships except on an entry by entry basis (of 108 respondents, 268 memberships – average: 2.5 per business)
 - 11 Membership based organizations were selected with 10 respondents indicating “Other,” which included the Board of Realtors and other Chambers around the region.
 - 68% NLTRA
 - 64% NTBA
 - 36% TCDA
 - 32% Truckee
 - 9% West Shore
 - 9% CATT
 - 5% Incline CBA

Note: Respondents could choose “all that apply”.and percentages include businesses with multiple memberships

Services Valued Most from Chamber

- ▶ Top four:
 1. Marketing the destination outside the region
 2. Business to Business Networking
 3. Communications about community information and issues (“being dialed into wassup”)
 4. Event support/listing and advertising

**Clear that we need to share the value of the organization (lots of “don’t know” and “unsure”)*

Why not a Chamber member?

Primary reasons:

1. Cost and limited resources (\$ and time)
2. Redundancy across organizations
3. Business wants a specific geographical focus
4. Chamber value unclear

Areas of Improvement for Chamber

- ▶ Provide assistance with Placer County for business development issues
- ▶ Demonstrate/Inform about value
- ▶ Show more cohesiveness and coordination with business associations
- ▶ Spend more one-on-one time with business owners – in the trenches
- ▶ Provide more at-large Board seats to increase representation
- ▶ Help navigate bigger community issues – housing, transportation, etc.
- ▶ Showcase the region as a great place to play and work

Ranking Importance of Program Areas (Q17)

When comparing program areas against each other, the following represents the number of respondents who selected the following areas as “Most Important” or “Very Important.” The following represents the order of importance:

1. Economic Development (86/106) 81%
2. Community Development (83/107) 77%
3. Infrastructure Development (79/105) 75%
4. Workforce Development (74/105) 70%
5. Business Development (72/105) 68%
6. Tourism Development (70/105) 67%
7. Legislative Advocacy (41/105) 39%

1 – Economic Development

- ▶ Top 3 important program areas:
 1. Fee reductions or waivers, TAUs, added coverage or density
 2. Business incubator subsidies, low cost loans or grants for certain types of businesses
 3. Programs to assist with Construction, Health Department, or other required permits

2 – Community Development

▶ Top 3 important program areas:

1. Housing
2. Fire Danger – Emergency Evacuation Plans
3. Health Care

3 – Infrastructure Development

▶ Top 3 important program areas:

1. Improved broadband and cellular service
2. Traffic management (coning for additional lanes during busy time)
3. More public parking

4 – Workforce Development

▶ Top 3 important program areas:

1. Workforce housing
2. Workforce retention
3. Workforce recruitment

5 – Business Development

▶ Top 3 important program areas:

1. Business promotion and exposure
2. Marketing resources for businesses
3. Networking opportunities

6 – Tourism Development

- ▶ Top 3 important program areas:
 1. Marketing the North Lake Tahoe destination
 2. Regional events
 3. Local Community Marketing (specific to geographic location ie: Kings Beach)

Legislative Advocacy

- ▶ Top 3 important program areas
 1. Increased employee costs (health care, workers comp, minimum wage)
 2. Advocacy for business friendly legislation – State and Local
 3. Regulatory costs – State and Local

What are the most significant opportunities you see for your business in the next 5 years? (Q18)

- ▶ The majority of responses were about opportunities in Economic Development (31), noting commercial growth, community redevelopment, national economy and private investment
- ▶ Tourism Development was second in responses (29) pointing to increased visitors, events, winter lake tourism, and direct flights
- ▶ Business Development came in third with comments (27) about specific business marketing, networking, expansion, and Internet

What are the most significant challenges you face in doing business in the region? (Q19)

- ▶ The greatest challenges were in Workforce Development (52 comments), primarily citing housing, but also mentioning finding employees and employee retention
- ▶ The next most significant challenge was in Infrastructure Development (20 comments), focused on traffic, transportation and parking, while a lack of public restrooms and poor cell service were also mentioned
- ▶ The third greatest challenge (17 comments) was in the area of Legislative Advocacy with regulations, fees and permitting noted as barriers

Chamber's Role to Help (Q20)

- ▶ **Legislative Advocacy** (21 comments) Provide advocacy and support for business issues, assist with County/business interactions
- ▶ **Tourism Development** (19 comments) Market the destination, recruit and fund events and bring conferences
- ▶ **Infrastructure Development** (19 comments) Lead the way with public transportation, traffic mitigation, improved cell service and Internet
- ▶ **Business Development** (16 comments) Business education and support, customer service training, promote business activity

Chamber's Role to Help (Q20)

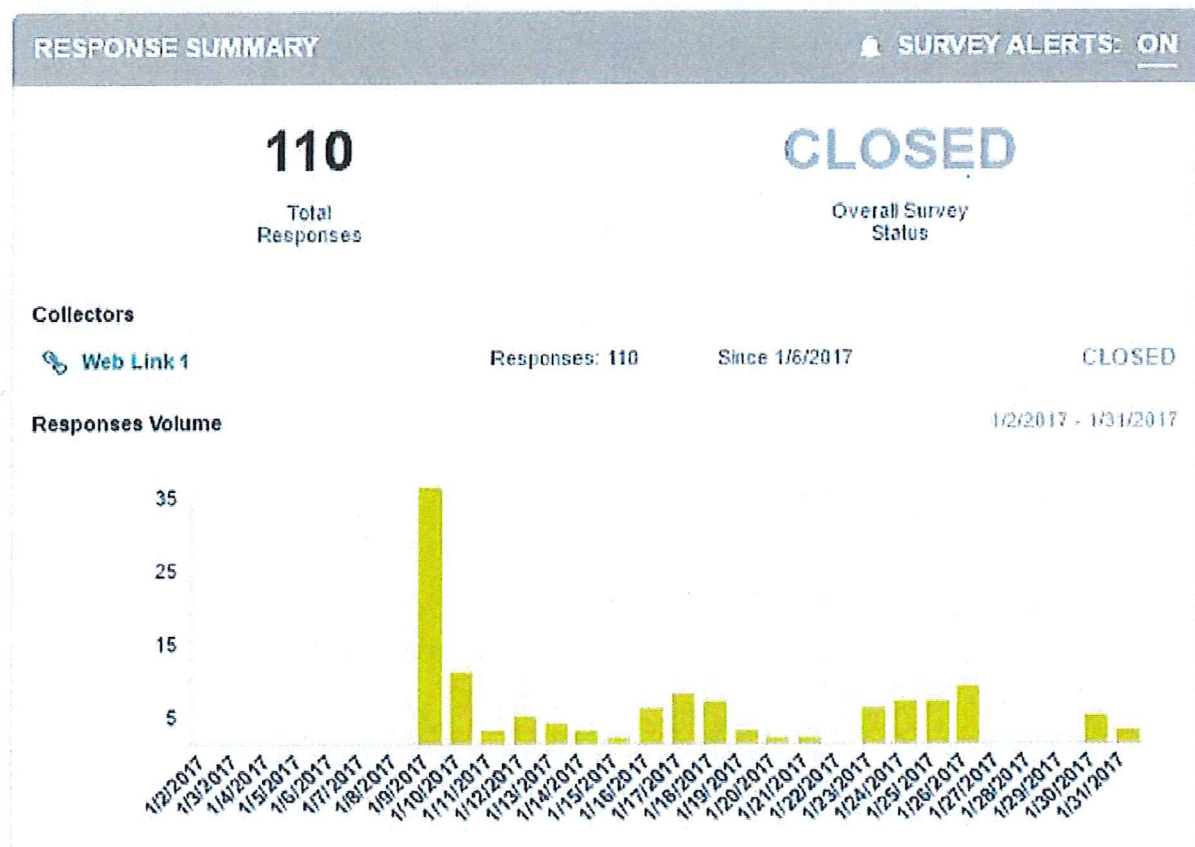
- ▶ **Workforce Development** (15 comments) Assist with workforce housing through community conversations and action, host job fairs
- ▶ **Economic Development** (12 comments) Promote development of lodging, commercial space, and office space
- ▶ **Community Development** (6 comments) Showcase the region as a great place to live, work and play; provide community information and awareness



north lake tahoe

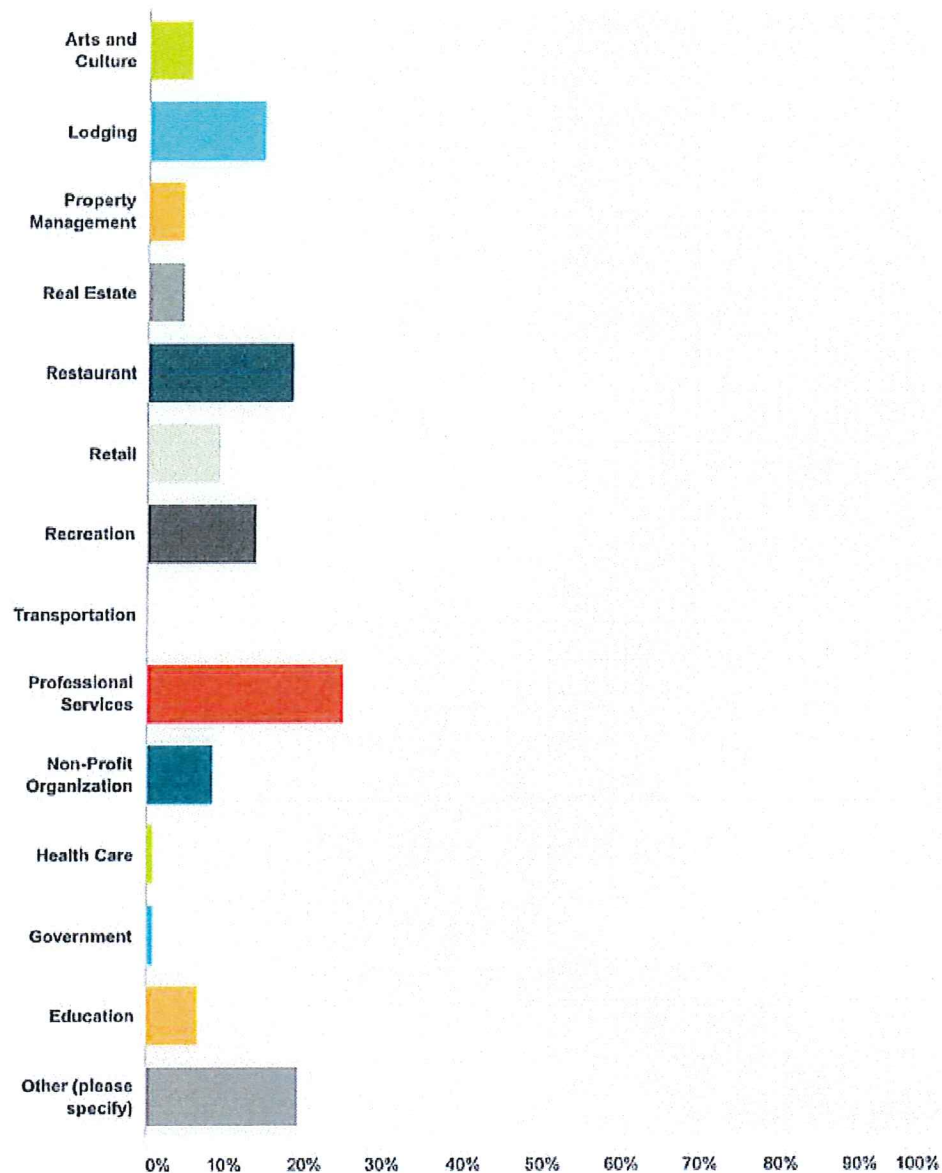
Chamber | CVB | Resort Association

BUSINESS SURVEY 2017



Q1 Please select the category below that best describes your business. (Check all that apply)

Answered: 109 Skipped: 1



Answer Choices	Responses
Arts and Culture	5.50% 6
Lodging	14.68% 16
Property Management	4.59% 5

Business Survey 2017

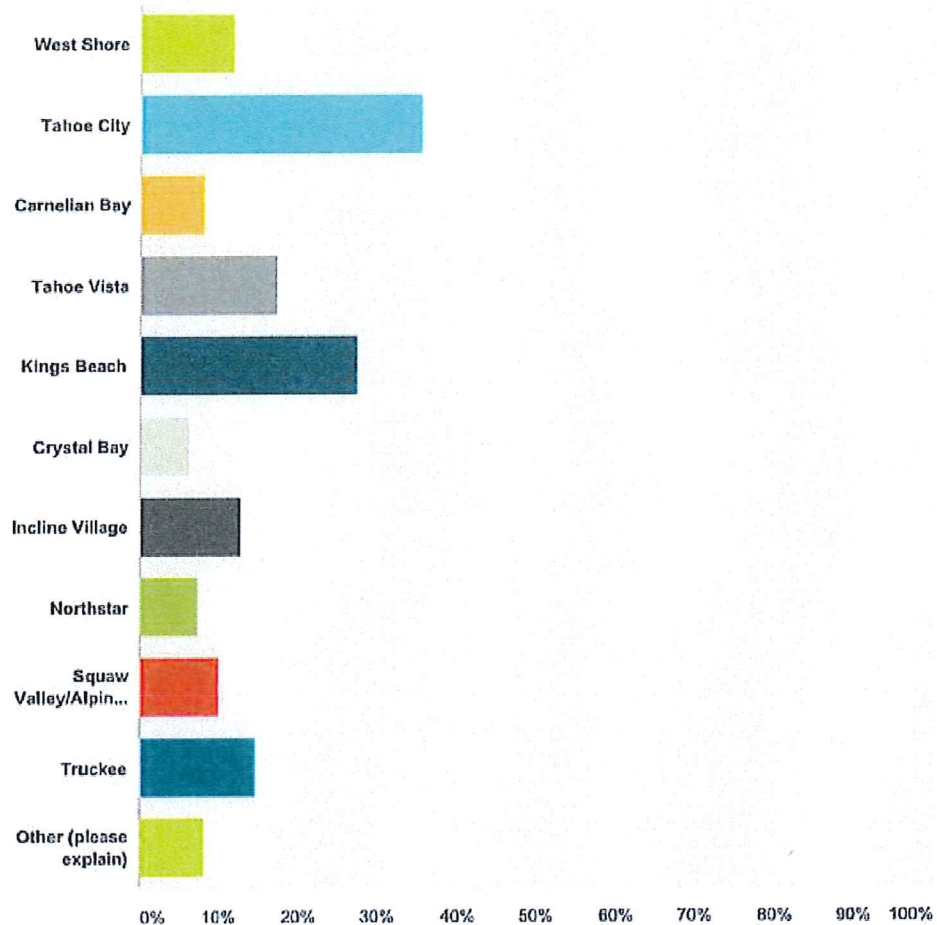
SurveyMonkey

Real Estate	4.59%	5
Restaurant	18.35%	20
Retail	9.17%	10
Recreation	13.76%	15
Transportation	0.00%	0
Professional Services	24.77%	27
Non-Profit Organization	8.26%	9
Health Care	0.92%	1
Government	0.92%	1
Education	6.42%	7
Other (please specify)	19.27%	21
Total Respondents: 109		

utility provider
1/30/2017 3:33 PM [View respondent's answers](#)
Health and Wellness - Independent Company Rep
1/26/2017 3:53 PM [View respondent's answers](#)
Banking
1/26/2017 10:55 AM [View respondent's answers](#)
Casino
1/25/2017 4:09 PM [View respondent's answers](#)
Accounting
1/25/2017 3:40 PM [View respondent's answers](#)
insurance
1/24/2017 9:48 AM [View respondent's answers](#)
Ski Resort
1/24/2017 8:07 AM [View respondent's answers](#)
Marketing for Business
1/23/2017 7:16 PM [View respondent's answers](#)
Butcher
1/19/2017 11:14 AM [View respondent's answers](#)
Pro photographer
1/17/2017 9:40 AM [View respondent's answers](#)
Architecture and Engineering
1/12/2017 10:36 AM [View respondent's answers](#)
Arts and Craft Vendor
1/11/2017 11:07 AM [View respondent's answers](#)
Self-serve car wash
1/10/2017 10:16 PM [View respondent's answers](#)
Day spa
1/10/2017 11:39 AM [View respondent's answers](#)
heating& air
1/9/2017 8:29 PM [View respondent's answers](#)
Marine service and repair
1/9/2017 3:59 PM [View respondent's answers](#)
Museum/Science Center
1/9/2017 3:13 PM [View respondent's answers](#)
Fitness
1/9/2017 1:27 PM [View respondent's answers](#)
Brewery and taproom
1/9/2017 10:41 AM [View respondent's answers](#)
media
1/9/2017 10:09 AM [View respondent's answers](#)
Music venue

Q2 Location of your business. (Check all that apply)

Answered: 110 Skipped: 0



Answer Choices	Responses
West Shore	11.82% 13
Tahoe City	35.45% 39
Carnelian Bay	8.18% 9
Tahoe Vista	17.27% 19
Kings Beach	27.27% 30
Crystal Bay	6.36% 7
Incline Village	12.73% 14
Northstar	7.27% 8
Squaw Valley/Alpine Meadows	10.00% 11

Business Survey 2017

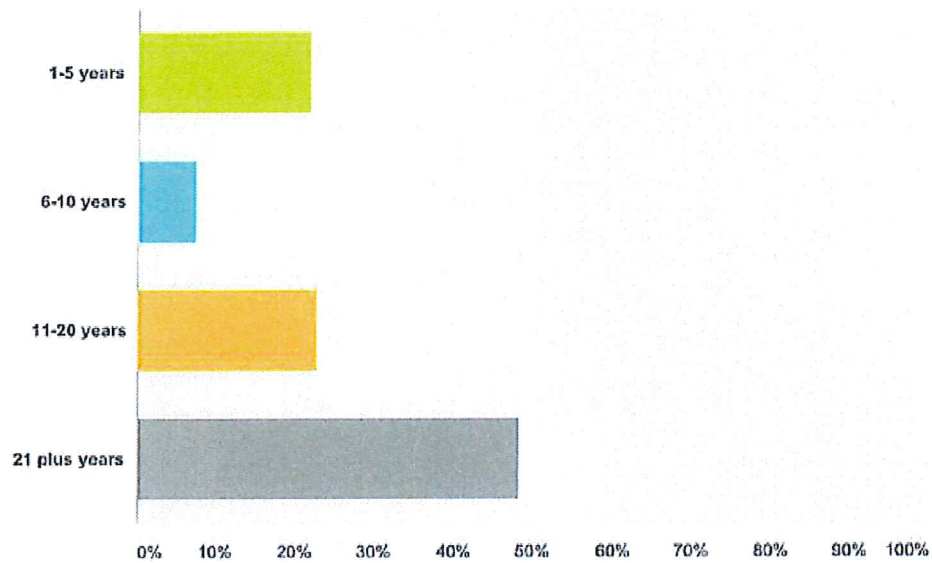
SurveyMonkey

Truckee	14.55%	16
Other (please explain)	8.18%	9
Total Respondents: 110		

Home Based Business - I live in Carnelian Bay
1/26/2017 3:53 PM [View respondent's answers](#)
Reno, NV
1/25/2017 3:40 PM [View respondent's answers](#)
entire area
1/24/2017 9:48 AM [View respondent's answers](#)
Donner Summit
1/24/2017 8:07 AM [View respondent's answers](#)
North Lake Tahoe
1/23/2017 7:16 PM [View respondent's answers](#)
Tahoe Donner
1/18/2017 8:40 PM [View respondent's answers](#)
South Lake Tahoe
1/11/2017 11:07 AM [View respondent's answers](#)
South Lake Tahoe, Stateline
1/10/2017 2:41 PM [View respondent's answers](#)
East Shore of Lake Tahoe, but business serves entire region.
1/9/2017 7:42 AM [View respondent's answers](#)

Q3 Length of time in business.

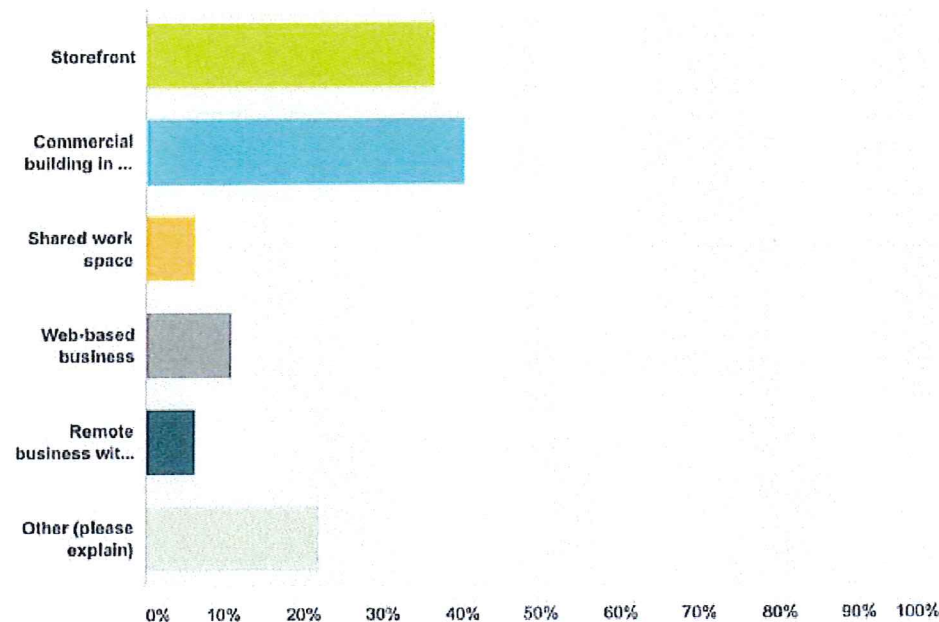
Answered: 110 Skipped: 0



Answer Choices	Responses	
1-5 years	21.82%	24
6-10 years	7.27%	8
11-20 years	22.73%	25
21 plus years	48.18%	53
Total		110

Q4 Which best describes how your business operates? (Check all that apply)

Answered: 110 Skipped: 0



Answer Choices	Responses	
Storefront	36.36%	40
Commercial building in the region	40.00%	44
Shared work space	6.36%	7
Web-based business	10.91%	12
Remote business with headquarters elsewhere	6.36%	7
Other (please explain)	21.82%	24
Total Respondents: 110		

Showing 24 responses

Additional outdoor kiosk

1/30/2017 4:09 PM [View respondent's answers](#)

with infrastructure throughout 7 counties

1/30/2017 3:33 PM [View respondent's answers](#)

Home Based - Meet with people throughout the area

1/26/2017 3:53 PM [View respondent's answers](#)

Private owner/operator.

1/26/2017 8:56 AM [View respondent's answers](#)

Home business

1/25/2017 5:57 PM [View respondent's answers](#)

Outdoor recreation year round

1/24/2017 10:40 AM [View respondent's answers](#)

office in reno

1/24/2017 9:48 AM [View respondent's answers](#)

Restaurant & lodge

1/23/2017 5:46 PM [View respondent's answers](#)

Property Management Office for HOA. Located on premis.

1/21/2017 8:58 AM [View respondent's answers](#)

Office in home, service in communities

1/18/2017 8:40 PM [View respondent's answers](#)

Events

1/18/2017 4:42 PM [View respondent's answers](#)

on water recreation

1/18/2017 8:22 AM [View respondent's answers](#)

Performance Venue

1/17/2017 9:36 AM [View respondent's answers](#)

Serving local and referral real estate needs + commercial transactions.

1/17/2017 7:13 AM [View respondent's answers](#)

Office space attached to home

1/12/2017 10:36 AM [View respondent's answers](#)

I attend events

1/11/2017 11:07 AM [View respondent's answers](#)

restaurant

1/10/2017 6:21 PM [View respondent's answers](#)

investments and (hopefully) development in '17

1/9/2017 3:13 PM [View respondent's answers](#)

main office in incline,/ performances in SLT, carson, truckee, incline, SquawValley and Reno

1/9/2017 1:21 PM [View respondent's answers](#)

Where ever the work is!

1/9/2017 1:13 PM [View respondent's answers](#)

outdoor recreation business with web presence

1/9/2017 1:13 PM [View respondent's answers](#)

At client location sites

1/9/2017 9:57 AM [View respondent's answers](#)

Home based

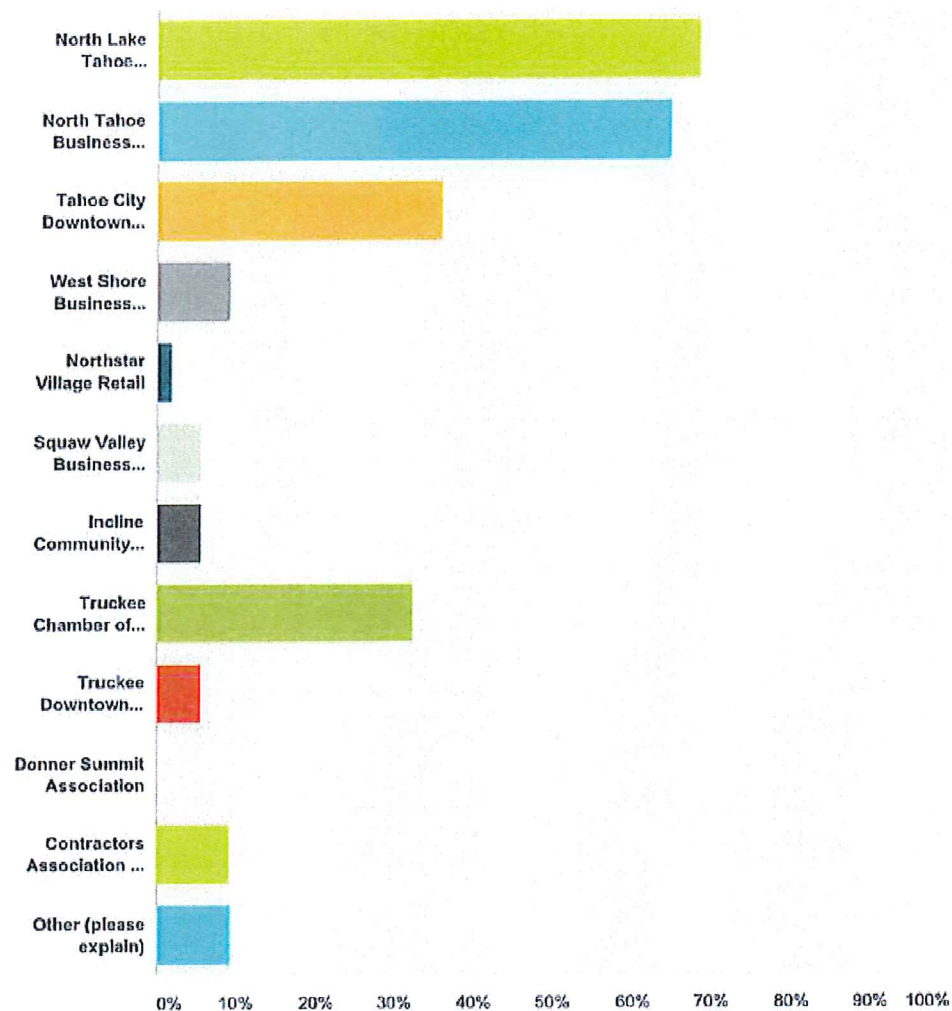
1/9/2017 9:13 AM [View respondent's answers](#)

Public venue

1/9/2017 8:18 AM [View respondent's answers](#)

Q5 Indicate the association(s) that your business is a current member of. (Check all that apply)

Answered: 108 Skipped: 2



Answer Choices	Responses
North Lake Tahoe Chamber/CVB/Resort Association (NLTRA)	68.52% 74
North Tahoe Business Association (NTBA)	64.81% 70
Tahoe City Downtown Association (TCDA)	36.11% 39
West Shore Business Association (WSA)	9.26% 10
Northstar Village Retail	1.85% 2
Squaw Valley Business Association	5.56% 6

... Business Survey 2017

SurveyMonkey

Incline Community Business Association (ICBA)	5.56%	6
Truckee Chamber of Commerce	32.41%	35
Truckee Downtown Merchants Association	5.56%	6
Donner Summit Association	0.00%	0
Contractors Association of Truckee Tahoe (CATT)	9.26%	10
Other (please explain)	9.26%	10
Total Respondents: 108		

howing 10 responses

BNi

1/26/2017 3:53 PM [View respondent's answers](#)

Uncertain

1/24/2017 8:07 AM [View respondent's answers](#)

All of the above

1/23/2017 7:16 PM [View respondent's answers](#)

South Lake

1/18/2017 4:42 PM [View respondent's answers](#)

Tahoe Sierra Board of REALTORS®, AIA Central Valley

1/18/2017 10:06 AM [View respondent's answers](#)

Reno Tahoe Territory - Travel

1/17/2017 9:36 AM [View respondent's answers](#)

Tahoe Sierra Board of Realtors, California RE Broker Assoc.

1/17/2017 7:13 AM [View respondent's answers](#)

Tahoe Chamber, Alpine County Chamber

1/10/2017 2:41 PM [View respondent's answers](#)

Association for Challenge Course Technology, ASTM

1/9/2017 1:13 PM [View respondent's answers](#)

Lake Tahoe South Shore Chamber of Commerce and the Carson Valley Chamber of Commerce

1/9/2017 7:42 AM [View respondent's answers](#)

Q6 What is the service you value most from being a member of the North Lake Tahoe Chamber/CVB/Resort Association? (Skip this question if not a member)

Answered: 71 Skipped: 39

#	Responses	Date
1	Marketing	1/31/2017 5:46 AM
2	ability to reach your membership with important information for our customers--especially appreciate all your efforts during the Jan. 2017 storms to help us get outage info to customers	1/30/2017 3:33 PM
3	representation in the area	1/30/2017 11:24 AM
4	None	1/26/2017 8:51 PM
5	Listing in their publications, online presence, public transportation information for guests	1/26/2017 7:22 PM
6	Ongoing support of local businesses.	1/26/2017 2:32 PM
7	Being connected with other businesses to work together and share clientele and work and cross promote	1/26/2017 2:17 PM
8	Community and resort economic development information. Activities such as the luncheon and mixers..	1/26/2017 10:55 AM
9	Contacts so we can better communicate with the community	1/25/2017 6:03 PM
10	Listing our events	1/25/2017 4:09 PM
11	New member. Haven't really taken advantage of membership yet	1/25/2017 3:40 PM
12	The efforts and vision for the entire region.	1/24/2017 10:40 AM
13	education and mixers	1/24/2017 9:48 AM
14	Bulk Mail permit available, website	1/24/2017 9:13 AM
15	We have not been able to take advantage of our membership as our opening process has been slow	1/24/2017 7:22 AM
16	News about local events and activities. Networking and advocacy.	1/23/2017 7:27 PM
17	None-the NLTRA Chamber is a joke. Can't get a thing done because of horrible leadership within the organization.	1/23/2017 7:16 PM
18	e-blasts, staying/keeping informed with local events in the community, mixers, inclusion in certain marketing aspects.	1/23/2017 5:46 PM
19	Knowing about the other businesses in town.	1/23/2017 3:08 PM
20	Meetings and speaking of growth opportunities.	1/21/2017 8:58 AM
21	weekly barometer	1/19/2017 11:14 AM
22	generated Tahoe business, 5 thing to do email, your website and all the info on it	1/18/2017 4:48 PM
23	Email news, mixers	1/18/2017 4:42 PM
24	Web & print listings for tourists	1/18/2017 10:41 AM
25	visitor center	1/18/2017 8:22 AM
26	We find the weekly lodging barometer to be particularly helpful.	1/17/2017 2:35 PM
27	Chamber most valued services are Annual Awards, Shop Local, Visitor Information. DMO most valued services are Marketing, Transportation, Capital Investments.	1/17/2017 11:37 AM
28	Mixers/networking events, email list updates w/what's going on	1/17/2017 9:40 AM
29	Access to advertising Mixers Information on the latest economic developments	1/17/2017 9:36 AM
30	I do not know of any	1/17/2017 9:17 AM
31	Shop local contest	1/17/2017 7:39 AM

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32	Being dialed into wassup.	1/17/2017 7:13 AM
33	Marketing support and access to information regarding visitor statistics	1/16/2017 10:36 PM
34	Communication with tourists	1/16/2017 5:16 PM
35	Advertising our community.	1/16/2017 4:29 PM
36	Event support.	1/16/2017 4:26 PM
37	not sure	1/14/2017 4:25 PM
38	Updates on road improvements and tourist information as it relates to prior years.	1/13/2017 3:40 PM
39	Connection to other members	1/12/2017 6:42 PM
40	Being able to get our name out to community.	1/12/2017 12:45 PM
41	The mixers.	1/12/2017 10:36 AM
42	staying current regarding north Tahoe.	1/11/2017 12:33 PM
43	Contact and advice from members	1/11/2017 11:07 AM
44	None.	1/10/2017 10:16 PM
45	Community Calendar	1/10/2017 3:12 PM
46	Bringing large scale events to the region. Marketing.	1/10/2017 2:41 PM
47	A voice for small business	1/9/2017 8:29 PM
48	Communication	1/9/2017 4:08 PM
49	marketing assistance	1/9/2017 3:13 PM
50	Ability to participate in events and projects that will promote the local business' in our area and a forum to coordinate events that can promote several business/areas at one time.	1/9/2017 2:47 PM
51	Updates for the local area, newsletters.	1/9/2017 2:19 PM
52	occasional promotion of concerts	1/9/2017 1:21 PM
53	Visitor's Center Storefront in TC, I appreciate the work with TCDA to make Tahoe City a great place to visit, I appreciate the work with regulatory agencies re: Hendrickson property, roundabouts in TC, etc.	1/9/2017 1:13 PM
54	Email notices/updates	1/9/2017 1:02 PM
55	I do not see what value I receive as a member.	1/9/2017 1:01 PM
56	Group Sales	1/9/2017 12:37 PM
57	Advertising the area	1/9/2017 12:14 PM
58	networking opportunities and volunteer/community service opportunities in the region	1/9/2017 12:08 PM
59	The NLTRA's marketing of our destination	1/9/2017 11:38 AM
60	Network	1/9/2017 11:35 AM
61	central place for regional information	1/9/2017 10:56 AM
62	networking and promotion	1/9/2017 10:41 AM
63	listing	1/9/2017 10:09 AM
64	Marketing	1/9/2017 9:57 AM
65	business promotion	1/9/2017 9:28 AM
66	Advocate for North Tahoe Assist in your redevelopment of community with governmental agencies (Placer County, TRPA etc.)	1/9/2017 9:28 AM
67	Networking	1/9/2017 9:13 AM
68	Unsure of the business value other than being a part of the community through the local chamber.	1/9/2017 8:32 AM
69	Networking and supporting the North Lake Tahoe Chamber of Commerce.	1/9/2017 7:42 AM
70	Networkin	1/9/2017 7:36 AM

71	Advertising our events and using the events calendar.	1/9/2017 6:58 AM
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Q7 If you are not currently a member of the North Lake Tahoe Chamber/CVB/Resort Association, why?

Answered: 32 Skipped: 78

#	Responses	Date
1	we exist exclusively to serve the library and are not a commercial enterprise	1/31/2017 10:25 AM
2	n/a	1/30/2017 3:33 PM
3	I was trying to promote my business	1/26/2017 8:51 PM
4	Time is always very limited and I want to join associations that afford me the opportunity for quality networking	1/26/2017 3:53 PM
5	too many associations, not enough money for all	1/26/2017 2:41 PM
6	Have never been contacted to become a member.	1/26/2017 2:32 PM
7	We did not renew as we feel like as a business we did not get very much out of our membership other than a ton of emails about what to do in Tahoe and lodging barometers.	1/26/2017 2:17 PM
8	We believe that it is unethical to use TOT money to fund a public enterprise that directly competes with private business, creating an unlevel playing field.	1/26/2017 8:56 AM
9	I get the information I need from the NTBA.	1/25/2017 5:57 PM
10	There is no program to invest TOT into lodging. Lodging is funding many benefits to region that other businesses and entities are not contributing. Air BnB has unfair business advantage over permitted lodging.	1/25/2017 3:13 PM
11	uncertain - our marketing department may be	1/24/2017 8:07 AM
12	Will be dropping my membership.	1/23/2017 7:16 PM
13	Worried that NLT VCB is too diluted, our property won't get much exposure-- too much concentration on N Lake Tahoe & not Northstar/Truckee.	1/23/2017 3:38 PM
14	NA	1/17/2017 11:37 AM
15	I am off and on.	1/17/2017 7:13 AM
16	TCDA is more local and more responsive to my business	1/16/2017 7:12 PM
17	Cost; other priorities prevent me from participating in events	1/15/2017 9:52 AM
18	Did not know about it	1/13/2017 12:03 PM
19	N/A	1/10/2017 10:16 PM
20	Because it requires annual fee that small business don't have sometimes. Not enough help from those associations	1/10/2017 6:21 PM
21	work mostly in truckee and NTBA is providing my needs, maybe in the future	1/10/2017 12:46 PM
22	Too expensive for small businesses for the value received	1/10/2017 11:47 AM
23	We have been a member in the past, however, due to current budget constraints and most bang for our buck the chamber didn't make the cut this year. While it offers member benefits we have not seen any ROI while being members.	1/10/2017 11:39 AM
24	My efforts are towards B to B. I felt that there was a lot of effort towards the tourist industry. Not a criticism. My dollars are stretched and when I work them back up I feel its worth while to be a member.	1/10/2017 10:00 AM
25	NA	1/9/2017 4:08 PM
26	I am not sure what the chamber does to bring value and why the chamber is part of the Resort Association..	1/9/2017 3:13 PM
27	I don't feel I would have as strong of an impact with the number of members already part of the Chamber. I wish the Resort Association, NTBA and Chamber had Event Coordination Committees so events for all three could be coordinated to work together rather than competing for the same customers with events scheduled at the same time. It prevents a lot of local families from participating in all events and makes the tourists choose between events without knowing the history behind the sponsorship.	1/9/2017 2:47 PM

Business Survey 2017

SurveyMonkey

28	I don't feel these organizations serve small business. I also feel there is some redundancy so I am a member of the org (NTBA) that I feel most serves the needs of my business, and cares the most about helping us generate business. Rather than pay two membership fees, small business owners are pinching pennies. Not throwing them away to be part of multiple orgs.	1/9/2017 1:27 PM
29	No one has ever suggested I join	1/9/2017 1:13 PM
30	n/a as a member	1/9/2017 1:02 PM
31	My business is a member.	1/9/2017 7:42 AM
32	Too many organizations and redundancies. Don't care about mixers.	1/9/2017 7:37 AM

Q9 What is the biggest area of improvement you would like to see in the North Lake Tahoe Chamber/CVB/Resort Association?

Answered: 65 Skipped: 45

#	Responses	Date
1	more publicity for the library	1/31/2017 10:25 AM
2	better access on website for lodging with maps and locations. Places to go, things to do.	1/31/2017 5:46 AM
3	add'l opportunities to reach membership/make presentations to membership	1/30/2017 3:33 PM
4	My three biggest problems during this first year has been letting people know that my business exists, retaining employees and cash flow.	1/26/2017 8:51 PM
5	Communicating with members - but that does work both ways.....	1/26/2017 7:22 PM
6	more regional approach and partnerships. more input into the growth pressure the region is facing and being a better voice with elected officials at the county, regional and national level	1/26/2017 2:41 PM
7	Work with Placer Co. on the issues that have affected businesses since the K.B. Core project.	1/26/2017 2:32 PM
8	perhaps more education classes like the NTBA does, better/more mixers and cocktail hours and room for us to actually be able to host one. More interest and involvement to help out businesses that are not just in Tahoe City.	1/26/2017 2:17 PM
9	Winter lighting throughout the entire North Lake Tahoe region, using Truckee as an example.	1/26/2017 8:56 AM
10	Market studies about homeowners and visitors would be helpful to see.	1/25/2017 6:03 PM
11	Affordable housing.	1/25/2017 5:57 PM
12	Continuation of the great job you are doing.	1/25/2017 4:09 PM
13	Lodging reinvestment and leveling of playing field with VRBO and Air BNB	1/25/2017 3:13 PM
14	A more balanced approach around funding sources and collaboration in all areas in the region. Chamber need to be more robust. The Marketing co-op is a great example of better collaboration.	1/24/2017 10:40 AM
15	Bringing all the communities together instead of feeling like we get left out over here in Incline. Its hard to attend events when everything is held out of town.	1/24/2017 9:13 AM
16	uncertain	1/24/2017 8:07 AM
17	I'm actually surprised that no one has reached out to us to say hey do you know you have this, this and this you should take advantage of.	1/24/2017 7:22 AM
18	Take on more of what a Chamber normally does.	1/23/2017 7:27 PM
19	Sandy Evans Hall running dirty politics. Clean up the lies and tell the community the truth. Put honest and competent employees in place in the NLTRA office. Staff needs an overhaul, especially Accounting department.	1/23/2017 7:16 PM
20	Worried that NLT VCB is too diluted, our property won't get much exposure— too much concentration on N Lake Tahoe & not Northstar/Truckee. Don't see enough Marketing outreach that would seem to benefit our property.	1/23/2017 3:38 PM
21	All is good right now	1/23/2017 3:08 PM
22	Collaboration with local business associations on events and business education. Help business community understand services provided by Chamber.	1/20/2017 9:00 AM
23	Getting Truckee on the weekly Barometer	1/19/2017 11:14 AM
24	Assistance in navigating Placer county ever changing rules and regs and exorbitant fees in opening commercial space	1/18/2017 8:40 PM
25	more involvement in resolving all aspects of employee issues	1/18/2017 8:22 AM
26	Community Development, Economic Development and Business Development	1/17/2017 11:37 AM
27	Few emails More advance notice of Mixers	1/17/2017 9:36 AM
28	To promote the businesses of Tahoe city instead of offering the same services yourself	1/17/2017 9:17 AM

Business Survey 2017

SurveyMonkey

29	I think a little more personalization would be good. Have staff go "door knocking" from time to time just to shoot the shit and keep their fingers on the pulse in the trenches.	1/17/2017 7:13 AM
30	Be a better advocate for the business community	1/16/2017 10:36 PM
31	You tell me.	1/16/2017 7:12 PM
32	Communication	1/16/2017 5:16 PM
33	Outreach, events.	1/16/2017 4:26 PM
34	better explanation of why it benifits us versus the other organizations	1/14/2017 4:25 PM
35	Independent board for the Chamber that is open to all local business and community members. It should not just an afterthought at NLTRA meetings.	1/13/2017 2:03 PM
36	Contacting members for their services when putting on events	1/12/2017 6:42 PM
37	More events bringing the community together.	1/12/2017 4:16 PM
38	Communication...we went through several months without receiving any meeting/mixer notifications. Currently, Julie receives the notifications, but Elise still does not.	1/12/2017 10:36 AM
39	bringling more tourists in the area, promote local businesses	1/10/2017 6:21 PM
40	Business services - advocacy, business workshops and seminars	1/10/2017 2:41 PM
41	Even though they are lumped together I feel they are very separate. I would like to see a little more cohesiveness between the 3. Also, I found the mixers to be a bit "clicky" and difficult to mix with.	1/10/2017 11:39 AM
42	I thought they were on a good track.These things take time. I did not understand the turn over.	1/10/2017 10:00 AM
43	More collaboration with other business organizations such as Sierra Business council, TCDA, NTBA, etc.	1/9/2017 4:08 PM
44	I would like to see one Business Association and one Chamber, not NTBA, TCDA, NLTRA, Chamber, etc	1/9/2017 3:13 PM
45	Coordination so events don't disrupt fundraising by the other agencies/associations within North Lake Tahoe.	1/9/2017 2:47 PM
46	Working with the County on improving the parking problem that exists in all of North Lake Tahoe.	1/9/2017 2:19 PM
47	Eliminate redundancy	1/9/2017 1:27 PM
48	more promotion of classical music	1/9/2017 1:21 PM
49	Perhaps take the leadership role re: the difficult transportation Issue. Get the missing link of the bike path built through TC. (Fanny to Commons)	1/9/2017 1:13 PM
50	sense of community, not such a geographical split	1/9/2017 1:02 PM
51	Visitor Center Great staff	1/9/2017 12:14 PM
52	better turnout at networking mixers; more networking-type events in a different format than the standard "mixer at a bar"	1/9/2017 12:08 PM
53	This really isn't your charge entirely, but...affordable housing and employee transportation to & from the reno area would benefit our region	1/9/2017 11:38 AM
54	Marketing for Property Management companes	1/9/2017 11:35 AM
55	more communication about upcoming projects and changes	1/9/2017 10:56 AM
56	in-market advertising	1/9/2017 10:09 AM
57	transportation (public, Uber, Chariot, etc.)	1/9/2017 9:28 AM
58	Open up board seat representation for more at large participation	1/9/2017 9:28 AM
59	I'd like the chamber to be more visible and active in monitoring and reporting on challenges to business growth and opportunities here in the north lake tahoe area.	1/9/2017 8:32 AM
60	An Improved "message to the community" would be helpful for ALL members of the community. To reach a wider audience I suggest a weekly/bi-weekly column in the Sierra Sun giving updates on the activities of the NLTRA.	1/9/2017 8:18 AM
61	Communication.	1/9/2017 8:11 AM
62	The Chamber should not be controlled by Placer County. Many Chambers are located outside of Placer County.	1/9/2017 7:42 AM

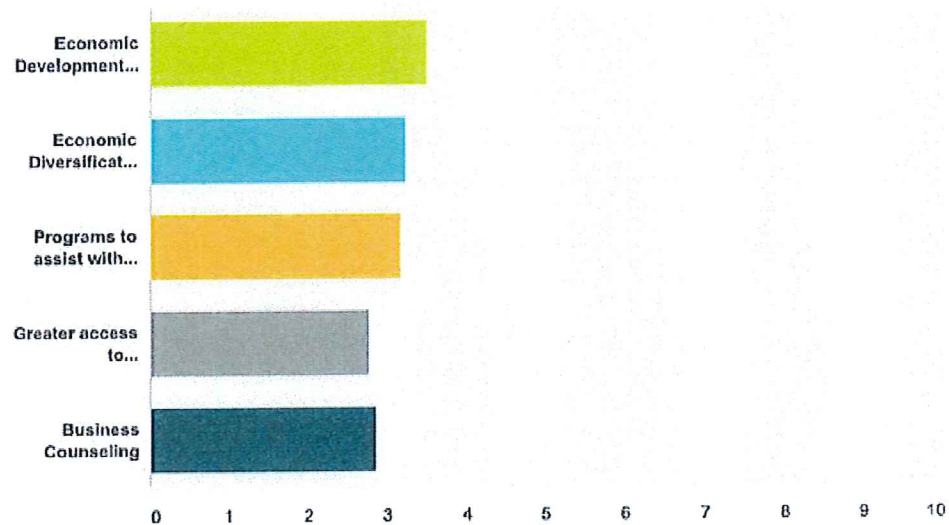
Business Survey 2017

SurveyMonkey

63	Less bureaucracy. Better defined roles of organizations. More cooperation and collaboration with businesses. Too stingy.	1/9/2017 7:37 AM
64	Workforce housing	1/9/2017 7:36 AM
65	More member benefits.	1/9/2017 6:58 AM

Q10 Please rate each of the following existing or potential Economic Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 110 Skipped: 0



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Economic Development (such as fee reductions or waivers, TAUs, added coverage or density)	26.17% 28	27.10% 29	28.04% 30	6.54% 7	12.15% 13	107	3.49
Economic Diversification (such as business incubator subsidies, low cost loans or grants for certain types of businesses)	12.96% 14	32.41% 35	31.48% 34	9.26% 10	13.89% 15	108	3.21
Programs to assist with Construction, Health Department, or other required permits	16.51% 18	29.36% 32	25.69% 28	9.17% 10	19.27% 21	109	3.15
Greater access to Capital/Loans	9.17% 10	20.18% 22	33.03% 36	12.84% 14	24.77% 27	109	2.76
Business Counseling	10.28% 11	21.50% 23	29.91% 32	17.76% 19	20.56% 22	107	2.83

Question 10 Comments

as a regulated utility, we are unable to avail ourselves of these programs

1/30/2017 3:33 PM [View respondent's answers](#)

As a start up, it will have been nice assistance with Construction and dealing with health Department.

1/26/2017 8:51 PM [View respondent's answers](#)

Most of the above do not apply directly to my business

1/26/2017 3:53 PM [View respondent's answers](#)

Elected official lobbying to actually get this stuff done

1/26/2017 2:41 PM [View respondent's answers](#)

Attracting new industries with zero environmental impact.

1/23/2017 7:27 PM [View respondent's answers](#)

Primary focus for us is tourism

1/18/2017 10:41 AM [View respondent's answers](#)

Dealing with existing property owners

1/18/2017 10:06 AM [View respondent's answers](#)

Ways to encourage property owners to add a work force housing component

1/17/2017 7:13 AM [View respondent's answers](#)

I would like to see some TOT funds used for existing businesses for improvements, expansions, etc.

1/9/2017 3:13 PM [View respondent's answers](#)

Affordable Housing

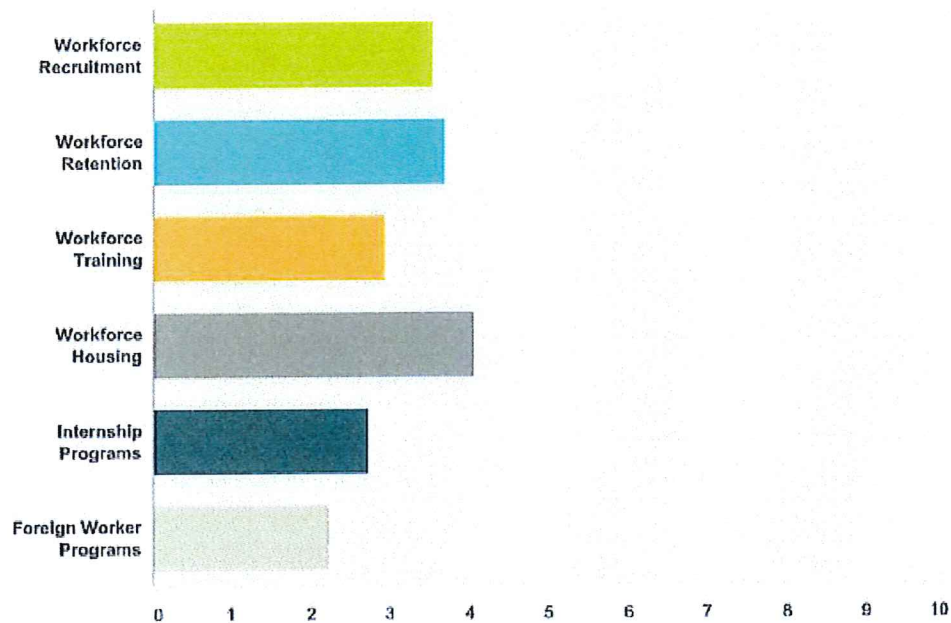
1/9/2017 7:42 AM [View respondent's answers](#)

Workforce housing

1/9/2017 7:36 AM [View respondent's answers](#)

Q11 Please rate each of the following existing or potential Workforce Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5 Most Important	4 Very Important	3 Moderately Important	2 Slightly Important	1 Not Important	Total	Weighted Average
Workforce Recruitment	27.78% 30	31.48% 34	20.37% 22	6.48% 7	13.89% 15	108	3.53
Workforce Retention	32.71% 35	34.58% 37	14.95% 16	3.74% 4	14.02% 15	107	3.68
Workforce Training	9.71% 10	27.18% 28	29.13% 30	13.59% 14	20.39% 21	103	2.92
Workforce Housing	58.33% 63	15.74% 17	11.11% 12	1.85% 2	12.96% 14	108	4.05
Internship Programs	8.74% 9	21.36% 22	28.16% 29	16.50% 17	25.24% 26	103	2.72
Foreign Worker Programs	4.81% 5	13.46% 14	23.08% 24	15.38% 16	43.27% 45	104	2.21

Question 11 Comments

we are strictly run by the county

1/31/2017 10:25 AM [View respondent's answers](#)

training programs, espec. related to safety training for our linemen and other field workers, is paramount but must be conducted by certified trainers

1/30/2017 3:33 PM [View respondent's answers](#)

My employees are struggling to find places to live. They are living in very poor conditions.

1/26/2017 8:51 PM [View respondent's answers](#)

Do not apply

1/26/2017 3:53 PM [View respondent's answers](#)

Pushing Placer County to make WF housing development more cost effective and a faster process.

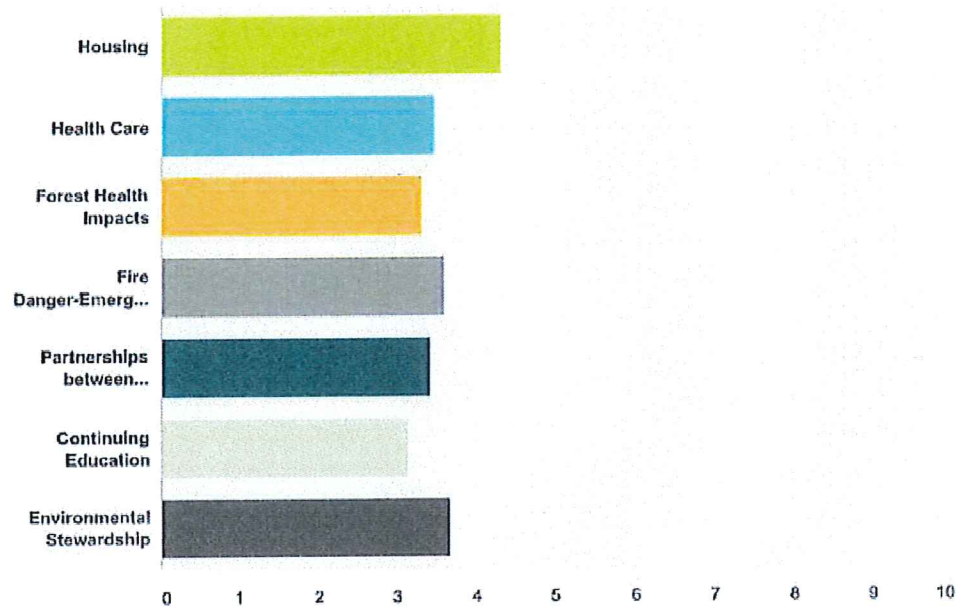
1/17/2017 7:13 AM [View respondent's answers](#)

We are not an "active business". Simply own commercial properties

1/9/2017 9:28 AM [View respondent's answers](#)

Q12 Please rate each of the following existing or potential Community Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5Most Important	4Very Important	3Moderately Important	Slightly Important	1Not Important	Total	Weighted Average
Housing	64.81% 70	18.52% 20	5.56% 6	5.56% 6	5.56% 6	108	4.31
Health Care	17.76% 19	35.51% 38	27.10% 29	12.15% 13	7.48% 8	107	3.44
Forest Health Impacts	18.10% 19	28.57% 30	27.62% 29	16.19% 17	9.52% 10	105	3.30
Fire Danger-Emergency Evacuation Plans	25.93% 28	30.56% 33	23.15% 25	13.89% 15	6.48% 7	108	3.56
Partnerships between Business and Education (local schools)	23.15% 25	25.93% 28	26.85% 29	16.67% 18	7.41% 8	108	3.41
Continuing Education	13.21% 14	32.08% 34	21.70% 23	20.75% 22	12.26% 13	106	3.13
Environmental Stewardship	21.90% 23	40.95% 43	21.90% 23	10.48% 11	4.76% 5	105	3.65

Question 12 Comments

Showing 5 responses

All are important for businesses to grow. healthy thriving community will draw more people.

1/31/2017 5:46 AM [View respondent's answers](#)

Our annual customer satisfaction survey ranks environmental stewardship as an important attribute when they rate our utility overall

1/30/2017 3:33 PM [View respondent's answers](#)

Do not apply

1/26/2017 3:53 PM [View respondent's answers](#)

Environmental issues should be left to experts of which there are many in the Tahoe Basin. The Chamber should focus on business growth and development.

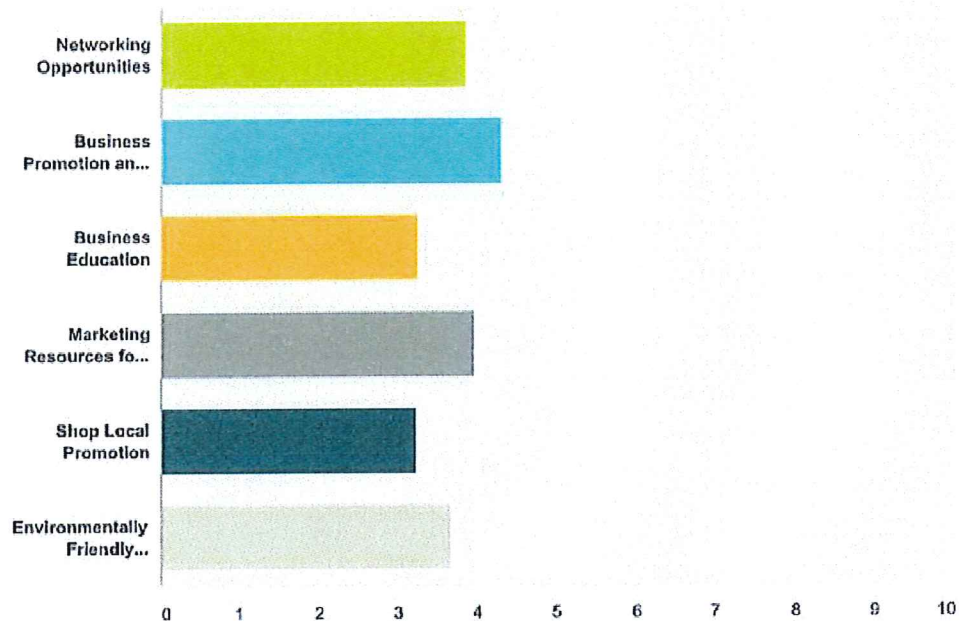
1/10/2017 2:41 PM [View respondent's answers](#)

See "other above"

1/9/2017 9:28 AM [View respondent's answers](#)

Q13 Please rate each of the following existing or potential Business Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 110 Skipped: 0



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Networking Opportunities	34.86% 38	29.36% 32	23.85% 26	10.09% 11	1.83% 2	109	3.85
Business Promotion and Exposure	51.82% 57	30.91% 34	12.73% 14	4.55% 5	0.00% 0	110	4.30
Business Education	11.21% 12	31.78% 34	34.58% 37	14.02% 15	8.41% 9	107	3.23
Marketing Resources for Businesses	40.37% 44	29.36% 32	18.35% 20	8.26% 9	3.67% 4	109	3.94
Shop Local Promotion	16.51% 18	28.44% 31	29.36% 32	11.01% 12	14.68% 16	109	3.21
Environmentally Friendly Business Practices	23.85% 26	35.78% 39	28.44% 31	6.42% 7	5.50% 6	109	3.66

Question 13 Comments

I did not put them in order but listed what is most important to me.

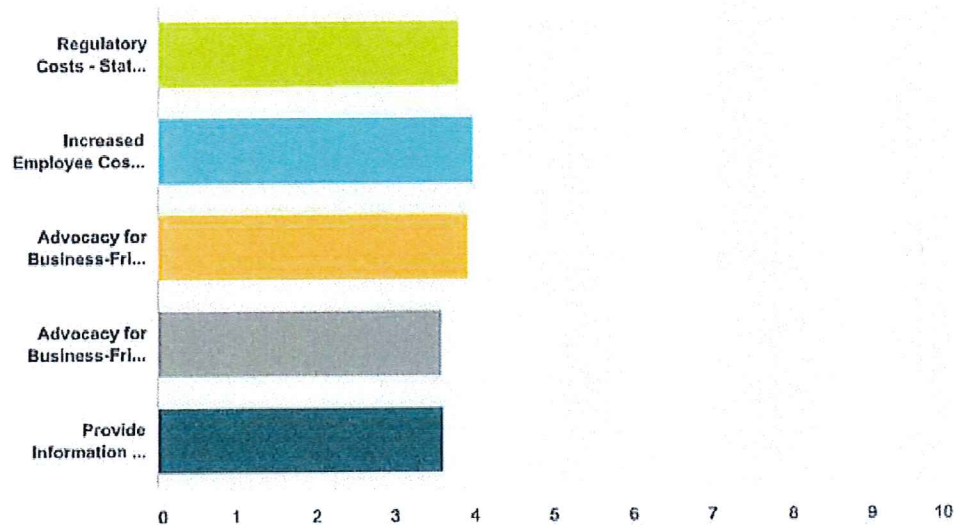
1/26/2017 3:53 PM [View respondent's answers](#)

job fairs

1/11/2017 12:33 PM [View respondent's answers](#)

Q14 Please rate each of the following existing or potential Legislative Advocacy opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Regulatory Costs - State and Local	21.70% 23	45.28% 48	24.53% 26	6.60% 7	1.89% 2	106	3.78
Increased Employee Costs (health care, workers comp, minimum wage)	31.78% 34	42.99% 46	18.69% 20	2.80% 3	3.74% 4	107	3.96
Advocacy for Business-Friendly Legislation - State and Local	28.04% 30	42.99% 46	20.56% 22	7.48% 8	0.93% 1	107	3.90
Advocacy for Business-Friendly Legislation - Federal	17.92% 19	41.51% 44	24.53% 26	11.32% 12	4.72% 5	106	3.57
Provide Information on New Regulations	24.30% 26	31.78% 34	28.97% 31	8.41% 9	6.54% 7	107	3.59

Question 14 Comments

Showing 3 responses

Advocacy to keep our public lands public, advocacy around human powered recreation to various planning agencies and getting involved in the USFS forest management plans for the LTBMU, access and trailhead issues, and easier restrictions on guiding permits

1/26/2017 2:41 PM [View respondent's answers](#)

I cannot rate most of these as see a conflict between ethical treatment of employees and efforts from some business organizations to restrict things like minimum wages. People are always most important not corporations.

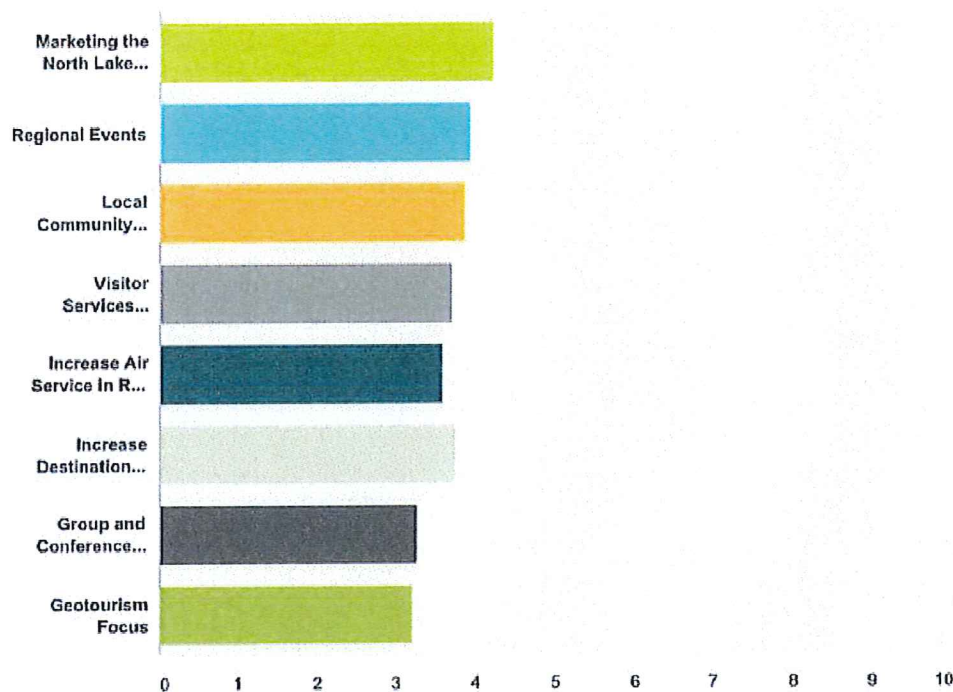
1/18/2017 10:41 AM [View respondent's answers](#)

Health Care for our employees cost more for us to give, with less coverage, and higher deductible

1/18/2017 10:06 AM [View respondent's answers](#)

Q15 Please rate each of the following existing or potential Tourism Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Marketing the North Lake Tahoe Destination	48.60% 52	32.71% 35	11.21% 12	6.54% 7	0.93% 1	107	4.21
Regional Events	31.78% 34	41.12% 44	16.82% 18	9.35% 10	0.93% 1	107	3.93
Local Community Marketing (specific to geographic location i.e. Kings Beach)	34.62% 36	33.65% 35	18.27% 19	9.62% 10	3.85% 4	104	3.86
Visitor Services (visitor centers, visitor guides, hospitality training)	26.42% 28	33.96% 36	25.47% 27	10.38% 11	3.77% 4	106	3.69
Increase Air Service in Reno and Sacramento	26.42% 28	24.53% 26	32.08% 34	12.26% 13	4.72% 5	106	3.56
Increase Destination Visitors (arrive by air or drive long distances, stay longer)	29.52% 31	30.48% 32	27.62% 29	8.57% 9	3.81% 4	105	3.73

Business Survey 2017

SurveyMonkey

Group and Conference Sales	19.81% 21	19.81% 21	34.91% 37	17.92% 19	7.55% 8	106	3.26
Geotourism Focus	13.73% 14	30.39% 31	29.41% 30	14.71% 15	11.76% 12	102	3.20

Question 15 Comments

howing 7 responses

these items don't really apply to a utility other than we must supply energy to residents and visitors alike

1/30/2017 3:33 PM [View respondent's answers](#)

Tourism does not affect my business directly

1/26/2017 3:53 PM [View respondent's answers](#)

Cut TOT to marketing by 75% until housing and transit are improved.

1/25/2017 3:13 PM [View respondent's answers](#)

effect indirectly

1/24/2017 9:48 AM [View respondent's answers](#)

Placer County should step out of the way of the destination. Stop interfering with Marketing the County has no experience or degrees in executing.

1/23/2017 7:16 PM [View respondent's answers](#)

Marketing Tahoe as a place of people and culture... not just a play ground. A number of people are surprised to find out people actually live in Tahoe... They don't think it an actually place people would actually live at full time.

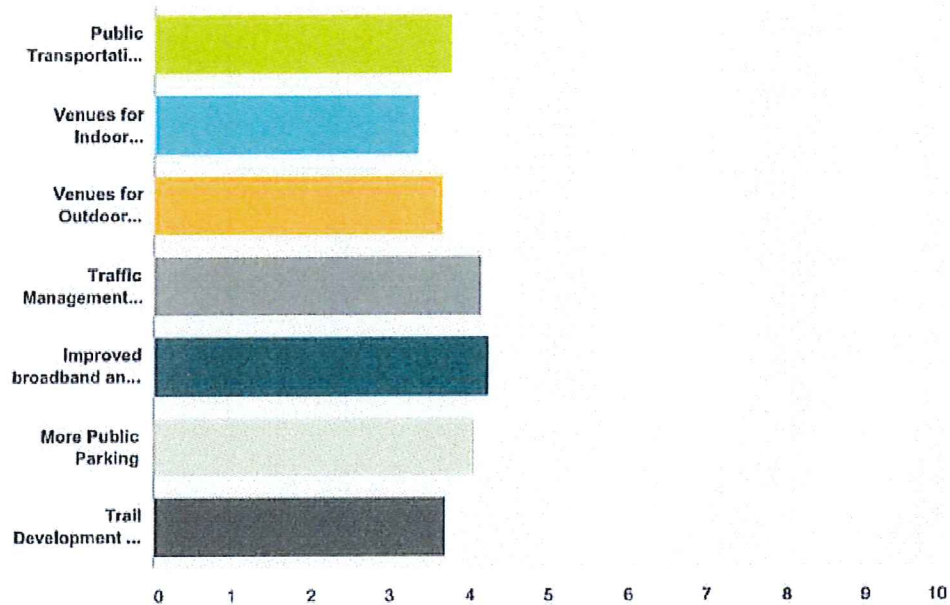
1/18/2017 10:06 AM [View respondent's answers](#)

Since your revenue is all TOT you do not market to day tourists/tourism. You should create a program for those that are day visitors.

1/9/2017 3:13 PM [View respondent's answers](#)

Q16 Please rate each of the following existing or potential Infrastructure Development opportunities in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Public Transportation Hours of Operation/Frequency	34.91% 37	29.25% 31	20.75% 22	7.55% 8	7.55% 8	106	3.76
Venues for Indoor Activities	18.69% 20	28.04% 30	31.78% 34	10.28% 11	11.21% 12	107	3.33
Venues for Outdoor Activities	25.47% 27	33.96% 36	26.42% 28	8.49% 9	5.66% 6	106	3.65
Traffic Management (coning for additional lanes during busy time)	39.81% 43	42.59% 46	11.11% 12	3.70% 4	2.78% 3	109	4.13
Improved broadband and Cellular Service	52.34% 56	24.30% 26	17.76% 19	2.80% 3	2.80% 3	107	4.21
More Public Parking	43.40% 46	26.42% 28	22.64% 24	5.66% 6	1.89% 2	106	4.04
Trail Development and Maintenance	31.13% 33	26.42% 28	28.30% 30	8.49% 9	5.66% 6	106	3.69

Question 16 Comments

reliable cellular service is especially important during outage emergencies

1/30/2017 3:33 PM [View respondent's answers](#)

Only 2 apply to my business

1/26/2017 3:53 PM [View respondent's answers](#)

More coordinated bus service from busy portals to ski resorts in winter

1/26/2017 2:41 PM [View respondent's answers](#)

Infrastructure funding needs to focus on whole town approach for residents to create genuine communities. Infrastructure for tourism only creates hollow "villages" that are not unique.

1/25/2017 3:13 PM [View respondent's answers](#)

effect indirectly

1/24/2017 9:48 AM [View respondent's answers](#)

Gondola from Tahoe City to Alpine (and Squaw-Alpine connected). Gondola from Northstar to Kings Beach.

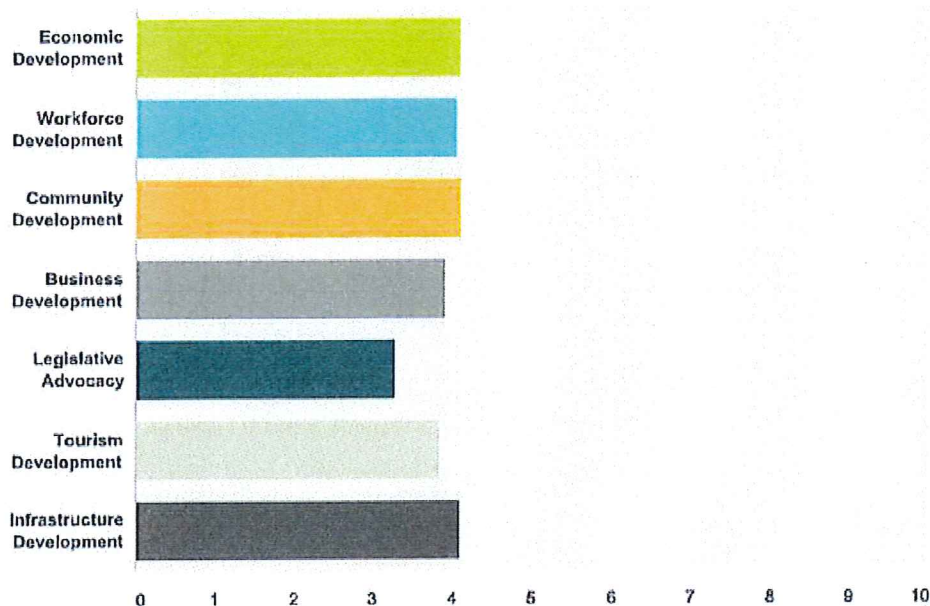
1/18/2017 10:06 AM [View respondent's answers](#)

Parking is a HUGE issue. Traffic Management is an even BIGGER issue. We do not have the infrastructure to handle our guests, this is a scary but real problem.

1/9/2017 2:19 PM [View respondent's answers](#)

Q17 Please rate each of the following existing or potential program AREAS in order of importance for your business from 1-5, with 5 being the MOST important.

Answered: 109 Skipped: 1



	5Most Important	4Very Important	3Moderately Important	2Slightly Important	1Not Important	Total	Weighted Average
Economic Development	34.91% 37	46.23% 49	14.15% 15	2.83% 3	1.89% 2	106	4.09
Workforce Development	40.00% 42	34.29% 36	18.10% 19	4.76% 5	2.86% 3	105	4.04
Community Development	38.32% 41	39.25% 42	18.69% 20	2.80% 3	0.93% 1	107	4.11
Business Development	27.62% 29	44.76% 47	19.05% 20	6.67% 7	1.90% 2	105	3.90
Legislative Advocacy	12.50% 13	26.92% 28	41.35% 43	14.42% 15	4.81% 5	104	3.28
Tourism Development	35.85% 38	30.19% 32	20.75% 22	9.43% 10	3.77% 4	106	3.85
Infrastructure Development	39.05% 41	40.00% 42	14.29% 15	5.71% 6	0.95% 1	105	4.10

Question 17 Comments

Do not directly apply

1/26/2017 3:53 PM [View respondent's answers](#)

Traffic back up from roundabouts need to be fixed!

1/9/2017 1:01 PM [View respondent's answers](#)

Need better understanding of how the Chamber describes these.

1/9/2017 12:37 PM [View respondent's answer](#)

Q18 What are the most significant opportunities you see for your business in the next 5 years?

Answered: 110 Skipped: 0

#	Responses	Date
1	We would love a new library but it doesn't seem to be in the county's plan	1/31/2017 10:25 AM
2	Lake Tahoe as an event venue will continue to be a draw for travelers and outdoor enthusiasts. North Lake Tahoe communities need to provide better retail opportunities and increase lodging.	1/31/2017 5:46 AM
3	Little opportunity for growth, instead will focus on maximizing output with the limits already imposed.	1/30/2017 4:09 PM
4	continuing some of the infrastructure improvements designed to increase service reliability	1/30/2017 3:33 PM
5	end drought and truckee river flows for rafting at 350cfs in summer months	1/30/2017 11:24 AM
6	Increasing number of visitors.	1/30/2017 8:39 AM
7	At this point, I'm not sure if there's a five year life for the business.	1/26/2017 8:51 PM
8	Expansion of both of my businesses.	1/26/2017 7:22 PM
9	We are all getting older by the day. Because so many people are in Tahoe to enjoy our beautiful environment, my business opportunity lies in being able to connect with those who want to be able to continue enjoying what Tahoe has to offer.	1/26/2017 3:53 PM
10	new commercial spaces opening up	1/26/2017 2:41 PM
11	Continued growth due to Core Improvements.	1/26/2017 2:32 PM
12	That the economy seems to be getting better and people are wanting to travel and spend money more.	1/26/2017 2:17 PM
13	Increased business as a result of continued Infrastructure, community and economic development. Building and land sales and development. New construction.	1/26/2017 10:55 AM
14	Redevelopment of hotel rooms in Kings Beach & Tahoe Vista.	1/26/2017 8:56 AM
15	Access to health care and cost	1/25/2017 6:03 PM
16	Public works projects	1/25/2017 5:57 PM
17	I have no idea right now. Maybe giving them away.	1/25/2017 5:23 PM
18	Increased discretionary spending.	1/25/2017 4:09 PM
19	Organic growth and development of additional professional services	1/25/2017 3:40 PM
20	Better pedestrian and business activity in KB.	1/25/2017 3:13 PM
21	x	1/24/2017 1:42 PM
22	Continued growth in accessibility to the region.	1/24/2017 10:40 AM
23	increased need	1/24/2017 9:48 AM
24	Increased tourism, finding more avenues to increase tourism in our area	1/24/2017 9:13 AM
25	Snow	1/24/2017 8:07 AM
26	Taking advantage of the new walking traffic in KB	1/24/2017 7:22 AM
27	Health and wellness will bring significant growth to our tourism economy and will generate new industries in the region that do not harm the environment. Spurring on eco friendly forms of transportation, attracting new visitors and advocating for legislation that supports our business community while preserving our environment.	1/23/2017 7:27 PM

28	The NLTRA figuring out who it is and what it actually does for our community and trying to charge a "fee" to be a "member". NLTRA is only as good as its staff. If you keep getting rid of the staff that is worked like dogs to make the community shine, the less appeal the community has for the organization. Stop demoralizing young business owners trying to come into the area and begin successful businesses. Blocking permits, etc. to keep the "good ole boys" club is dead. Get out of the way...i.e. The Becholdt Building is a prime example for your own personal gain.	1/23/2017 7:16 PM
29	tourism expansion, reaching out to more out-of-market areas	1/23/2017 5:46 PM
30	Trying to bring Truckee & N Tahoe together more. Perhaps even bring S Tahoe in & market TAHOE/TRUCKEE as a region in many capacities instead of all 3 areas pushing, separately, for the same guests. The guest, themselves, will choose which area they want but we're wasting \$ going after the same people.	1/23/2017 3:38 PM
31	More big businesses moving there companies here.	1/23/2017 3:08 PM
32	Bringing guests back to the lake during winter	1/21/2017 8:58 AM
33	Growth in tourism with new Tahoe City Lodge. Diversification between summer/winter seasons.	1/20/2017 9:00 AM
34	increased business with increase snow and summer recreation opportunities	1/19/2017 4:21 PM
35	growing	1/19/2017 11:14 AM
36	Expansion to resorts	1/18/2017 8:40 PM
37	good snow	1/18/2017 4:48 PM
38	growth year over year	1/18/2017 4:42 PM
39	Off season tourism before May to mid-June	1/18/2017 10:41 AM
40	Regardless the man... I think small businesses will benefit with the new president (taxes, insurance costs, benefits for American made products). That is, as long as we don't have to gold plate everything.	1/18/2017 10:06 AM
41	more consistent shoulder season business, more opportunities for community development by controlling the cost of living	1/18/2017 8:22 AM
42	we have lots of opportunities to work harder and make our business more successful, its hard to choose one.	1/17/2017 2:35 PM
43	Increased investment with new Area Plan, Increased private investment and public/private partnerships, and completion of updated KBSRA General Plan & Pier Project	1/17/2017 11:37 AM
44	n/a	1/17/2017 9:40 AM
45	Increased public transportation to Sand Harbor More affordable housing More direct flights	1/17/2017 9:36 AM
46	I don't	1/17/2017 9:17 AM
47	Online growth	1/17/2017 7:39 AM
48	Helping local business owners invest in and develop work force housing. Wish it was easier!	1/17/2017 7:13 AM
49	Opportunities to grow the local economy based on an increased openness to redevelopment in the region	1/16/2017 10:36 PM
50	?	1/16/2017 7:12 PM
51	Getting back summer business after they fix the traffic problems in KB.	1/16/2017 5:16 PM
52	Growing my business. Commercial growth.	1/16/2017 4:29 PM
53	Too many to list!	1/16/2017 4:26 PM
54	increased traffic from tourism	1/15/2017 9:52 AM
55	Huh?	1/14/2017 4:25 PM
56	Increased foot traffic in KB translates to increased business for all of us.	1/14/2017 6:47 AM
57	Labor is our biggest challenge. The lack of affordable housing has driving the service industry employee pool out of the Tahoe basin.	1/13/2017 3:40 PM
58	Steady expansion of client base	1/13/2017 2:03 PM
59	parking availability	1/13/2017 12:03 PM
60	We have the opportunity to provide a music education to a growing population!	1/12/2017 6:42 PM
61	Hopefully we are returning to a cycle where we get dumped on during the Winter which will guarantee rafting in the Summer.	1/12/2017 4:16 PM

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62	Being able to reach more customers trough internet as well as through word of mouth.	1/12/2017 12:45 PM
63	Housing developments for locals and remodels of existing condominiums and apartments to make them more desirable for the workforce.	1/12/2017 10:36 AM
64	Increase of tourist and rentals	1/11/2017 12:33 PM
65	not much	1/11/2017 11:07 AM
66	Obama is gone, time for improved business.	1/10/2017 10:16 PM
67	growing in sales, adding events	1/10/2017 6:21 PM
68	Bringing in retreat to tourists.	1/10/2017 3:12 PM
69	Expansion of digital services, more expansion into broader Tahoe region	1/10/2017 2:41 PM
70	real estate financing	1/10/2017 2:29 PM
71	More business coaching clients, expanding my team for web design and SEO	1/10/2017 12:46 PM
72	Continued local presence.	1/10/2017 12:18 PM
73	doing business from anywhere I want	1/10/2017 11:47 AM
74	Growing our business relationships with concierges. Making Tahoe vista a more user friendly area with more businesses that are walkable to each other and provide more offerings, increase in the Regional park usage. The new development in KB	1/10/2017 11:39 AM
75	Hopefully turning around Tahoe City, I feel it's time. Getting traffic back in. The old local gripe on the Farmers Market two years ago was yet another nail in the coffin. A little traffic is not a bad thing!! If you can park and grab a bite, errand, or walk in heavy traffic it can change the experience.	1/10/2017 10:00 AM
76	Continued growth.	1/9/2017 8:29 PM
77	TBD	1/9/2017 4:08 PM
78	networking through local and national associations	1/9/2017 3:59 PM
79	Growth and renovations	1/9/2017 3:21 PM
80	Possibility of a "Floating Lake Observatory" or similar community science center	1/9/2017 3:13 PM
81	opening	1/9/2017 3:13 PM
82	Technological advances enabling easier cooperation for multi-agency marketing making for events that are more fun for locals and visitors.	1/9/2017 2:47 PM
83	Higher ADR due higher end housing projects.	1/9/2017 2:19 PM
84	Increased investment interest stemming from the Area Plan adoption.	1/9/2017 1:29 PM
85	The improvements in foot traffic in Kings Beach have been great since the road and sidewalk improvements. Kings Beach becoming a more appealing destination.	1/9/2017 1:27 PM
86	partnering with local presenters	1/9/2017 1:21 PM
87	Retirement!	1/9/2017 1:13 PM
88	?	1/9/2017 1:13 PM
89	regional tourism and resort growth	1/9/2017 1:02 PM
90	Increased walk in traffic.	1/9/2017 1:01 PM
91	na	1/9/2017 12:48 PM
92	Reno's Development. Tahoe is a Gem.	1/9/2017 12:37 PM
93	Growing into the wedding and group business for events on our property. Finish our Café space.	1/9/2017 12:14 PM
94	increased legal work due to greater full-time population in the region	1/9/2017 12:08 PM
95	Securing additional rental units	1/9/2017 11:38 AM
96	My marketing	1/9/2017 11:35 AM
97	we are going thru the process of getting approval for a tear down/rebuild in 2018	1/9/2017 10:56 AM

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98	the potential for 1-2 more retail locations in the region	1/9/2017 10:41 AM
99	population growth	1/9/2017 10:09 AM
100	Increased involvement from a wider interest group.	1/9/2017 9:57 AM
101	drive more customers to the lake businesses	1/9/2017 9:28 AM
102	A stronger economy is good for all business in North Tahoe and will increase the value of all businesses & real estate.	1/9/2017 9:28 AM
103	NA	1/9/2017 9:13 AM
104	Redevelopment of town centers is a growing opportunity for us.	1/9/2017 8:32 AM
105	Completion of project.	1/9/2017 8:18 AM
106	Local housing	1/9/2017 8:11 AM
107	Improvements in transportation and community mobility infrastructure.	1/9/2017 7:42 AM
108	Expansion outside the region.	1/9/2017 7:37 AM
109	Weather??	1/9/2017 7:36 AM
110	Community development opportunities.	1/9/2017 6:58 AM

Q19 What are the most significant challenges you face in doing business in the region?

Answered: 110 Skipped: 0

#	Responses	Date
1	n/a	1/31/2017 10:25 AM
2	Lodging and parking	1/31/2017 5:46 AM
3	Finding quality employees. Local Government blowback.	1/30/2017 4:09 PM
4	severe weather challenges that make infrastructure repairs difficult	1/30/2017 3:33 PM
5	weather, river flows and finding employee	1/30/2017 11:24 AM
6	Keeping up with the increasing number of visitors.	1/30/2017 8:39 AM
7	High cost of rent, regulations on promoting business, how to handle the cash flow.	1/26/2017 8:51 PM
8	Competition from corporate rental companies	1/26/2017 7:22 PM
9	The lack of opportunity to meet up and network with our local community.	1/26/2017 3:53 PM
10	traffic is a deterrent to the visitor to get around and visit the different communities. we need to find a solution	1/26/2017 2:41 PM
11	1.Seasonal fluctuations 2. Limited parking 3. Limited visibility because of uninforced on-street parking	1/26/2017 2:32 PM
12	Seasonal work and Seasonal employees.	1/26/2017 2:17 PM
13	Transportation, traffic, parking, local versus non-local ownership of businesses and buildings in our are.	1/26/2017 10:55 AM
14	Not enough quality hotel rooms in the area.	1/26/2017 8:56 AM
15	n/a	1/25/2017 6:03 PM
16	None	1/25/2017 5:57 PM
17	inside venues.	1/25/2017 5:23 PM
18	Lack of housing influencing acquisition of employees.	1/25/2017 4:09 PM
19	Workforce retention. Because it is expensive to live in Tahoe, it is hard to find the mid to lower level employee that can live and work in the basin.	1/25/2017 3:40 PM
20	Finding keeping work force. Competing with AirBNB and VRBO.	1/25/2017 3:13 PM
21	X	1/24/2017 1:42 PM
22	Workforce and the costs associated	1/24/2017 10:40 AM
23	economic health	1/24/2017 9:48 AM
24	finding employees that will stay and actually work	1/24/2017 9:13 AM
25	Staffing and housing	1/24/2017 8:07 AM
26	If we were to move there are not enough places to move to in our area.	1/24/2017 7:22 AM
27	Poor cell coverage. Reliance on auto. Cost of services. Cost of labor and retention challenges related to housing shortage.	1/23/2017 7:27 PM
28	The NLTRA should be helping, not hindering.	1/23/2017 7:16 PM
29	employee housing!!!!	1/23/2017 5:46 PM
30	Competing with all the one-off vacation rentals. They need to be required to pay the same taxes/fees we do & there needs to be more regulation of them.	1/23/2017 3:38 PM
31	Not too many large companies to get business from.	1/23/2017 3:08 PM
32	Resort marketing overload	1/21/2017 8:58 AM

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33	Workforce Housing	1/20/2017 9:00 AM
34	too much tourist traffic in tahoe city - hard to get around during busy tourist season - makes customers and employees irritable.	1/19/2017 4:21 PM
35	Traffic and Parking	1/19/2017 11:14 AM
36	Placer co fees and endlessly changing rules and regulations	1/18/2017 8:40 PM
37	Poor labor pool and affordable housing	1/18/2017 4:48 PM
38	permittling	1/18/2017 4:42 PM
39	Lack of snow/water and affordable employee housing	1/18/2017 10:41 AM
40	California taxes and people wanting price over quality and long-lasting services and goods.	1/18/2017 10:06 AM
41	access to and retention of quality employees for both the seasonal worker and those that wish to live here permanently	1/18/2017 8:22 AM
42	restrictive regulation from trpa, coverage limitations, lack of employee housing,lack of street parking on the west shore	1/17/2017 2:35 PM
43	Housing is the most significant challenge. Workforce retention, which is tied to housing and wages, is another. High cost and highly burdened and time-consuming process for new business start ups, expansion and development is a challenge.	1/17/2017 11:37 AM
44	traffic & parking issues...we are already out of control and with the efforts to drive more people & traffic here--it's going to get more insane (and I already feel it's at a tipping point where many locals are ready to leave as our quality of life is seriously endangered!!)...	1/17/2017 9:40 AM
45	Housing for production people Permitting Lack of public transportation Weather	1/17/2017 9:36 AM
46	parking and exposure, affordable commercial space	1/17/2017 9:17 AM
47	Seasonal business	1/17/2017 7:39 AM
48	Placer County lethargy and regulations.	1/17/2017 7:13 AM
49	Workforce availability and retention based on a lack of affordable housing	1/16/2017 10:36 PM
50	?	1/16/2017 7:12 PM
51	Traffic gridlock in Kings beach	1/16/2017 5:16 PM
52	State, federal regulations on business owners.	1/16/2017 4:29 PM
53	Work force housing. It's grim.	1/16/2017 4:26 PM
54	getting the word out to tourists that we're here	1/15/2017 9:52 AM
55	workforce and affordable housing	1/14/2017 4:25 PM
56	The seasonal ups and downs. Also public conveniences, i.e. access to public restrooms in KBI This is the single biggest problem for our visitors.	1/14/2017 6:47 AM
57	Labor	1/13/2017 3:40 PM
58	Lack of available housing for \$40,000-75,000 annual income earners.	1/13/2017 2:03 PM
59	Balancing high season and off season	1/13/2017 12:03 PM
60	Paying rent and getting everyone in our area to realize that there is a non-profit Music School located in Truckee & Tahoe City (Lake Forest)	1/12/2017 6:42 PM
61	We are completely dependent on the weather and precipitation. If there is a lower than average snow pack we lose skiers in the Winter and rafters in the Summer. It is also extremely difficult to be fully staffed at any time. Housing costs are prohibitive for people in lower paying positions like dishwasher, housekeeper, hostess, etc. It is also difficult doing business with a solid 3 months of off season twice a year.	1/12/2017 4:16 PM
62	Sometimes the geographic terrain of customer locations.	1/12/2017 12:45 PM
63	TRPA and County fees for building keep increasing.	1/12/2017 10:36 AM
64	employees affordable housing for employees	1/11/2017 12:33 PM
65	Regulation: The laws that regulate street vendors need to be relaxed	1/11/2017 11:07 AM
66	The weather	1/10/2017 10:16 PM

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67	shoulder seasons, staffing	1/10/2017 6:21 PM
68	HOUSING and JOBS. My business is 90% 20-30 yrs old local clientele, this age group is always coming then going due to the fact they can't find housing in the area and jobs.	1/10/2017 3:12 PM
69	Most business owners know what they are doing in a specific focus area - making food for a restaurant for instance - but have no clue about business planning, development, employee training, tax issues or marketing.	1/10/2017 2:41 PM
70	seasonal	1/10/2017 2:29 PM
71	Low population, small number of businesses, lack of clarity on how I can help business owners	1/10/2017 12:46 PM
72	Housing for staff.	1/10/2017 12:18 PM
73	finding quality employees	1/10/2017 11:47 AM
74	Seasonality, lack of housing/rental markets, too many homes that sit vacant all year. Tied with that is the County putting stipulations on signage and attacking business that are outside of Kings beach or Tahoe city for having signage on the road. The County is a huge issue for us and treat areas around the lake differently based on how much revenue they bring in.	1/10/2017 11:39 AM
75	Not enough commerce for the B 2 B businesses to survive.	1/10/2017 10:00 AM
76	Weather and qualified employees	1/9/2017 8:29 PM
77	Decreasing community and full time population	1/9/2017 4:08 PM
78	affordable housing	1/9/2017 3:59 PM
79	Employee retention	1/9/2017 3:21 PM
80	Lack of marketing funding, expertise, ability for the small science center; Need for community support of existing facilities	1/9/2017 3:13 PM
81	Regulatory issues between all the various agencies	1/9/2017 3:13 PM
82	Traffic at peak periods or during events when highways are simply closed without access routes established for those conducting business in the area. The events do bring many tourists to the area, but they are not able to access many businesses due to how the event is directed.	1/9/2017 2:47 PM
83	-Slow season rentals. -No housing for Associates. -No additional overnight parking in the area.	1/9/2017 2:19 PM
84	Employee sourcing and retention	1/9/2017 1:29 PM
85	Getting word of our business and services out there. Folks who live here are not very internet or social media savvy. Visitors are more so, but they will often take word of mouth over their smart phones when traveling. Because so many large businesses and resorts use seasonal workers from out of area they (the employees) know nothing about local small business. When someone asks for a recommendation they don't inform visitors of local services, or even know about them. Also, still facing the stigma of Kings Beach. Getting something done about the vacant lots and vacant buildings.	1/9/2017 1:27 PM
86	no decent performing arts center	1/9/2017 1:21 PM
87	Regulatory barriers to the implementation of good ideas.	1/9/2017 1:13 PM
88	finding employees	1/9/2017 1:13 PM
89	division of interests — minority is vocal, not majority	1/9/2017 1:02 PM
90	Traffic back up from roundabouts in Kings Beach. Visitors are avoiding coming to Kings Beach because of traffic delays.	1/9/2017 1:01 PM
91	na	1/9/2017 12:48 PM
92	California Regulations and Traffic	1/9/2017 12:37 PM
93	Competing with Air bnb, VRBO, Vacation rentals Dealing with the guests expectations with having access to wifi and cell services at any time!	1/9/2017 12:14 PM
94	consistent year round business; employee retention	1/9/2017 12:08 PM
95	insufficient workforce	1/9/2017 11:38 AM
96	Traffic	1/9/2017 11:35 AM
97	labor, lack thereof, lack of housing and transportation	1/9/2017 10:56 AM

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98	County parking requirements making it difficult to operate our business at its fullest potential	1/9/2017 10:41 AM
99	parking	1/9/2017 10:09 AM
100	Trasportion and parking along the lower West Shore.	1/9/2017 9:57 AM
101	Workforce	1/9/2017 9:28 AM
102	Economy Global warming Workforce housing	1/9/2017 9:28 AM
103	NA	1/9/2017 9:13 AM
104	Competition from out-of-region and out-of-state businesses that do not have the same challenges in workforce retention and housing.	1/9/2017 8:32 AM
105	Public attitude, and helping locals understand how North Tahoe would be without significant services without the support of visitors to NL.	1/9/2017 8:18 AM
106	Local housing	1/9/2017 8:11 AM
107	A collapse of the economy.	1/9/2017 7:42 AM
108	Cost of living, housing, permanent populations	1/9/2017 7:37 AM
109	Workforce housing	1/9/2017 7:36 AM
110	Declining pedestrian traffic in downtown Tahoe City as Truckee grown in momentum. Particularly for events.	1/9/2017 6:58 AM

Q20 How do you believe that the North Lake Tahoe Chamber/CVB/Resort Association might play a role in helping with these opportunities and challenges?

Answered: 110 Skipped: 0

#	Responses	Date
1	I don't think you can influence the Placer County Library decisions, they are budget controlled.	1/31/2017 10:25 AM
2	promote affordable housing & lodging. help initiate better traffic flows in down town community	1/31/2017 5:46 AM
3	More support in public meetings and forums.	1/30/2017 4:09 PM
4	your organization is absolutely vital in helping us reach utility customers with info about how to prepare for storm-related outages as well as getting emergency messages out during outages; we also rely on partnering with you to tell customers why it is important for them to support our infrastructure improvement programs	1/30/2017 3:33 PM
5	help in employee housing projects	1/30/2017 11:24 AM
6	Providing information to the increasing number of visitors.	1/30/2017 8:39 AM
7	Right now, I don't know if I will rejoin the association.	1/26/2017 8:51 PM
8	They have historically favored the motel/hotel and Squaw Valley rental market - while the property managers bring in most of the tot. I would like to see more emphasis on attracting families to the area who would perhaps like a more "home" atmosphere rather than a motel situation. It's hard to balance this.	1/26/2017 7:22 PM
9	There should have been an introduction as to exactly who you are and what you offer. I guess you assume everyone receiving this survey knows. I apologize, but I don't know you well enough to answer.	1/26/2017 3:53 PM
10	advocacy	1/26/2017 2:41 PM
11	Work with county and Cal Trans to address specific parking issues.	1/26/2017 2:32 PM
12	To perhaps help with finding jobs for people to find us. Promotional marketing practices to help with steady work for locals and tourists in the area. Business education and support.	1/26/2017 2:17 PM
13	Continued representation and promotion of public meetings. Promoting Tahoe outside our area	1/26/2017 10:55 AM
14	Assist & encourage redevelopment of existing hotel properties & assist in expediting permit process.	1/26/2017 8:56 AM
15	Data	1/25/2017 6:03 PM
16	Keep up the good work and promote visitor serving capital projects.	1/25/2017 5:57 PM
17	networking and support	1/25/2017 5:23 PM
18	Increased tourism	1/25/2017 4:09 PM
19	Not sure	1/25/2017 3:40 PM
20	Needs to advocate for resident infrastructure/amenities that can be used by tourists as well. Use 75% of marketing budget for next 10 years to invest in housing and transportation. Become more familiar with vibrant towns and less parking, how this can be achieved.	1/25/2017 3:13 PM
21	x	1/24/2017 1:42 PM
22	Continue to collaborate and support access to our region. Help to better identify long term solutions for the workforce challenges...	1/24/2017 10:40 AM
23	continue to promote pro business policies	1/24/2017 9:48 AM
24	better employment ads and more business related seminars to help with employment needs and organization	1/24/2017 9:13 AM
25	More employee housing?	1/24/2017 8:07 AM
26	Spreading the word	1/24/2017 7:22 AM

27	Advocate for the business community, develop economic opportunities, market the region and promote local business activity.	1/23/2017 7:27 PM
28	Get rid of Sandy Evans Hall immediately	1/23/2017 7:16 PM
29	out of area marketing	1/23/2017 5:46 PM
30	Not sure.	1/23/2017 3:38 PM
31	By attracting corporations here with tax incentives and better office space and IT infrastructure.	1/23/2017 3:08 PM
32	Bringing together local resorts close to Kings Beach to offer lodging.	1/21/2017 8:58 AM
33	Stay focused on areas that make sense for a Chamber. There are many program areas here and I don't understand how the Chamber would effectively provide assistance in many of these areas. Priorities for me that the Chamber could assist with include business development, regional events, business education and marketing the business community here at the lake in the winter.	1/20/2017 9:00 AM
34	Figure out how to regulate traffic during ski season - to the mountain and from. Figure out how to relieve summer traffic from all areas.	1/19/2017 4:21 PM
35	Not sure	1/19/2017 11:14 AM
36	They are more knowledgeable in starting a business in a commercial space	1/18/2017 8:40 PM
37	not sure	1/18/2017 4:48 PM
38	Marketing our Brands	1/18/2017 4:42 PM
39	I am not sure, will love to know!	1/18/2017 10:41 AM
40	Promote Tahoe not only as a great outdoor recreation place but a place of great culture and technology. A timeless place, but also a place of the future, where not only people play but people live and work.	1/18/2017 10:06 AM
41	provide advocacy for wage related legislation for our seasonal jobs to provide consistency throughout not just ski areas	1/18/2017 8:22 AM
42	work with the county and trpa to get more affordable housing into the area. help home owners rent out their mother-in-law units or extra rooms in a legal way that is more attractive than ski leasing or air b & b... maybe with some form of incentive??	1/17/2017 2:35 PM
43	I'm not sure, but it is clear to me that a change is needed in NLTRA to improve its ability to shape outcomes that will allow North Lake Tahoe to responsibly grow, be competitive and support a year-round workforce.	1/17/2017 11:37 AM
44	MANAGED growth, not uncontrollable growth, and quality of life for BOTH VISITORS and YEAR-ROUND residents is critical. It's BAD now and going to get worse!! Don't keep pouring salt on the open wound, we have to heal the wound first.	1/17/2017 9:40 AM
45	Could use more affordable rental opportunities in the summer Public transportation/Shuttle service	1/17/2017 9:36 AM
46	quit benefitting yourself and do your job for the members	1/17/2017 9:17 AM
47	?	1/17/2017 7:39 AM
48	Keep the pressure on the county.	1/17/2017 7:13 AM
49	promote the development of additional businesses and visitor serving amenities at the lake, and advocate for public private partnerships to help solve the housing crisis	1/16/2017 10:36 PM
50	?	1/16/2017 7:12 PM
51	Petition Placer County to fix the problem.	1/16/2017 5:16 PM
52	don't know.	1/16/2017 4:29 PM
53	Continually event funding. However the current grant process is flawed and could use a good overhaul. Stop supporting events like Snowfest and smaller events that don't make a difference. Consolidate your investment in the good ones.	1/16/2017 4:26 PM
54	increased networking and marketing	1/15/2017 9:52 AM
55	would hope so	1/14/2017 4:25 PM
56	Advocate for year round access to clean accessible restrooms. It may seem like an insignificant topic, but I listen to the complaints every day.	1/14/2017 6:47 AM
57	Perhaps some form of employment fairs and tax credits/incentives to build affordable housing.	1/13/2017 3:40 PM

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58	Advocacy	1/13/2017 2:03 PM
59	Marketing resources, public events,	1/13/2017 12:03 PM
60	Can you help us find low rent space or donated space for afternoon week day lessons?	1/12/2017 6:42 PM
61	By bringing more tourism and conferences to the area during the off season. And by facilitating community wide conversations and actions to bring affordable housing to the area.	1/12/2017 4:16 PM
62	Being a member our business name will travel via word of mouth through members to non members creating more business.	1/12/2017 12:45 PM
63	Working with local organizations such as CATT to continually review the fees and processes of local jurisdictions to ensure that regulations do not prevent the improvements needed to our housing resources.	1/12/2017 10:36 AM
64	continue the great job of promoting the area and local businesses.	1/11/2017 12:33 PM
65	Through advocating for change in ordinances	1/11/2017 11:07 AM
66	Keep bringing tourists	1/10/2017 10:16 PM
67	by limiting amount of properties using airbnb for housing. Need more affordable housing. We believe those associations can help with something.	1/10/2017 6:21 PM
68	Help marketing to tourists about retreats in Tahoe area. The challenges of housing in the area is a hard one to fix. We need more housing options and am uneducated about what we can do to help this crisis.	1/10/2017 3:12 PM
69	Focus on business development - from tax issues and business planning to small business loans to workforce house and customer service training.	1/10/2017 2:41 PM
70	marketing	1/10/2017 2:29 PM
71	networking, seminars, referrals for business coaching and online marketing services	1/10/2017 12:46 PM
72	Approval for granny flats. Make Placer Co take the lead with housing units within walking distance of TC.	1/10/2017 12:18 PM
73	Be a leader	1/10/2017 11:47 AM
74	Promotion of the North Tahoe Regional Park, the dog parks. Help stand up to the county for business fairness.	1/10/2017 11:39 AM
75	Keep trying. The recent turn over did not help.	1/10/2017 10:00 AM
76	Not sure	1/9/2017 8:29 PM
77	A healthy thriving local business community will encourage growth in full time population	1/9/2017 4:08 PM
78	one would have to impose short term rental fees or a form of tax credit to homeowners to entice affordable long term rentals	1/9/2017 3:59 PM
79	Community outreach- job fair	1/9/2017 3:21 PM
80	Assistance with improving and marketing existing resources (e.g. Tahoe Science Center)	1/9/2017 3:13 PM
81	Think more than west	1/9/2017 3:13 PM
82	Coordination, coordination, coordination. With more participants, traffic can be eased by promoting the use of public transportation to and from events while creating an atmosphere that helps people enjoy all the areas of North Lake Tahoe, West Lake Tahoe, Squaw Alpine, Northstar and Truckee.	1/9/2017 2:47 PM
83	I don't know?	1/9/2017 2:19 PM
84	Working towards providing workforce housing	1/9/2017 1:29 PM
85	Encourage lodging to help promote local small business by educating their employees, so they can better serve their customers. Also, advocating for small business to make opening and maintaining a business in downtown an affordable and reasonable option.	1/9/2017 1:27 PM
86	get a grant and build a decent performing center that is convenient from Incline village	1/9/2017 1:21 PM
87	Yes, but there are big obstacles to overcome! Good luck. . .	1/9/2017 1:13 PM
88	Leadership role re: transportation	1/9/2017 1:13 PM
89	Finding the balance between growth in tourism and development as vocal-minority continues to negatively sway the chamber	1/9/2017 1:02 PM

Business Survey 2017

SurveyMonkey

90	Remove the round a bouts and go to 4 lanes and stoplights. There is no pedestrian control in the round a bouts which is causing traffic delays.	1/9/2017 1:01 PM
91	na	1/9/2017 12:48 PM
92	Get Apartments Built! We need 3,000 To Start! Get our police and Safety personnel out of their cars to direct traffic from 3-5 at all stop light signals. Stop lights generally are a problem in many areas - 267 and 89 and Tahoe City. Roundabouts in high density areas are a mistake - look at Kings Beach - let's not make any more mistakes like this.	1/9/2017 12:37 PM
93	Help to fix the issue on informing the companies with improving cell services and internet.	1/9/2017 12:14 PM
94	better networking opportunities not sure re: No. 19	1/9/2017 12:08 PM
95	Keep marketing the destination-nice work! spearhead an effort to initiate public transit with the reno area to attract workers.	1/9/2017 11:38 AM
96	Bringing in events. Some sort of program where we can recommend other companies with some tracking	1/9/2017 11:35 AM
97	work to secure housing for employees, help recruit staff. Lead the way in updating our transportation system.	1/9/2017 10:56 AM
98	continue to advocate for smarter parking and traffic planning strategies with TRPA and the counties of Washoe and Placer	1/9/2017 10:41 AM
99	work with county	1/9/2017 10:09 AM
100	Subsidized water shuttle expansion	1/9/2017 9:57 AM
101	Advocatng new and upgraded hotel/motels in NLT - Lake portion.. Advocating public transportation and protection of workforce housing.	1/9/2017 9:28 AM
102	Continue to work as an advocate	1/9/2017 9:28 AM
103	NA	1/9/2017 9:13 AM
104	Make workforce housing a priority. Lobby local government to buy local.	1/9/2017 8:32 AM
105	Public forums to inform public about the significance of businesses that appeal to not only locals, but visitors as well.	1/9/2017 8:18 AM
106	Stop paying your staff so much money and pay them what working class locals get paid and let them struggle to find a house.	1/9/2017 8:11 AM
107	Become more of a community-based organization less restricted by Placer County.	1/9/2017 7:42 AM
108	Streamline. Simplify. Advocate.	1/9/2017 7:37 AM
109	Advocacy in dollars	1/9/2017 7:36 AM
110	Community awareness and communication.	1/9/2017 6:58 AM

1:59 PM

02/21/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

December 2016

	Dec 16
Ordinary Income/Expense	
Income	
4050-00 · County of Placer TOT Funding	314,665.00
4250-00 · Revenues-Membership Activities	15.00
4251-00 · Revenue-Tue AM Breakfast Club	404.42
4502-00 · Non-retail VIC Income	-143.66
4600-00 · Commissions	4,347.70
46000 · Merchandise Sales	7,010.16
Total Income	326,298.62
Gross Profit	326,298.62
Expense	
5000-00 · Salaries & Wages	
5010-00 · Sales Commissions	15,991.02
5020-00 · P/R - Tax Expense	6,963.65
5030-00 · P/R - Health Insurance Expense	7,775.44
5060-00 · 401 (k)	3,133.38
5070-00 · Other Benefits and Expenses	560.39
5000-00 · Salaries & Wages - Other	79,064.91
Total 5000-00 · Salaries & Wages	113,488.79
5100-00 · Rent	
5110-00 · Utilities	1,081.69
5140-00 · Repairs & Maintenance	1,239.35
5150-00 · Office - Cleaning	675.00
5100-00 · Rent - Other	12,294.36
Total 5100-00 · Rent	15,290.40
5310-00 · Telephone	
5320-00 · Telephone	2,374.06
5350-00 · Internet	224.85
Total 5310-00 · Telephone	2,598.91
5420-00 · Mail - USPS	
5480-00 · Mail - Fed Ex	98.42
Total 5420-00 · Mail - USPS	98.42
5520-00 · Supplies	1,314.21
5700-00 · Equipment Support & Maintenance	891.00
5710-00 · Taxes, Licenses & Fees	545.67
5740-00 · Equipment Rental/Leasing	1,314.68
5800-00 · Training Seminars	1,000.00
5941-00 · Research & Planning	750.00
6020-00 · Programs	
6015-00 · Cross Country	4,000.00
6016-00 · Community Marketing Programs	27,500.00
Total 6020-00 · Programs	31,500.00
6023-00 · Autumn Food & Wine	5,000.00
6437-00 · Tuesday Morning Breakfast Club	742.50
6730-00 · Marketing Cooperative/Media	177,100.00
6743-00 · BACC Marketing Programs	
6743-01 · Shop Local	1,799.88
6743-03 · Touch Lake Tahoe	6,666.66
Total 6743-00 · BACC Marketing Programs	8,466.54
8100-00 · Cost of Goods Sold	
51100 · Freight and Shipping Costs	79.93
59900 · POS Inventory Adjustments	54.50
8100-00 · Cost of Goods Sold - Other	4,045.29
Total 8100-00 · Cost of Goods Sold	4,179.72

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02/21/17

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss
December 2016

	Dec 16
8200-00 • Associate Relations	854.53
8300-00 • Board Functions	244.90
8500-00 • Credit Card Fees	420.74
8700-00 • Automobile Expenses	261.07
8750-00 • Meals/Meetings	553.70
8810-00 • Dues & Subscriptions	258.86
Total Expense	366,874.64
Net Ordinary Income	-40,576.02
Net Income	-40,576.02

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02/21/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

January 2017

	Jan 17
Ordinary Income/Expense	
Income	
4050-00 • County of Placer TOT Funding	314,665.00
46000 • Merchandise Sales	1,761.17
Total Income	316,426.17
Cost of Goods Sold	
52900 • Purchases - Resale Items	54.00
Total COGS	54.00
Gross Profit	316,372.17
Expense	
5000-00 • Salaries & Wages	
5020-00 • P/R - Tax Expense	10,657.83
5030-00 • P/R - Health Insurance Expense	13,586.81
5060-00 • 401 (k)	2,626.23
5070-00 • Other Benefits and Expenses	755.39
5000-00 • Salaries & Wages - Other	78,193.22
Total 5000-00 • Salaries & Wages	105,819.48
5100-00 • Rent	
5110-00 • Utilities	1,454.19
5140-00 • Repairs & Maintenance	1,682.51
5150-00 • Office - Cleaning	550.00
5100-00 • Rent - Other	12,294.36
Total 5100-00 • Rent	15,981.06
5310-00 • Telephone	
5320-00 • Telephone	2,392.32
Total 5310-00 • Telephone	2,392.32
5420-00 • Mail - USPS	
5480-00 • Mail - Fed Ex	72.07
5420-00 • Mail - USPS - Other	6.65
Total 5420-00 • Mail - USPS	78.72
5520-00 • Supplies	658.08
5700-00 • Equipment Support & Maintenance	659.99
5710-00 • Taxes, Licenses & Fees	479.80
5740-00 • Equipment Rental/Leasing	1,204.40
5900-00 • Professional Fees	
5910-00 • Professional Fees - Attorneys	80.00
5920-00 • Professional Fees - Accountant	427.00
Total 5900-00 • Professional Fees	507.00
5941-00 • Research & Planning	13,550.00
6020-00 • Programs	
6016-00 • Community Marketing Programs	4,448.00
Total 6020-00 • Programs	4,448.00
6420-00 • Sponsorship	
6421-00 • New Event Development	825.00
Total 6420-00 • Sponsorship	825.00
6730-00 • Marketing Cooperative/Media	177,100.00
6742-00 • Non-NLT Co-Op Marketing Program	7,846.15
6743-00 • BACC Marketing Programs	
6743-01 • Shop Local	474.67
Total 6743-00 • BACC Marketing Programs	474.67
8100-00 • Cost of Goods Sold	
51100 • Freight and Shipping Costs	42.52
59900 • POS Inventory Adjustments	-55.76

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02/21/17

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss
January 2017

	Jan 17
8100-00 • Cost of Goods Sold - Other	1,036.45
Total 8100-00 • Cost of Goods Sold	1,023.21
8200-00 • Associate Relations	128.43
8300-00 • Board Functions	92.24
8500-00 • Credit Card Fees	10.00
8700-00 • Automobile Expenses	276.91
8750-00 • Meals/Meetings	10.00
8810-00 • Dues & Subscriptions	255.95
Total Expense	333,821.41
Net Ordinary Income	-17,449.24
Net Income	-17,449.24

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02/21/17
Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2016 through January 2017

	Jul '16 - Jan 17
Ordinary Income/Expense	
Income	
4050-00 • County of Placer TOT Funding	2,202,655.00
4200-00 • Membership Ann/Conf Dues	19,747.79
4201-00 • New Member Fees	450.00
4250-00 • Revenues-Membership Activities	
4250-02 • Tourism Summit	-33.28
4250-00 • Revenues-Membership Activities - Other	1,191.50
Total 4250-00 • Revenues-Membership Activities	1,158.22
4251-00 • Revenue-Tue AM Breakfast Club	2,849.42
4252-00 • Revenue - Sponsorships	500.00
4502-00 • Non-retail VIC Income	3,479.79
4600-00 • Commissions	
4601-00 • Commissions - South Shore	5,622.95
4600-00 • Commissions - Other	92,842.31
Total 4600-00 • Commissions	98,465.26
46000 • Merchandise Sales	52,812.98
Total Income	2,382,118.46
Cost of Goods Sold	
52900 • Purchases - Resale Items	54.00
Total COGS	54.00
Gross Profit	2,382,064.46
Expense	
5000-00 • Salaries & Wages	
5000-01 • In-Market Administration	0.00
5010-00 • Sales Commissions	34,943.32
5020-00 • P/R - Tax Expense	54,555.05
5030-00 • P/R - Health Insurance Expense	70,898.75
5060-00 • 401 (k)	18,704.91
5070-00 • Other Benefits and Expenses	2,571.95
5000-00 • Salaries & Wages - Other	597,826.46
Total 5000-00 • Salaries & Wages	779,500.44
5100-00 • Rent	
5110-00 • Utilities	6,181.53
5140-00 • Repairs & Maintenance	3,122.60
5150-00 • Office - Cleaning	4,952.40
5100-00 • Rent - Other	86,158.52
Total 5100-00 • Rent	100,415.05
5310-00 • Telephone	
5320-00 • Telephone	17,170.59
5350-00 • Internet	224.85
Total 5310-00 • Telephone	17,395.44
5420-00 • Mail - USPS	
5470-00 • Mail - UPS	1,000.00
5480-00 • Mail - Fed Ex	526.84
5420-00 • Mail - USPS - Other	1,268.65
Total 5420-00 • Mail - USPS	2,795.49
5510-00 • Insurance/Bonding	619.92
5520-00 • Supplies	
5525-00 • Supplies- Computer <\$1000	1,204.91
5520-00 • Supplies - Other	6,765.88
Total 5520-00 • Supplies	7,970.79
5530-00 • Visitor Communications - Other	-109.00
5610-00 • Depreciation	115.07
5700-00 • Equipment Support & Maintenance	8,166.91
5710-00 • Taxes, Licenses & Fees	7,303.01

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02/21/17

Accrual Basis

North Lake Tahoe Resort Association
Profit & Loss
July 2016 through January 2017

	Jul '16 - Jan 17
5740-00 • Equipment Rental/Leasing	9,244.31
5800-00 • Training Seminars	3,672.72
5816 • Training Video Series	7,534.05
5820 • Sales CRM/CMS	2,373.94
5900-00 • Professional Fees	
5910-00 • Professional Fees - Attorneys	1,140.00
5920-00 • Professional Fees - Accountant	35,862.00
5900-00 • Professional Fees - Other	1,250.00
Total 5900-00 • Professional Fees	38,252.00
5940-00 • Research & Planning Membership	3,000.00
5941-00 • Research & Planning	18,118.55
5948-00 • Transportation Projects	
5953-00 • Summer Traffic Management (S-2)	-1,593.65
Total 5948-00 • Transportation Projects	-1,593.65
6020-00 • Programs	
6015-00 • Cross Country	4,000.00
6016-00 • Community Marketing Programs	35,648.00
Total 6020-00 • Programs	39,648.00
6023-00 • Autumn Food & Wine	
6025-00 • AFW- Postage	17.88
6028-00 • AFW-Operations	1,925.00
6030-00 • AFW-Media	1,500.00
6023-00 • Autumn Food & Wine - Other	29,349.98
Total 6023-00 • Autumn Food & Wine	32,792.86
6420-00 • Sponsorship	
6420-01 • WinterWonderGrass_Tahoe	400.00
6421-00 • New Event Development	6,286.88
6428-00 • Dues & Subscriptions	109.40
6420-00 • Sponsorship - Other	198,150.00
Total 6420-00 • Sponsorship	204,946.28
6423-00 • Membership Activities	
6432-00 • Membership - Newsletter	2,001.24
6441-00 • Membership - Miscellaneous Exp	37.05
6442-00 • Public Relations/Website	3,401.25
6423-00 • Membership Activities - Other	2,319.78
Total 6423-00 • Membership Activities	7,759.32
6437-00 • Tuesday Morning Breakfast Club	4,185.00
6490-00 • Classified Ads	275.00
6600-00 • Promotions/Giveaways	32.14
6701-00 • Market Study Reports/Research	402.40
6730-00 • Marketing Cooperative/Media	796,950.00
6742-00 • Non-NLT Co-Op Marketing Program	7,131.42
6743-00 • BACC Marketing Programs	
6743-01 • Shop Local	2,669.00
6743-03 • Touch Lake Tahoe	6,666.66
6743-04 • High Notes	3,373.32
6743-05 • Peak Your Adventure	976.80
Total 6743-00 • BACC Marketing Programs	13,685.78
7500-00 • Trade Shows/Travel	15.00
8100-00 • Cost of Goods Sold	
52500 • Purchase Discounts	-982.94
51100 • Freight and Shipping Costs	1,055.14
59900 • POS Inventory Adjustments	419.79
8100-00 • Cost of Goods Sold - Other	27,608.46
Total 8100-00 • Cost of Goods Sold	28,100.45
8200-00 • Associate Relations	2,577.96
8300-00 • Board Functions	1,545.88
8500-00 • Credit Card Fees	3,642.21

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02/21/17

Accrual Basis

North Lake Tahoe Resort Association

Profit & Loss

July 2016 through January 2017

	Jul '16 - Jan 17
8700-00 • Automobile Expenses	2,849.27
8750-00 • Meals/Meetings	2,776.98
8810-00 • Dues & Subscriptions	5,279.25
8910-00 • Travel	6,880.86
Total Expense	2,166,251.10
Net Ordinary Income	215,813.36
Other Income/Expense	
Other Expense	
Balancing Adjustments	0.08
8990-00 • Allocated	0.00
Total Other Expense	0.08
Net Other Income	-0.08
Net Income	215,813.28

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Finance Staff Report

Date: 2/24/17

To: The North Lake Tahoe Resort Association Finance Committee

From: Al Priester, Director of Finance and Human Resources

Re: December 2016 & January 2017 Financial Statements

As you'll recall from my Staff Report dated January 19, 2017, our Quickbooks files were deleted by our IT Consultant requiring re-entering transactions for what we believed to be 3 months. In actuality, we had to re-enter data for 4 months and re-do the bank reconciliations for 5 months. This has been accomplished. However, we were not able to completely reconcile all balance sheet accounts in time for issuing complete financials.

The Finance Committee reviewed "draft" North Lake Tahoe Resort Association Profit & Loss Statements for December 2016 and January 2017 for the purpose of recognizing the progress that we have made in recovery lost data. They did not approve these Statements. Until we can produce reconciled Balance Sheets, it would be imprudent to issue financials for approval by the Board of Directors.

The Finance Committee did request that I provide a "Top Level" overview of our financial position at January 31, 2017 as provided by the completion of all bank reconciliations but recognizing that not all balance sheet accounts are reconciled at this point. It is my firm belief that the numbers presented here will not change materially when all our work is completed. These numbers are not being presented for approval by the Board.

Balance Sheet	Jan 31, 2017	Jan 31, 2016	Variance
Cash	\$ 994,987	\$ 812,196	\$ 182,791
A/R	\$ 142,316	\$ 52,917	\$ 89,399
Other Assets	\$ 27,308	\$ 50,369	\$ -30,996
	-----	-----	-----
Total Assets	\$ 1,164,611	\$ 915,482	\$ 249,129
	-----	-----	-----

A/P	\$ 222,032	\$ 132,251	\$ 89,781
Payroll Liabilities	\$ 127,806	\$ 125,692	\$ 2,114
Deferred Rev.	\$ 149,143	\$ 103,740	\$ 45,403
Other Liabilities	\$ -8,953	\$ 36,108	\$ -45,061
	-----	-----	-----
Total Liabilities	\$ 490,028	\$ 397,791	\$ 92,237
Equity	\$ 674,583	\$ 517,691	\$ 156,892
	-----	-----	-----
Total Liab. & Equity	\$ 1,164,611	\$ 915,482	\$ 249,129
	-----	-----	-----

Profit & Loss	Jan'17 YTD	Jan'16 YTD	Variance
Income			
TOT	\$ 2,202,655	\$ 1,899,410	\$ 303,245
Commissions	\$ 98,465	\$ 134,074	\$ -35,609
Other Income	\$ 80,944	\$ 164,896	\$ -83,952
	-----	-----	-----
Total Income	\$ 2,382,064	\$ 2,198,380	\$ 183,684
	-----	-----	-----
Expenses			
Salaries	\$ 779,500	\$ 731,394	\$ 48,106
Rent	\$ 100,415	\$ 94,149	\$ 6,266
Professional	\$ 38,252	\$ 49,057	\$ -10,805
Programs	\$ 39,648	\$ 3,431	\$ 36,217
AF&W	\$ 32,792	\$ 31,707	\$ 1,085
Sponsorship	\$ 204,946	\$ 402,496	\$ -197,550
Marketing Co-op	\$ 796,950	\$ 723,115	\$ 73,835
BACC	\$ 13,626	\$ 43,580	\$ -29,954
Other	\$ 160,122	\$ 165,312	\$ -5,190
	-----	-----	-----
Total Expenses	\$ 2,166,251	\$ 2,244,241	\$ -77,990
	-----	-----	-----
Net Income	\$ 215,813	\$ -45,861	\$ 261,674
	-----	-----	-----

At this juncture we have caught up with all bank reconciliations, re-imported all transactions lost from our Weblink (Membership), Quickbooks POS, and ADP payroll systems and re-entered all transactions from hard copy bills and invoices.

We now need to reconcile Balance Sheet accounts by re-performing each month's closing procedures. We feel that we can accomplish this in the next 2-3 weeks and should be ready to issue complete financials for Finance Committee approval by its March 2017 meeting and for Board of Director's approval by its April 2017 meeting.



Staff Report for Board

Subject: Legislative Platform

From: Sandy Evans Hall 3-1-2017

Decision Considerations:

- This Legislative Platform is based on the Platform that was revised and approved by County Staff and the Board of Directors in 2016
- In addition the staff looked at the Placer County Legislative Platform and added support for the specific Lake Tahoe items
- This red-line version represents a collaboration with Placer County CEO staff Erin Casey and Chris Perry
- This platform informs our work with our state lobbyist, the message that we provide to our state and federal representatives and our participation on the Lake Tahoe Partnership

Staff Recommendation: Approve Legislative Platform for 2017



North Lake Tahoe Resort Association

2017 Legislative/Regulatory Platform Key Principles

1. Encourage and seek legislation that facilitates orderly economic expansion and growth of the tourism industry and other economic initiatives. Support and seek opportunities to increase revenues that provide for the Resort Association and Placer County's tourism and economic initiative goals.
2. Oppose legislation that significantly impedes or prohibits tourism businesses in North Lake Tahoe. Oppose legislation and regulation that result in increased costs to tourism businesses in North Lake Tahoe.
3. Support legislation that protects the North Lake Tahoe environmental ~~quality of~~ **life**, its diverse natural resources, wildlife habitat, and lake clarity while also enhancing the socio-economic quality of life of the residents.
4. Encourage and seek legislation that provides funding for redevelopment, public transportation, environmental mitigation programs, trails and other infrastructure development as identified in the 2015 Tourism Development Plan.
5. Support Placer County position on the Lake Tahoe specific proposals listed below:

Environment

- Lake Tahoe Total maximum Daily Load Implementation (TMDL)
 - Seek or support legislation to:- (1) minimize further water quality regulation and unfunded mandates, with an emphasis on minimizing administrative, monitoring and inspection requirements that do not directly lead to cleaner storm water; (2) facilitate implementation of local fee programs to support storm water quality program implementation and; (3) continue and increase state and federal funding assistance for TMDL compliance and storm water program implementation.
- Lake Tahoe Restoration Act
 - ~~Seek or support funding for restoration efforts to preserve and protect Lake Tahoe.~~ Support efforts to appropriate money for the new legislation.

- Lake Tahoe Environmental Improvement Program
 - Advocate and support legislation for state agency regulations and grant eligibility criteria that would provide funding for environmental restoration, environmental redevelopment activities and expansion of multi-modal transportation systems in the Lake Tahoe Basin.

Economic Development

- Infrastructure – Seek or support Federal funding and financing for capital improvements with targeted focus on improvements in the Tahoe Basin.
- Arts and Culture – Seek or support legislation or programs that would facilitate broad areas of investment in arts programs beneficial to the Tahoe region of Placer County.

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Broadband

- Seek funding for installation and expansion of broadband (high speed internet service) to all parts of the County to drive economic development and job opportunities, support county service delivery, and improve health, education and public safety outcomes for residents.

Transit

Support funding and programs that support-enhance the transit-vision Placer County TART System Plan to:

- Increase service frequency
- Expand nighttime transit service
- Coordinate transit brand and service delivery
- Modernize passenger information technology
- Enhance the visitor experience
- Provide stable and reliable workforce transportation
- Increase economic vitality
- Reduce traffic congestion
- Address~~Reduce~~ parking related ~~issues~~problems
- Reduce air pollution and greenhouse gas emissions
- Lake Tahoe Transit Federal Operating Assistance
 - i. Seek or support the Tahoe Metropolitan Planning Organization's efforts to have the Tahoe Basin receive a special designation* as an urbanized area for the purpose of receiving funds.
 - ii. *population of 190,000 in 37 square miles

Environmental Redevelopment

- Support legislative efforts and identify key legislators to champion policies that provide new tools and resources to help strengthen the prospects for environmental redevelopment in the Tahoe Basin. Specifically to address

environmental redevelopment toward achieving TRPA Regional Plan, Placer County Area Plan, and EIP goals.

- Leverage the Sustainable Community Strategy to achieve these goals.
- Monitor efforts and advocate for the elimination of barriers for rural communities' participation in critical environmental redevelopment grant/formula programs.

Housing Assistance

- Advocate for a permanent source of state and federal funding for the development of affordable housing.

Sustainable Communities

- Leverage the Sustainable Community Strategy to achieve these goals.
- Support legislation that expands community revitalization and economic development tools including funding options for projects that provide demonstrable benefits to reduce Greenhouse Gas emissions and improve energy efficiency.
- Support the preservation of funding for the Community Development Block Grant (CDBG) program and increasing the funds available under the program.
- Oppose imposition of one-size-fits-all, land use, building and development guidelines related to sustainability.
- Leverage the Sustainable Community Strategy to achieve these goals.

Forest Management

- Seek or support programs, regulation, legislation and funding at the state and federal levels to mitigate fire danger with fuel load reduction in critical forests and watersheds, and enhance programs for funding recovery when fires occur. Coordinate with agencies, conservancies and other stakeholders to improve the health of Sierra Nevada forests.

o Tree Mortality

- Support for local, state and federal funding to address the tree mortality crisis in California.

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2017 Silent Auction Item Donation Request Letter

April 6, 2017 – Resort at Squaw Creek

MAKE YOUR *MARK*



Dear Business Owner,

The North Lake Tahoe Chamber hopes that you will take a few moments to read about our upcoming event and decide to participate by donating to our silent auction. We also hope you will join us for a lovely evening.

On April 6, 2017, we will be hosting our 63rd Annual Awards Banquet: "Make Your Mark," to be held at The Resort at Squaw Creek to recognize our outstanding Members and the people and businesses of North Lake who made a difference in the year 2016. We anticipate approximately 350 guests at this function and the funds raised will help defray the costs associated with our community efforts, thus reinforcing the Chamber's goal of promoting and helping to enhance local businesses and job opportunities for Members and our residents. To make this event as exciting as we hope, we need your help!

Please consider supporting our event by donating gift certificates, merchandise or services. In exchange, you will receive some excellent community exposure. Your company name, address, phone number, website and donation will be listed on our Digital Auction Brochure and your business will be listed in our e-blast *Thank You*.

We will gladly pick up your donation, you can email it, or it can be mailed or dropped off at the Chamber address listed below.

In order for your company and donated item to be included in the above mentioned outlets, we must receive it by **Friday, March 31, 2017**. Please fill out the attached Donation Form and return it to: natalie@gotahoenorth.com, dawn@gotahoenorth.com, or you can drop it off with your donation at the Chamber Office/Visitor's Center listed below. If you have any questions, please do not hesitate to contact us.

Thank you in advance for considering our request and for supporting your North Lake Tahoe Chamber of Commerce.

Warmest Wishes,

Natalie Parrish, Membership Sales & Services Manager

North Lake Tahoe Chamber of Commerce
100 N. Lake Blvd
PO BOX 5459
Tahoe City, CA 96145



north lake tahoe
Chamber | CVB | Resort Association

2017 Silent Auction Item Donation Request Letter

April 6, 2017 – Resort at Squaw Creek

MAKE YOUR MARK



Auction Prize Donation Form

Business Name _____
Contact _____ Phone: _____
Email Address _____
Mailing Address _____ City _____ State ____ Zip _____

Please describe your gift in detail:

Retail Value \$_____ Restrictions and expiration date (if any) _____

Is the item/gift certificate included with this form? ____ Yes ____ No
Do you want us to prepare a gift certificate for you? ____ Yes ____ No
Do you need a receipt? ____ Yes ____ No
Would you like us to pick up the item/gift certificate? ____ Yes ____ No

Display materials included: _____

Please return this donation form or mail to P.O. Box 5459, Tahoe City or **deliver your item/gift certificate by **Thursday, March 31st** to **Dawn Baffone** at 100 North Lake Blvd., Tahoe City.**

Thank you for your support!

Questions? Please contact Dawn Baffone, Executive Assistant at 530-581-8727 or email Dawn@GoTahoeNorth.com

Payments made to the North Lake Tahoe Resort Association are not deductible as charitable contributions for Federal Income Tax purposes.

North Lake Tahoe Chamber of Commerce
100 N. Lake Blvd
PO BOX 5459
Tahoe City, CA 96145