



# north lake tahoe

Chamber | CVB | Resort Association

## Agenda and Meeting Notice

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

**Wednesday December 5, 2012 – 8:30 am – 11 a.m.**

**Tahoe City Public Utilities District**

#### NLTRA Mission

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

#### Meeting Ground Rules

*Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments*

#### **ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED**

#### **A. CALL TO ORDER - ESTABLISH QUORUM – Chair**

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

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

#### **C. PUBLIC FORUM**

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

#### **D. REPORTS & ACTION ITEMS**

##### **Board Election (20 minutes)**

3. Election Tally – New Board Members – Sandy Evans Hall (10 minutes)
4. Officer Nominations – Sandy Evans Hall (5 minutes)
5. Committee Affiliations – Sandy Evans Hall (5 minutes)

##### **Legislative Platform (15 minutes)**

6. Review and approve Legislative Platform for 2013 – Sandy Evans Hall **MOTION** (15 minutes)

##### **Marketing (20 minutes)**

7. MTRiP Update – Andy Chapman (5 minutes)
8. Ironman Arizona – What to expect! (15 minutes)

##### **Communication Plan (15 minutes)**

9. Review and approve Key Partner Communication Plan for 2013 – Sandy Evans Hall **MOTION** (15 minutes)

#### **2012**

#### **Board Members**

**Wally Auerbach**  
Auerbach Engineering

**Eric Brandt**  
Tahoe TV

**Phil GilanFarr**  
(Vice-Chair)  
CB's Pizza & Grill

**Kali Kopley**  
(Secretary)  
Uncorked/Petra/Soupa

**Alex Mourelatos**  
Mourelatos Lakeshore  
Resort

**Valli Murnane**  
Tahoe XCountry

**Ron Parson (Chair)**  
Granlibakken

**Bill Rock**  
(Treasurer)  
Northstar

**Andy Wirth**  
Squaw Valley/Alpine  
Meadows

**Ron McIntyre**  
RMC Consulting  
(Ex-Officio)

**Jennifer Merchant**  
Placer County

**Julie Regan**  
TRPA  
(Ex-officio)

### **Transportation/Infrastructure (35 minutes)**

10. Tahoe City Visioning/Community Area Plan meeting November 15, November 28– Sandy Evans Hall (5 minutes)
11. Maintenance Funding Request for Transit Center Trail Snow Removal – Ron Treabess (**MOTION**) (10 minutes)
12. Transit Summit Next Steps – Ron Treabess (5 minutes)
13. TRPA Regional Plan update – Sandy Evans Hall (5 minutes)

### **Membership (25 minutes)**

14. Membership Sales Update – Deanna Frumentti (5 minutes)
15. BACC Report – Deanna Frumentti (5 minutes)
16. BACC Recommendations for Marketing Grants – Deanna Frumentti **MOTION** (10 minutes)
17. Membership Activities and Events – Deanna Frumentti (5 minutes)

## **E. DIRECTORS' COMMENTS**

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

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

#### **18. Board Meeting Minutes – November 7, 2012**

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

19. **Joint Infrastructure/Transportation Committee – December 3, 2012**
20. **Marketing Committee – November 27, 2012**
21. **Business Association and Chamber Collaborative – November 14, 2012**
22. Lodging Committee – No meeting in November
23. **Conference Sales Directors Committee –**
24. **Finance Committee – November 2, 2012, November 28, 2012**
25. **Financial Reports for October 2012**

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

26. **Conference Sales Reports**
27. **Infrastructure/Transportation Activity Report – November**

## **G. MEETING REVIEW AND STAFF DIRECTION**

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

## **I. RECONVENE TO OPEN SESSION**

## **J. ADJOURNMENT**

This meeting site is wheelchair accessible.

*Posted and e-mailed, , 2012*



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### **Elections 2012 Officers/Orientation**

#### **Officers:**

At our meeting on January 2, 2013 we will elect the following officers: Chair, Vice Chair, Secretary and Treasurer. If you are interested in serving in any of those positions, please let Sandy know. There is an added time commitment of one meeting per month, currently held on the 4<sup>th</sup> Tuesday at 8:30 a.m. at the NLTRA offices.

#### **Orientation:**

There will be a New Board Member Orientation the week of December 10 TBD to go over Financials, County Contract, Strategic Goals and Action Plan, Bylaws and Operating Procedures and Policies. Any current board member is certainly welcome to attend!

#### **Conflict of Interest Disclosure:**

Attached Conflict of Interest Disclosure statements are due no later than February 1, 2013. This is required of all board members.

#### **Committee Assignments:**

Each of the following committees will need a minimum of 1 board member in attendance at each meeting:

- **Infrastructure/Transportation**
- **Finance**
- **Business Association and Chamber Collaborative**
- **Lodging**
- **Marketing**

If you have an interest in participating with any of these committees, please let Sandy know. We will be asking for a member and alternate member for each of these committees with the expectation that one or the other will be in attendance at all meetings of that committee. Committee memberships will be voted on at our January 2 meeting.



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**Executive Committee Nominees**

**Chair**

\_\_\_\_\_

**Vice Chair**

\_\_\_\_\_

**Treasurer**

\_\_\_\_\_

**Secretary**

\_\_\_\_\_

**Past Chairs**

**Ron Parson**

**Ron McIntyre**

**Alex Mourelatos**

**Wally Auerbach**





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**NORTH LAKE TAHOE RESORT ASSOCIATION**

**CONFLICT OF INTEREST POLICY ANNUAL STATEMENT**

Pursuant to North Lake Tahoe Resort Association's ("NLTRA") Conflict of Interest Policy, Section 6, as a director, principal officer or member of a committee with governing board delegated powers, I affirm that I have:

- (a) Received a copy of the Conflicts of Interest Policy of NLTRA;
- (b) Read and understand the policy;
- (c) Agree to comply with the policy;
- (d) Understand that NLTRA is a nonprofit and in order to maintain its federal tax exemption it must primarily engage in activities that accomplish one or more of its tax exempt purposes; and
- (e) Completely and honestly disclosed all actual and potential material financial interests as defined in the Conflicts of Interest Policy on the attached Disclosure form.

\_\_\_\_\_  
**[Name, Title]**

\_\_\_\_\_  
Date



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## **MATERIAL FINANCIAL INTEREST DISCLOSURE**

### **Purpose**

The purpose of the Conflict Of Interest Policy Material Financial Interests Disclosure is to protect NLTRA's best interests and tax-exempt status. Directors must disclose all material financial interests, as defined below, so that NLTRA knows when it is contemplating a transaction or arrangement that might benefit the private interest of an officer or director of the NLTRA or might result in a possible excess benefit transaction, as defined in I.R.C. Section 4958.<sup>1</sup>

The Disclosure is for NLTRA's internal use only and is not a public document available for public disclosure. Without prior, written consent from the disclosing party, it may only be disclosed as required by law.

### **Material Financial Interests**

As defined in NLTRA's Conflict of Interest Policy, a Director has a "material financial interest" if the person has, directly or indirectly, through business, investment, or a spouse<sup>2</sup>:

- a. An ownership or investment interest in any entity that the NLTRA has a transaction or arrangement with;
- b. A compensation arrangement with the NLTRA, or with any entity or individual that the NLTRA has a transaction or arrangement with; or
- c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.

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<sup>1</sup> The term "NLTRA" includes its subsidiary.

<sup>2</sup> The term "Spouse" includes a registered domestic partner.

**Duty to Disclose Actual and Potential Material Financial Interests**

Under the Conflict of Interest Policy and state law, Directors have a duty to disclose any actual or possible conflict of interest and the existence of any material financial interest. Remember, only "material financial interests," as defined above, must be reported under each of the following five (5) categories. *Please attach additional sheets as necessary.*

**1. An Ownership or investment interest (*greater than ten (10) percent*) in any entity that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

a. Disclose the name of the business entity;

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b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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c. State the highest percentage of your interest in the entity during the reporting period;

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d. Identify the nature of your investment (for example, stocks, warrants, options, or bonds);

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e. If you initially acquired or disposed of your entire investment interest during the reporting period, enter the date acquired or disposed.

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2. **Potential ownership or investment interest(s) (greater than 10%) in, or with, any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

a. Disclose the name of the business entity;

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b. Provide a general description of the business activity of the entity (for example, pharmaceuticals, computers, automobile manufacturing, or communications);

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c. State the highest percentage of your potential interest in the entity during the reporting period;

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d. Identify the nature of your potential investment (for example, stocks, warrants, options, or bonds);

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e. If known, enter the expected date of acquisition of the potential interest.

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3. **Compensation arrangement(s) with the NLTRA.** A compensation arrangement with the NLTRA.

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the NLTRA that you had during the reporting period;

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- b. Report your job title with each reportable business entity, even if you received no income during the reporting period;

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- c. Report the compensation arrangement(s) with the NLTRA that your spouse had during the reporting period.

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**4. Compensation arrangement(s) with any entity or individual that the NLTRA has a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.  
 Yes, this section applies to me. Please see information below.

- a. Report the compensation arrangement(s) with the entity or individual that you had during the reporting period;

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- b. Provide a general description of the business activity of the business entity or individual (for example, advertising agency);

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- c. Report your job title with each reportable business entity or individual, even if you received no income during the reporting period;

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- d. Report the compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.

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5. **Potential compensation arrangement(s) with any entity or individual that the NLTRA is negotiating a transaction or arrangement with.**

**A. Disclosures:**

- No, this section does not apply to me.
- Yes, this section applies to me. Please see information below.
  - a. Report the potential compensation arrangement(s) with the entity or individual that existed during the reporting period;  
\_\_\_\_\_  
\_\_\_\_\_
  - b. Provide a general description of the business activity of the source or business entity (for example, advertising agency);  
\_\_\_\_\_  
\_\_\_\_\_
  - c. Report your potential job title with each reportable business entity or individual, even if you will receive no income under the potential compensation arrangement during the reporting period;  
\_\_\_\_\_  
\_\_\_\_\_
  - d. Report the potential compensation arrangement(s) with the entity or individual that your spouse had during the reporting period.  
\_\_\_\_\_  
\_\_\_\_\_

## Appendix

### Instructions for Completing Material Financial Interest Disclosures

#### 1. **Instructions for Disclosure Item #1:**

Reportable "Investments" include investments that qualify as material, as defined in the Material Financial Interest Disclosure Form, and include:

- Stocks, bonds, warrants, and options, held in margin or brokerage accounts;
- Sole proprietorships;
- Your own business;
- Your spouse's business;
- Your or your spouse's investments that are legally separate property;
- Partnerships (for example, a law firm or family farm);
- Investments in reportable business entities held in a retirement account ;
- If you, your spouse, or dependent children had a 10% or greater ownership interest in a business entity or trust (including a living trust), you must disclose material financial interests held by the business entity or trust;
- Business trusts

You are not required to disclose reportable investments in:

- Diversified mutual funds registered with the Securities and Exchange Commission (SEC);
- Bank accounts, savings accounts, and money market accounts;
- Insurance policies;
- Annuities;
- Shares in a credit union;
- Government bonds (including municipal bonds);
- Retirement accounts invested in non-reportable interests (for example, insurance policies, diversified mutual funds, or government bonds);
- Defined benefit pension plans and profit sharing plans qualified under Internal Revenue Code section 401(a);

- Interests held in a “blind trust” (a trust managed by a disinterested trustee who has complete discretion to purchase and sell assets held by the trust).

Additionally, you have a reportable “trust interest” if the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and as a Trustor you:

- Can revoke or terminate the trust;
- Have retained or reserved any rights to the income or principal of the trust or retained any reversionary or remainder interest; or
- Have retained any power of appointment, including the power to change the trustee, or the beneficiaries.

Or the interest qualifies as a “material financial interest,” as defined in the Material Financial Interest Disclosure Form, and you are a trust Beneficiary and:

- Presently receive income; or
- Have an irrevocable future right to receive income or principal

**2. Instructions for Disclosure Item #2**

Disclose any potential, reportable ownership or investment interests. See Appendix section 1, above for definitions of “reportable investments.”

**3. Instructions for Disclosure Item #3:**

Reportable “compensation” includes direct and indirect remuneration as well as gifts or favors that may be considered substantial enough to influence a Board member’s decision. Commonly reportable “compensation arrangements” and “potential compensation arrangements” include:

- Salary/wages, per diem, reimbursement for expenses;
- Community property interest (50%) in your spouse’s income - report the employer’s name and all other required information;
- Income received from investment interests, such as partnerships.

You are not required to report:

- Income from any sale, including the sale of a house or car (report the total sale price);

- Rental income;
- Prizes or awards not disclosed as gifts;
- Payments received on loans you made to others;
- An honorarium received prior to becoming a Director;
- Incentive compensation;
- Salary, reimbursement for expenses or per diem, social security, disability, or other similar benefit payments received by you or your spouse from a federal, state, or local government agency;
- Payments received under an insurance policy;
- Interest, dividends, or premiums on a time or demand deposit in a financial institution, shares in a credit union, an insurance policy, or a bond or other debt instrument issued by a government agency.

**4. Instructions for Disclosure Item #4:**

See Appendix section 3, above for applicable definitions of “reportable compensation.”

**5. Instructions for Disclosure Item #5:**

See Appendix section 3, above for applicable definitions of “reportable compensation.”



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### Committee Positions for Board Members

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

#### **Marketing**

Primary \_\_\_\_\_

Alternate \_\_\_\_\_

#### **Lodging**

Primary \_\_\_\_\_

Alternate \_\_\_\_\_

#### **Business Association and Chamber Collaborative**

Primary \_\_\_\_\_

Alternate \_\_\_\_\_

#### **Finance**

Primary \_\_\_\_\_

Alternate \_\_\_\_\_

#### **Infrastructure/Transportation**

Primary \_\_\_\_\_

Primary \_\_\_\_\_

Primary \_\_\_\_\_

**Primary Role:** Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meeting. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

**Alternate Role:** Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.





## **Staff Report for Board**

**Subject:** Legislative Platform Principles

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

### **Decision Considerations:**

- Attachment A1 Task Checklist of the current year contract with Placer County stipulates the following:  
“Create and implement an annual Board-approved legislative platform consistent with Placer County policies, and approved by the County Executive Officer.”
- This task is expected by Feb. 6, 2013
- In future years this platform will be due by Sept. 1 to coincide with legislative session opportunities.

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

**Staff Recommendation:** Approve



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

### **2013 Legislative/Regulatory Platform Key Principles**

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

**PLACER COUNTY**  
**2012 LEGISLATIVE/REGULATORY PLATFORM**  
**EXECUTIVE SUMMARY**

Placer County's Legislative/Regulatory Platform is a statement of the goals and priorities of the Board of Supervisors and establishes the basis for its advocacy efforts with the Executive and Legislative branches of the U.S. Government and the State of California. The annual Platform contains broad goals and specific legislative proposals of interest and benefit to the County of Placer and its citizens.

The Legislative/Regulatory Platform is composed of three parts. Part One outlines the County's overall legislative principles for 2012. Parts Two and Three list specific state and federal proposals, all of which are consistent with the County's general principles.

**PLACER COUNTY**  
**2012 Legislative/Regulatory Platform**  
**Part One**  
**GENERAL PRINCIPLES**

1. Support legislation to restore local control and oppose efforts that will hinder or limit the County's ability to self-govern.
2. Encourage and seek legislation that facilitates orderly economic expansion and growth, and increases the opportunity for discretionary revenues and programmatic and financial flexibility for the County.
3. Support State/Local government fiscal restructuring efforts that align program responsibility and sufficient revenue sources to assure Placer County the financial independence necessary to provide services to its residents and meet its mandated responsibilities.
4. Oppose federal or state legislation for new or transferred mandated programs that do not contain their own, sufficient revenue source.
5. Support current or increased levels of state and federal funding for County mandated programs.
6. Support legislation that provides tax and funding formulas for the equitable distribution of state and federal monies while opposing attempts to decrease, restrict or eliminate County revenue sources.
7. Support the County's authority to assure mutually acceptable tax sharing agreements for annexation, incorporation and redevelopment that protect or enhance the County's ability to provide services to its constituents.
8. Encourage and seek legislation that protects the County's quality of life, its diverse natural resources, and continued preservation of agricultural lands, wildlife habitat and open space.
9. Seek cooperation with the federal and state government, on regulatory and administrative issues affecting the County, to ensure the protection and well being of its citizens.
10. Continue to encourage local agencies and governments to cooperate for the betterment of the community, and encourage and expand voluntary regional solutions to regional problems.



## RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of Oct 31, 2012

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### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1734 Units (MTRIP Census\*)

		2012/13	2011/12	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for last month (October) changed by (2.1%)	Occupancy (October) :	33.2%	32.6%	2.1%
North Lake Tahoe Average Daily Rate for last month (October) changed by (6.6%)	ADR (October) :	\$149	\$140	6.6%
North Lake Tahoe RevPAR for last month (October) changed by (8.8%)	RevPAR (October) :	\$49	\$45	8.8%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for next month (November) changed by (36.1%)	Occupancy (November)	13.2%	9.7%	36.1%
North Lake Tahoe Average Daily Rate for next month (November) changed by (-7.0%)	ADR (November) :	\$144	\$155	-7.0%
North Lake Tahoe RevPAR for next month (November) changed by (26.5%)	RevPAR (November) :	\$19	\$15	26.5%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the prior 6 months changed by (-0.4%)	Occupancy	47.3%	47.5%	-0.4%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (3.1%)	ADR	\$196	\$190	3.1%
North Lake Tahoe RevPAR for the prior 6 months changed by (2.7%)	RevPAR	\$93	\$90	2.7%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (-8.1%)	Occupancy	13.1%	14.3%	-8.1%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-4.1%)	ADR	\$262	\$273	-4.1%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (-11.9%)	RevPAR	\$34	\$39	-11.9%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Oct. 31, 2012 vs. Previous Year</b>				
Rooms Booked during last month (October, 2012) compared to Rooms Booked during the same period last year (October, 2011) for all arrival dates has changed by (-10.6%)	Booking Pace (October)	5.1%	5.7%	-10.6%

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

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

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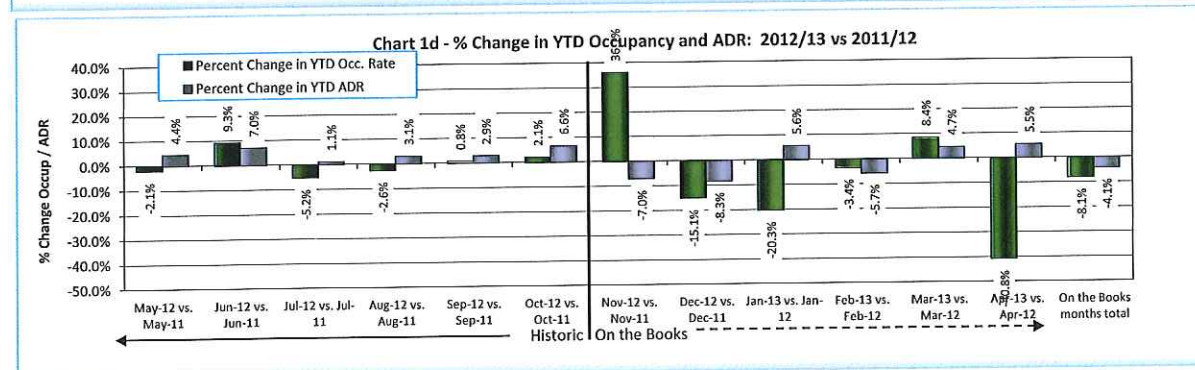
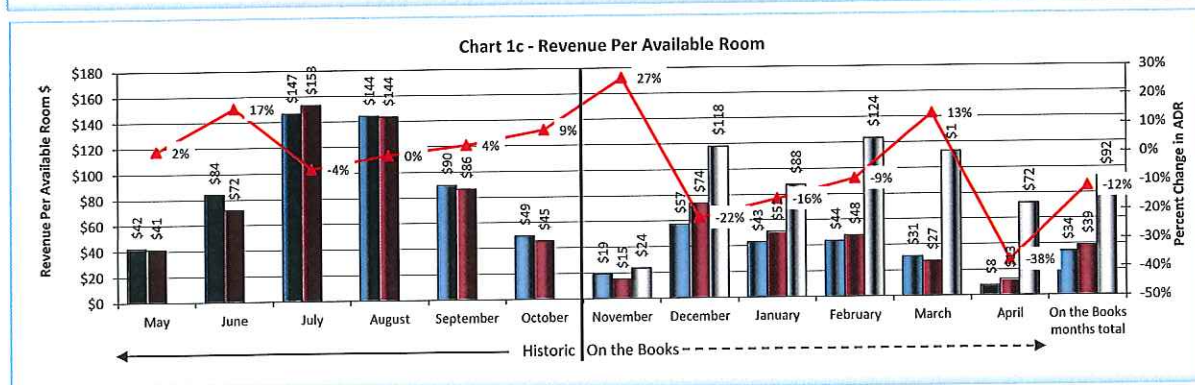
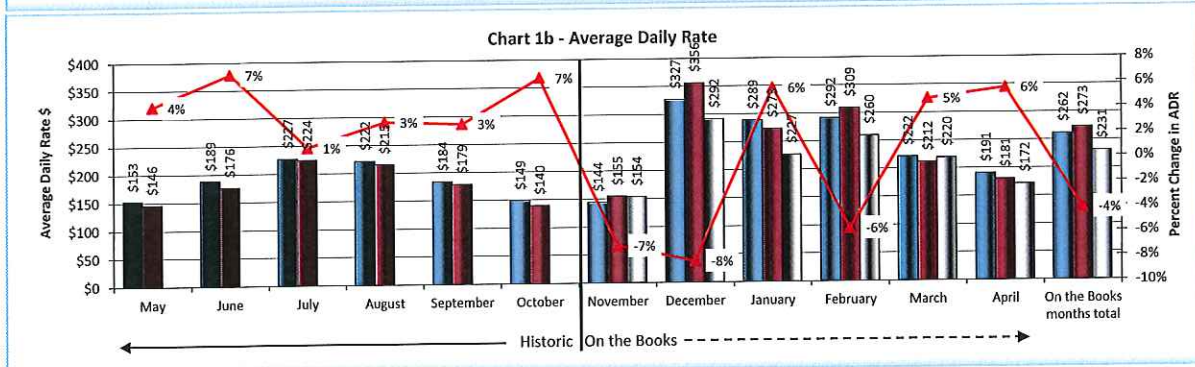
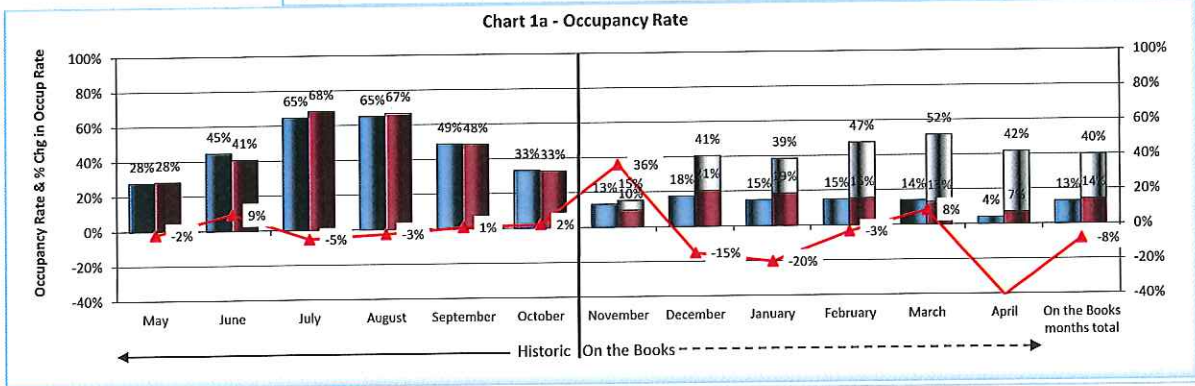
## RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

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

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

Data as of October 31, 2011 (2011/12 season)    
  Percent Change





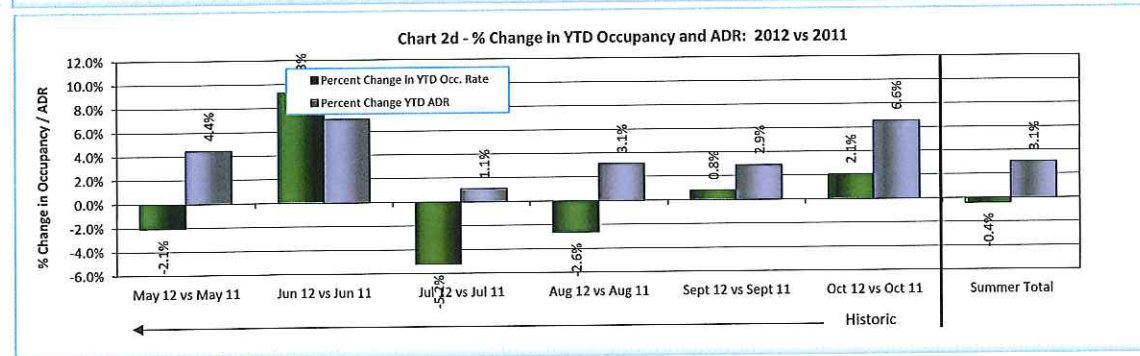
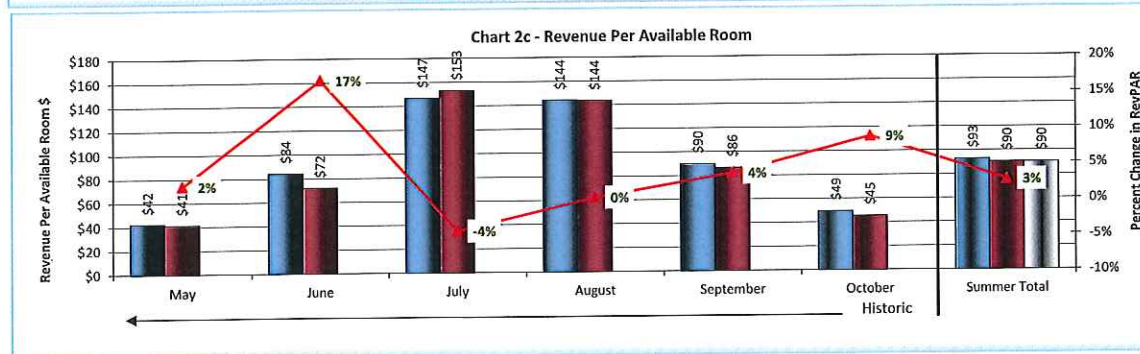
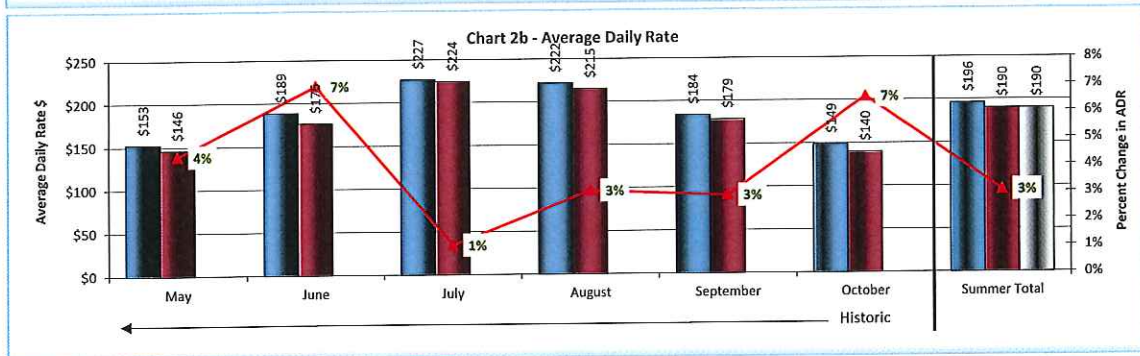
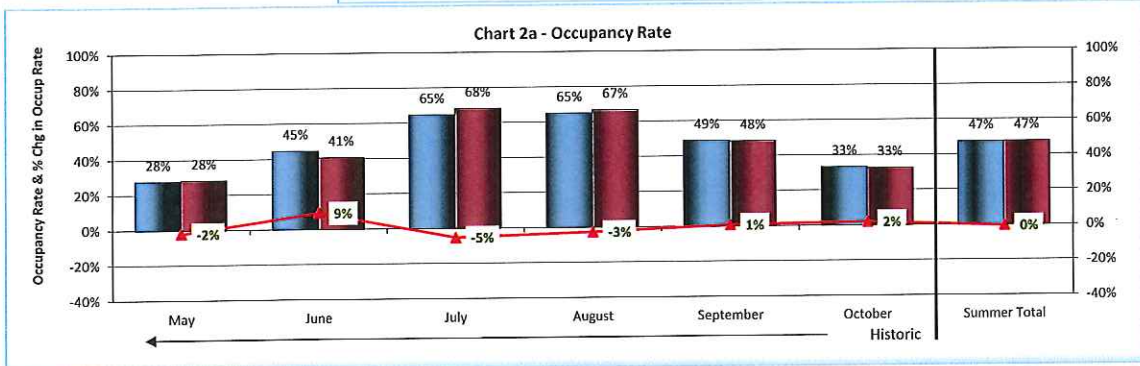
## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2012 YTD (as of Oct 31, 2012) vs. 2011 YTD (as of Oct 31, 2011) vs. 2011 Historical

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

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

■ Historic Actual (2011 Season)     ■ Data as of October 31, 2012 (2012 Season)  
■ Data as of October 31, 2011 (2011 Season)     —▲— Percent Change



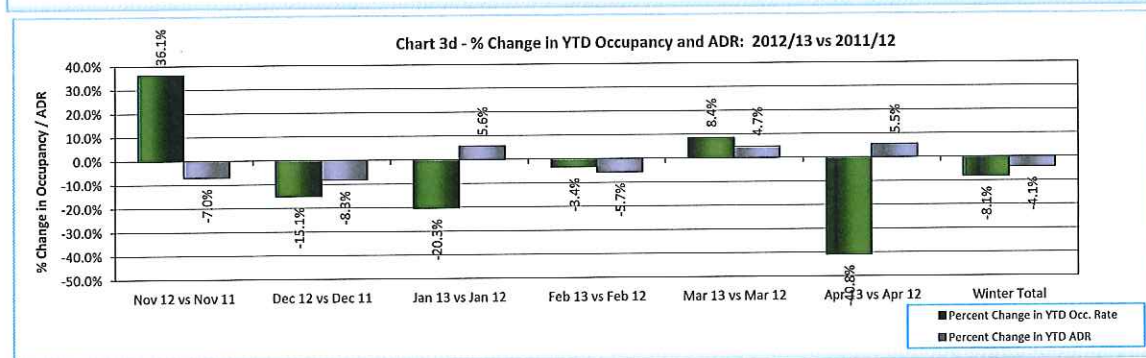
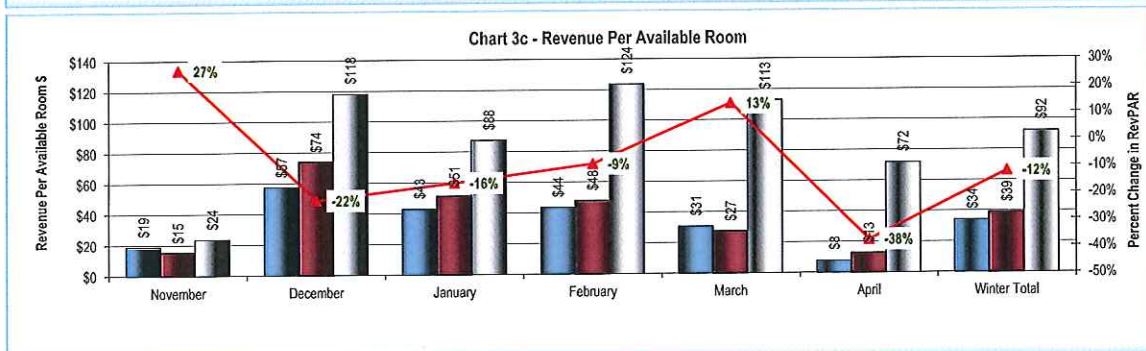
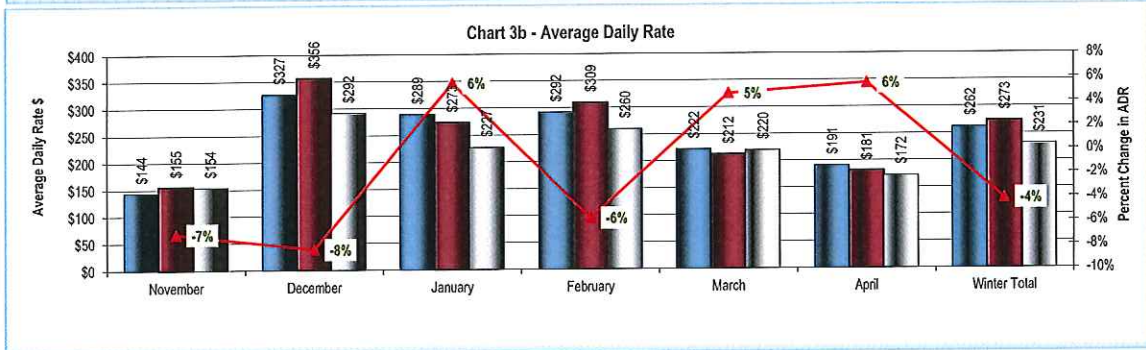
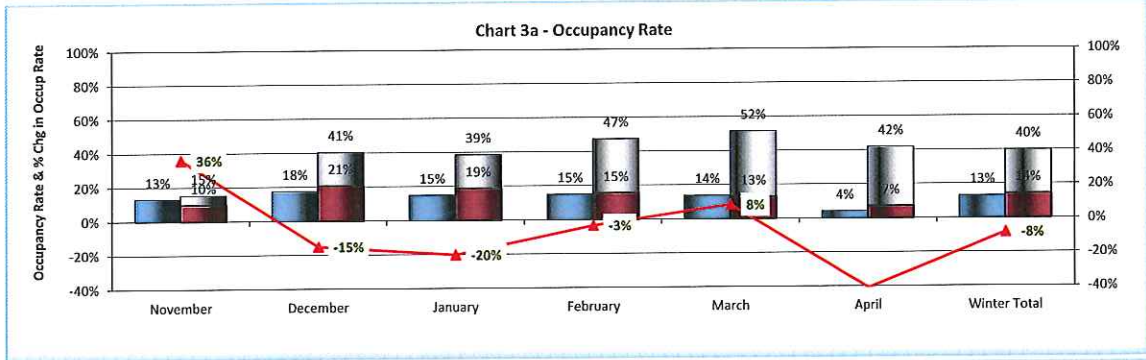




**RESERVATIONS ACTIVITY REPORT**  
**SECTION 3 - WINTER SEASON SUMMARY GRAPHS**

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



7-4

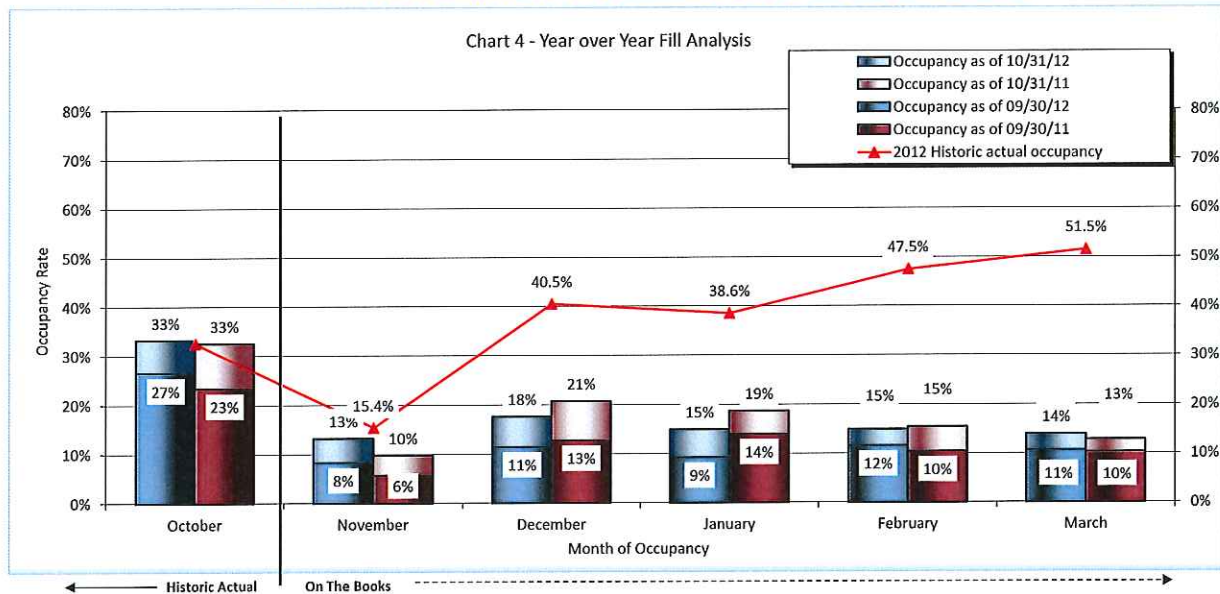


RESERVATIONS ACTIVITY REPORT  
SECTION 4 - FILL ANALYSIS

2012 Occupancy Pace as of Oct 31, 2012 and Sep 30, 2012 versus same period 2011

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF OCT 31			OCCUPANCY AS OF SEP 30			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2012 Historic actual occupancy
	Occupancy as of 10/31/12	Occupancy as of 10/31/11	Absolute Change	Occupancy as of 09/30/12	Occupancy as of 09/30/11	Absolute Change	Incremental occupancy booked during Oct. 2012	Incremental occupancy booked during Oct. 2011	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
October	33.2%	32.6%	0.7%	26.6%	23.4%	3.1%	6.7%	9.2%	-2.5%	-27.0%	32.6%
November	13.2%	9.7%	3.5%	8.3%	5.7%	2.6%	4.9%	4.0%	0.9%	22.4%	15.4%
December	17.6%	20.7%	-3.1%	11.4%	12.7%	-1.3%	6.1%	8.0%	-1.8%	-22.9%	40.5%
January	14.9%	18.7%	-3.8%	9.2%	14.0%	-4.7%	5.7%	4.7%	0.9%	19.9%	38.6%
February	14.9%	15.4%	-0.5%	11.6%	10.4%	1.2%	3.4%	5.1%	-1.7%	-33.5%	47.5%
March	13.9%	12.8%	1.1%	10.7%	10.2%	0.4%	3.2%	2.6%	0.7%	25.3%	51.5%
<b>Total</b>	<b>18.3%</b>	<b>18.8%</b>	<b>-0.5%</b>	<b>13.2%</b>	<b>13.1%</b>	<b>0.1%</b>	<b>5.1%</b>	<b>5.7%</b>	<b>-0.6%</b>	<b>-10.6%</b>	<b>38.4%</b>

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

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





**RESERVATIONS ACTIVITY REPORT**  
SECTION 5A - SUPPORTING DATA TABLES  
Bookings as of Oct 31, 2012

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>				
	Occup. Rate as of:	Occup. Rate as of:	Percent	Historic Actual	# of
	October 31, 2012	October 31, 2011	Change in		
Month of Occupancy (2012/13 & 2011/12)	(2012/13 season)	(2011/12 season)	YTD Occ. Rate	(2011/12 season)	in Sample
May	27.7%	28.3%	-2.1%		11
June	44.6%	40.8%	9.3%		11
July	64.6%	68.2%	-5.2%		11
August	65.0%	66.7%	-2.6%		11
September	48.8%	48.4%	0.8%		11
October	33.2%	32.6%	2.1%		11
November	13.2%	9.7%	36.1%	15.4%	10
December	17.6%	20.7%	-15.1%	40.5%	11
January	14.9%	18.7%	-20.3%	38.6%	11
February	14.9%	15.4%	-3.4%	47.5%	11
March	13.9%	12.8%	8.4%	51.5%	11
April	4.1%	7.0%	-40.8%	41.9%	11
Grand total	30.7%	31.3%	-1.7%	43.9%	11
Historic months total	47.3%	47.5%	-0.4%	47.5%	11
On the Books months total	13.1%	14.3%	-8.1%	40.0%	11

AVERAGE DAILY RATE	<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>				
	ADR as of:	ADR as of:	Percent	Historic Actual	# of
	October 31, 2012	October 31, 2011	Change		
Month of Occupancy (2012/13 & 2011/12)	(2012/13 season)	(2011/12 season)	in YTD ADR	(2011/12 season)	in Sample
May	\$153	\$146	4.4%		11
June	\$189	\$176	7.0%		11
July	\$227	\$224	1.1%		11
August	\$222	\$215	3.1%		11
September	\$184	\$179	2.9%		11
October	\$149	\$140	6.6%		11
November	\$144	\$155	-7.0%	\$154	10
December	\$327	\$356	-8.3%	\$292	11
January	\$289	\$273	5.6%	\$227	11
February	\$292	\$309	-5.7%	\$260	11
March	\$222	\$212	4.7%	\$220	11
April	\$191	\$181	5.5%	\$172	11
Grand total	\$210	\$209	0.5%	\$208	11
Historic months total	\$196	\$190	3.1%	\$190	11
On the Books months total	\$262	\$273	-4.1%	\$231	11

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2012/13 VS. YTD 2011/12</u>				
	RevPAR as of:	RevPAR as of:	Percent	Historic Actual	# of
	October 31, 2012	October 31, 2011	Change in		
Month of Occupancy (2012/13 & 2011/12)	(2012/13 season)	(2011/12 season)	YTD RevPAR	(2011/12 season)	in Sample
May	\$42	\$41	2.3%		11
June	\$84	\$72	17.0%		11
July	\$147	\$153	-4.2%		11
August	\$144	\$144	0.4%		11
September	\$90	\$86	3.7%		11
October	\$49	\$45	8.8%		11
November	\$19	\$15	26.5%	\$24	10
December	\$57	\$74	-22.1%	\$118	11
January	\$43	\$51	-15.8%	\$88	11
February	\$44	\$48	-8.9%	\$124	11
March	\$31	\$27	13.5%	\$113	11
April	\$8	\$13	-37.6%	\$72	11
Grand total	\$64	\$65	-1.2%	\$91	11
Historic months total	\$93	\$90	2.7%	\$90	11
On the Books months total	\$34	\$39	-11.9%	\$92	11

7-6





**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5B - SUPPORTING SUMMER DATA TABLES**  
**Summer Bookings as of Oct 31, 2012**

**NOTE:** This is not a forecast of bookings. Data represent transactions on the books as of the date noted above  
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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2012 VS. YTD 2011</u>			Historic Actual Occup. Rate (2011 Season)
	Occup. Rate as of: October 31, 2012 (2012 Season)	Occup. Rate as of: October 31, 2011 (2011 Season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012 & 2011)				
May	27.7%	28.3%	-2.1%	
June	44.6%	40.8%	9.3%	
July	64.6%	68.2%	-5.2%	
August	65.0%	66.7%	-2.6%	
September	48.8%	48.4%	0.8%	
October <b>Historic</b>	33.2%	32.6%	2.1%	
Summer Total	47.3%	47.5%	-0.4%	47.5%

AVERAGE DAILY RATE	<u>AVERAGE DAILY RATE: YTD 2012 VS. YTD 2011</u>			Historic Actual ADR (2011 Season)
	ADR as of: October 31, 2012 (2012 Season)	ADR as of: October 31, 2011 (2011 Season)	Percent Change YTD ADR	
Month of Occupancy (2012 & 2011)				
May	\$153	\$146	4.4%	
June	\$189	\$176	7.0%	
July	\$227	\$224	1.1%	
August	\$222	\$215	3.1%	
September	\$184	\$179	2.9%	
October <b>Historic</b>	\$149	\$140	6.6%	
Summer Total	\$196	\$190	3.1%	\$190

REVENUE PER AVAILABLE ROOM	<u>RevPAR: YTD 2012 VS. YTD 2011</u>			Historic Actual RevPAR (2011 Season)
	RevPAR as of: October 31, 2012 (2012 Season)	RevPAR as of: October 31, 2011 (2011 Season)	Percent Change in YTD RevPAR	
Month of Occupancy (2012 & 2011)				
May	\$42	\$41	2.3%	
June	\$84	\$72	17.0%	
July	\$147	\$153	-4.2%	
August	\$144	\$144	0.4%	
September	\$90	\$86	3.7%	
October <b>Historic</b>	\$49	\$45	8.8%	
Summer Total	\$93	\$90	2.7%	\$90



**RESERVATIONS ACTIVITY REPORT**  
**SECTION 5C - SUPPORTING WINTER DATA TABLES**  
**Winter Bookings as of Oct 31, 2012**

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

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OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual Occup. Rate (2011/12 season)
		Occup. Rate as of: October 31, 2012 (2012/13 season)	Occup. Rate as of: October 31, 2011 (2011/12 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	13.2%	9.7%	36.1%	15.4%
December		17.6%	20.7%	-15.1%	40.5%
January		14.9%	18.7%	-20.3%	38.6%
February		14.9%	15.4%	-3.4%	47.5%
March		13.9%	12.8%	8.4%	51.5%
April		4.1%	7.0%	-40.8%	41.9%
Winter Total		13.1%	14.3%	-8.1%	40.0%

AVERAGE DAILY RATE		<u>ADR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual ADR (2011/12 season)
		ADR as of: October 31, 2012 (2012/13 season)	ADR as of: October 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$144	\$155	-7.0%	\$154
December		\$327	\$356	-8.3%	\$292
January		\$289	\$273	5.6%	\$227
February		\$292	\$309	-5.7%	\$260
March		\$222	\$212	4.7%	\$220
April		\$191	\$181	5.5%	\$172
Winter Total		\$262	\$273	-4.1%	\$231

REVENUE PER AVAILABLE ROOM		<u>RevPAR: YTD 2012/13 VS. YTD 2011/12</u>			Historic Actual RevPAR (2011/12 season)
		RevPAR as of: October 31, 2012 (2012/13 season)	RevPAR as of: October 31, 2011 (2011/12 season)	Percent Change in YTD ADR	
Month of Occupancy (2012/13 & 2011/12)					
November	On the Books	\$19	\$15	26.5%	\$24
December		\$57	\$74	-22.1%	\$118
January		\$43	\$51	-15.8%	\$88
February		\$44	\$48	-8.9%	\$124
March		\$31	\$27	13.5%	\$113
April		\$8	\$13	-37.6%	\$72
Winter Total		\$34	\$39	-11.9%	\$92





## MULTI-DESTINATION COMPARATIVE REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of October 31, 2011

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### Executive Summary

Overview Based on data from 16 reporting MTRiP Destinations (see Destination Listing at bottom of page 7)

	High	Low	Average	North Lake Tahoe
<b>a. Last Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy</b>				
Historic Actual Occupancy for Last Month	31.5%	4.8%	19.4%	33.2%
% Change in Historic Actual Occupancy for Last Month	98.3%	-25.8%	10.6%	2.1%
<b>b. Last Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR</b>				
Historic Actual Average Daily Rate for Last Month	\$147	\$0	\$124	\$149
% Change in Historic Actual Average Daily Rate for Last Month	32.2%	0.0%	3.6%	6.6%
<b>c. Next Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy</b>				
Occupancy On-The-Books for Next Month	38.1%	2.1%	12.2%	13.2%
% Change in Occupancy On-The-Books for Next Month	79.5%	-36.8%	10.6%	36.1%
<b>d. Next Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR</b>				
Average Daily Rate On-The-Books for Next Month	\$178	\$0	\$146	\$144
% Change in Average Daily Rate On-The-Books for Next Month	41.3%	0.0%	3.1%	-7.0%

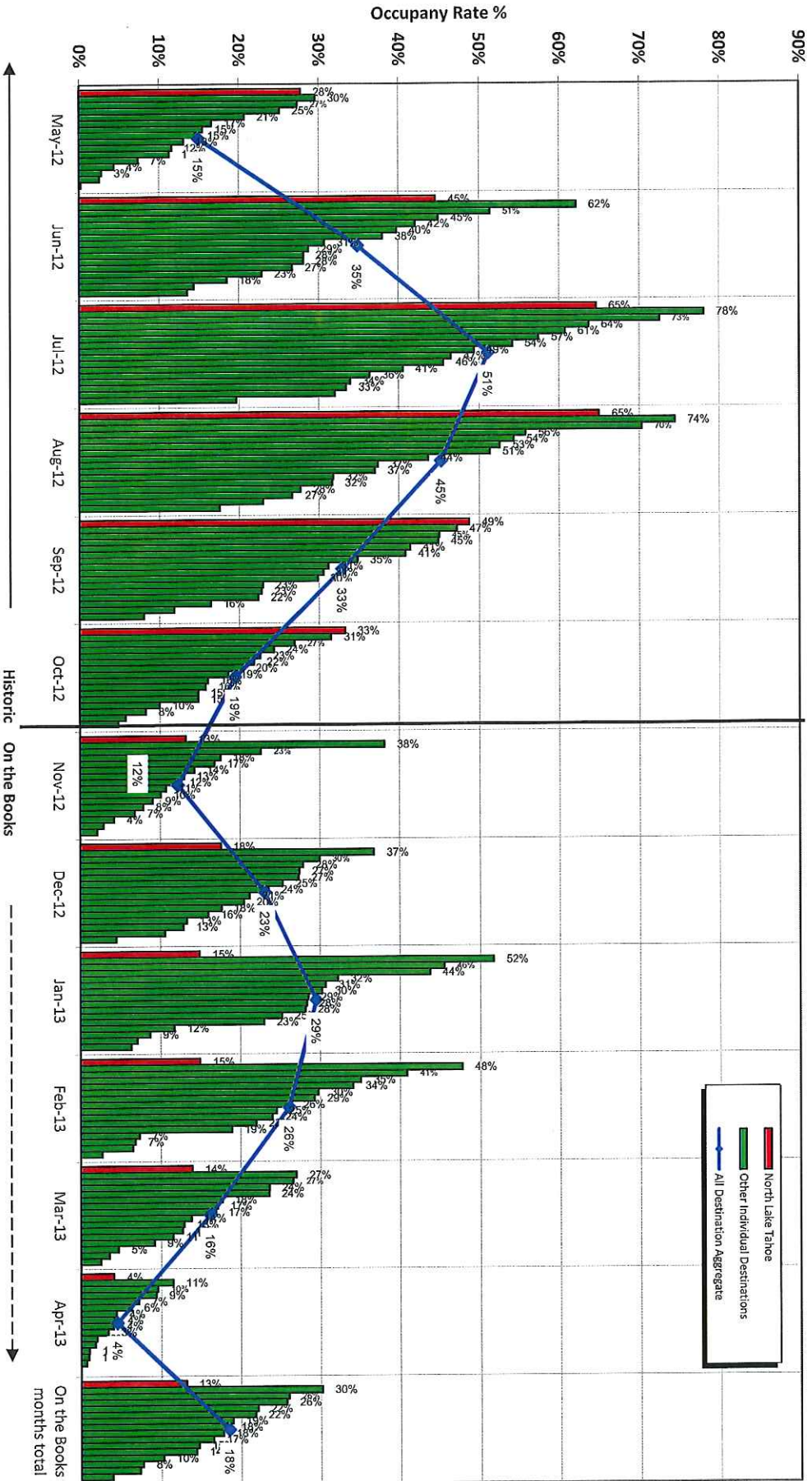
**DESCRIPTION:** The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other MTRiP reporting destinations. ; In all cases, the Base Destination is represented on the far left of the tables and the far left of the charts. The Base Destination is differentiated on charts with a Red data series bar. All other Destinations are represented with a Green data series bar.

All data is sorted in descending order from highest to lowest and left to right, with the all destination average on the far right of the tables. All destination average is differentiated on charts by a blue line data set.

Individual destination data may be obtained through the Multi-Destination Comparative Enhanced report, available by contacting MTRiP at the address below

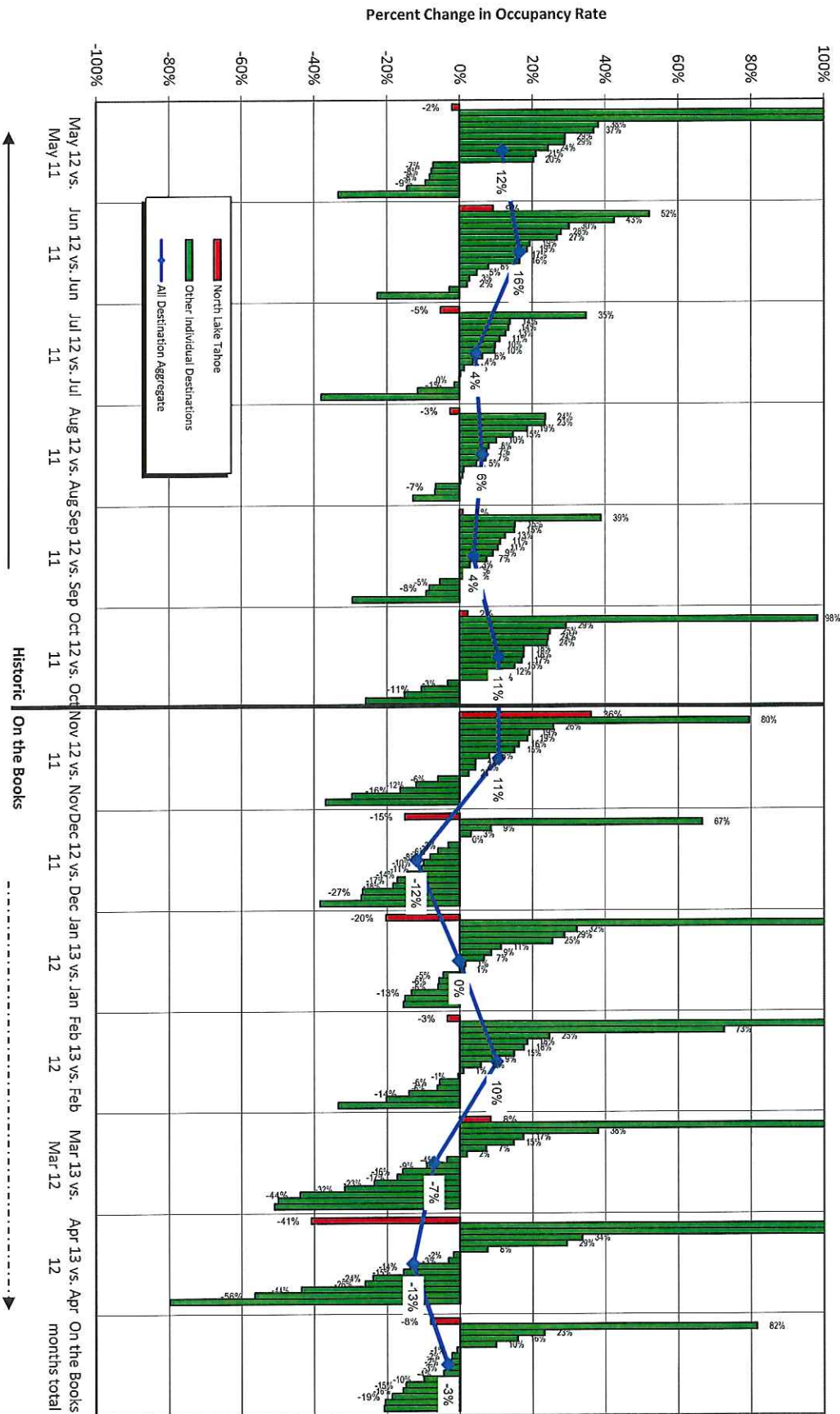
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**Occupancy Rate 2012/2013 Season as of Oct 31, 2012**  
**Historic and Forecast Data**  
**North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate**

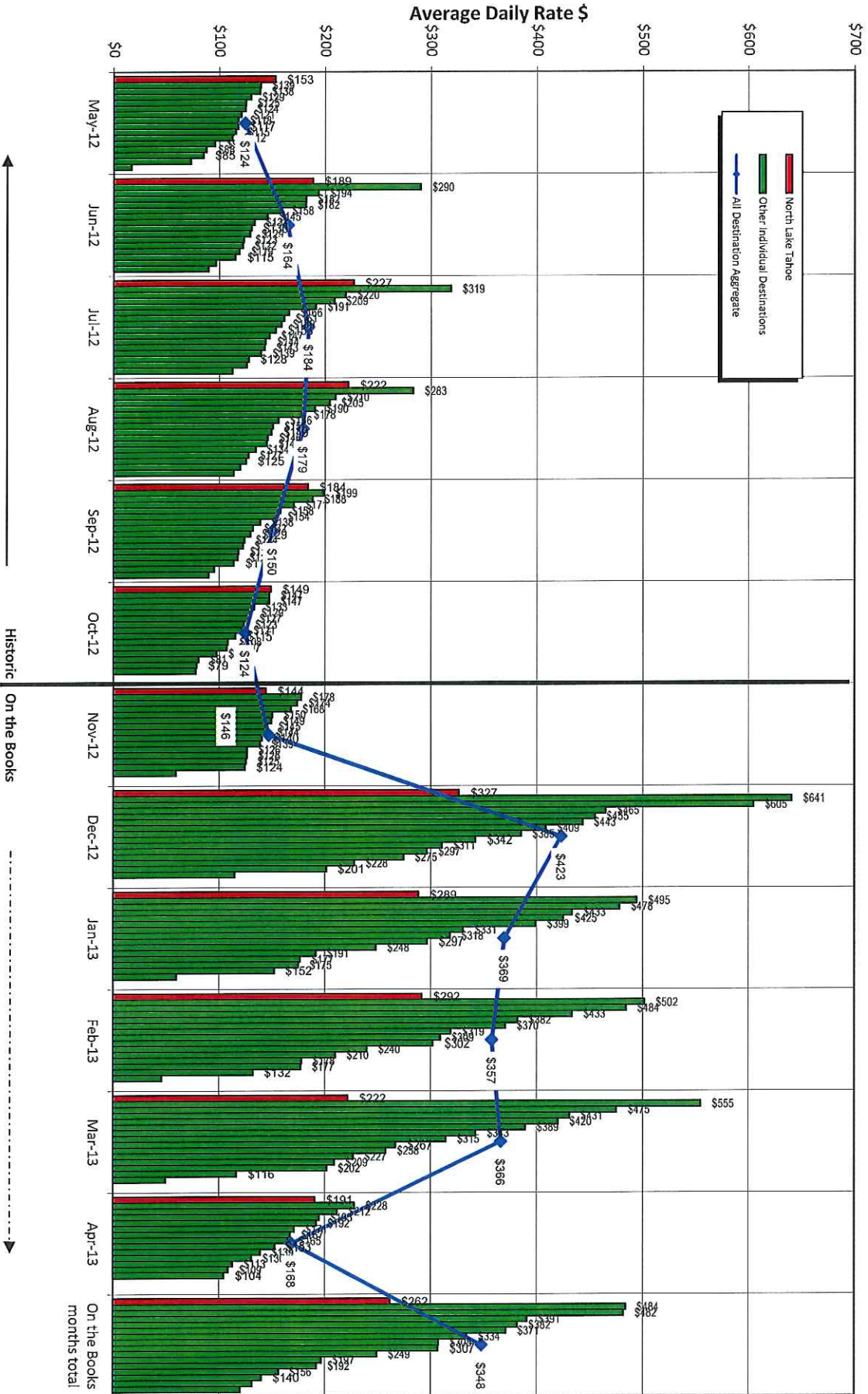




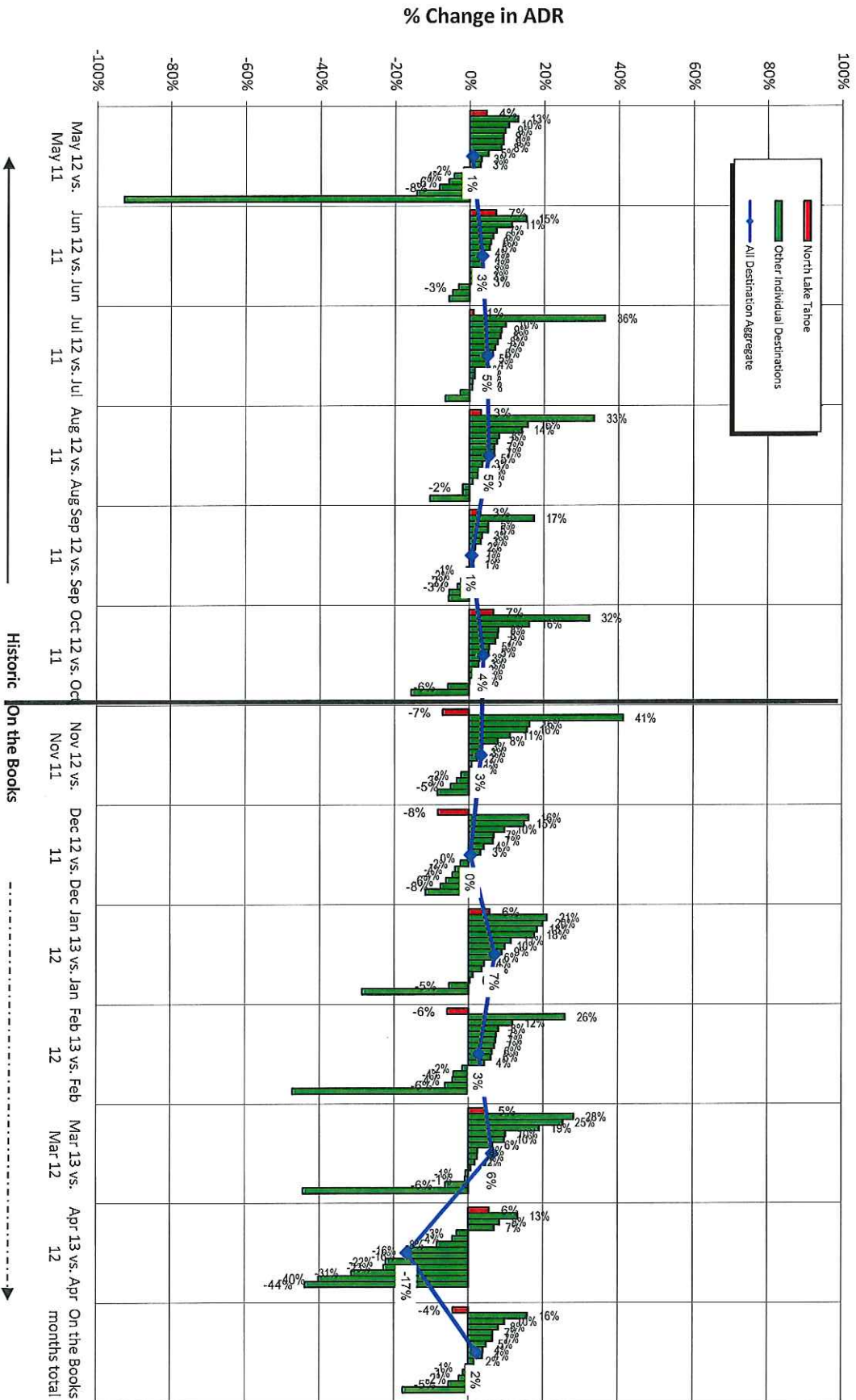
Percent Change in Occupancy Rate: 2012/2013 YTD vs 2011/2012 as of October 31, 2012  
 North Lake Tahoe vs All Individual Mtn Destinations & All Destination Average



**Average Daily Rate 2012/2013 Season as of Oct 31, 2012**  
**Historic and Forecast Data**  
**North Lake Tahoe vs All Individual Mtn Destinations & All Destination Aggregate**



Percent Change in Average Daily Rate: 2012/2013 YTD vs 2011/2012 as of October 31, 2012  
 North Lake Tahoe vs all Individual Mtn Destinations & All Destination Average













**Staff Report for Board**

**Subject:** Key Partner Communication Plan

**From:** Sandy Evans Hall, through Executive Committee

**Decision Considerations:**

- The Key Partner Communication Plan has been identified in our strategic goals (see below)
- Many components of this plan have been created and implemented over the past year
- Staff has also had input in this plan

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

**Staff Recommendation:** Approve



## Key Partners Communication Plan 2012/2013

**Membership – PURPOSE: To maintain an effective voice for business in North Lake Tahoe by providing benefit value for investment, creating a common understanding of issues, delivering educational and informational exchanges, and sharing tools to build a vital economy.**

Weekly	Biz Bytes – Updates on organization
	Member to Member – Updates on members
	Lodging Barometer – Planning tool for hospitality related businesses
As Needed	Email blasts about programs, events, opportunities, upcoming meetings, referrals
	Grow databases for all social media platforms and utilize frequently for updates on events and programs
Monthly	Mixers, Networking Opportunities, BACC Committee (bi-monthly)
Quarterly	Forums, Educational Workshops and Seminars
Annually	Membership Luncheon – State of the Organization (June)
	Membership Survey – gather feedback for board retreat (May)
	Membership Information Update for Database (November)
	Annual Report – email to all members
	Community Awards Dinner (March)
	Membership Appreciation Outreach (September)

**Lodging Properties – PURPOSE: To engage those that are collecting the Transient Occupancy Tax by sharing the plans for expenditure of those funds for the purpose of tourism development in North Lake Tahoe.**

Weekly	Biz Bytes, Lodging Barometer, Member to Member Updates
As Needed	Blasts about events, transportation initiatives, marketing opportunities; grow social media database for quick updates
Monthly	Lodging Committee – agendas and minutes emailed to all lodging
Semi Annually	Outreach visits from Lodging Liaison
Annually	Annual Report – email to all lodging

**County Staff and County Elected Officials – PURPOSE: To strengthen the partnership between County elected officials, staff and our organization based on trust in our capability and transparency of our process.**

Weekly	Biz Bytes, Lodging Barometer –all BOS, CEO staff, DPW, and other departments
Monthly	Meet with CEO Analyst to go over upcoming Board Agenda and other issues
Bi-Monthly	Meet with CEO to go over policy direction, strategic goals
Quarterly	Host or participate in BOS Lake Tahoe meetings
	Quarterly department reports
Semi Annually	Joint Board Meeting
	End of Season Marketing Reports and Presentation
Annually	Presentation to BOS of Strategic Goals (Fall)
	Presentation to BOS of Integrated Infrastructure and Transportation Plan (Spring)

**State and Federal Elected Officials – PURPOSE: To develop a relationship with elected state and federal officials, to create an understanding of issues in the Lake Tahoe Region, to act collaboratively for potential funding initiatives such as Smart Growth, Transportation, Lake Tahoe Restoration Act.**

Quarterly	Meet with lobbyist and discuss legislative issues
Annually	Set up meetings in Sacramento to visit with legislators and staff
	Host Legislative Forum and invite state and federal legislators to speak, businesses to provide input
	Participate in the Annual Lake Tahoe Summit
As Needed	Participate in Lake Tahoe Partnership as a collaborative voice for legislative and funding initiatives

**Business Associations – PURPOSE: To reinforce our collaborative relationships for an effective voice for business and economic growth in each geographic area, to align and leverage engagement in our strategic goals.**

Weekly	Biz Bytes, Lodging Barometer, Member to Member
Monthly	Business Association and Chamber Collaborative – meeting or communication every other month – CEO Report
	Attend Board Meetings – share under partner reports
	Provide data and other information as needed via social media, email
Annually	Membership Luncheon
	Distribute Annual Report to all Assn. members
	Community Awards

**Community – PURPOSE: To be a credible source of information on tourism development in North Lake Tahoe and to generate advocacy for projects and initiatives.**

As Needed	Press Releases to local papers on events, programs, projects
Monthly	Article with Sierra Sun – My Turn or purchased space
	Post meeting notices
Outreach Plan	Ads, sandwich board signs, fliers, Breakfast Club, business associations, bulletin boards
Annually	Create Annual Report - accomplishments, goals, finances – Post on website, email to groups, print one sheets to distribute

**Public Utility Districts –Special Districts – PURPOSE: To be a credible source of information on tourism development, to solicit ideas for infrastructure and transportation improvements, and to generate advocacy for projects and initiatives.**

Weekly	Biz Bytes, Lodging Barometer, Member to Member – add all directors and board members to distribution lists
Annually	Share and present strategic goals
	Discuss Integrated Work Plan and solicit projects
	Share Annual Report





## north lake tahoe

Chamber | CVB | Resort Association

December 5, 2012

**Subject:** Maintenance Funding Request for Transit Center Trail Snow Removal  
**From:** Ron Treabess, Director of Community Partnerships and Planning, TNT/TMA, TART

### Decision Considerations:

- The new Tahoe City Transit Center is now open offering many transit connections and parking, but no winter pedestrian access to and from the existing winter maintained walkways in Tahoe City.
- NLTRA has long advocated trying some level of winter trail maintenance to allow and encourage visitors and other pedestrians to safely walk into town, similar to Squaw program.
- TOT funded transit services connect at TOT supported Transit Center and parking area
- NLTRA is in a position to use special TOT maintenance funds being set aside to provide periodic maintenance for projects TOT has been used to help fund and that meet NLTRA goals. Currently, this fund has approximately \$220,000, some of which can appropriately be used for winter maintenance of this trail
- Placer County DPW agrees this trail snow removal pilot project could be beneficial but is not in a position to fund the project this winter
- Tahoe City Public Utility District has a contract for trail snow removal from the pedestrian crosswalk at the south side of Fanny Bridge across the dam connecting to Tahoe City and the NLT Visitor Center. With funding, this contract could be expanded to connect to the Transit Center allowing visitors and others to safely access services in Tahoe City
- TCPUD has estimated an amount not to exceed \$7000 to clear 1,200 foot trail (see attached estimate)
- A report will be prepared at season's end stating results of the pilot project with recommendations for future continuation

### Tourism Master Plan/Strategic Goals:

- By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region resort triangle and West Shore to Incline Village.
- By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.
- By 2016, the organization will have provided advocacy for all project and program development that aligned with our mission.

### Staff Recommendation:

- NLTRA Board approve up to \$7000 maintenance funding for a one year project to remove snow from the trail connecting the Tahoe City Transit Center with existing maintained walkways in Tahoe City. This will require Committee recommendation (to be considered 12/03/12), NLTRA Board, and County Executive Office approval.



COST ESTIMATE FOR WINTER TRAIL CLEARING  
FANNY BRIDGE PEDESTRIAN CROSSWALK TO TC TRANSIT CENTER

A rough estimate to clear 1200 linear feet by eight feet wide (9,600 sq.ft.) would be approximately \$130.50 per snow event. This is clearing the trail during the day once 4" or more has fallen. Keep in mind that ice melt or sand, under certain conditions, should also be applied after the snow has been removed for safety reasons. This would add about .5 hr charge to each occurrence, as well as the cost of the material applied.

I would estimate the cost, if an average snow year happens, would be:

2 contract operators @ \$43.50/hr x 1.5 hrs = \$130.50  
1 contract operator @ \$43.50/hr x .5 hrs = \$21.75 (to apply ice melt or sand)  
Materials = \$500.00 per season

Based on a number of snowfall days per four months (December thru March), I would figure 30 to 40 occurrences that would require this service.

Total =  
Contract snow removal = \$5,220.00  
Materials = \$500.00  
\$6,590.00

Roger Adamson  
Director of Parks  
Tahoe City Public Utility District



## north lake tahoe

Chamber | CVB | Resort Association

December 5, 2012

**Subject:** Transit Summit Next Steps

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

### **Transportation Summit Update:**

- NLTRA Board and Board of Supervisors approved Committee funding recommendation
- Summit was held Friday, October 26, 2012, 8:00 am to 3:00 pm
- Over 60 participants in attendance (List Attached)
- Program format, including speakers, panel discussion, and group workshop, was very informative resulting in productive ideas to develop vision for competitive transportation in North Lake Tahoe (2012 Transit Summit Notes attached)
- Most in attendance verbally committed to continuing and participating in the detailed development of the vision
- TNT/TMA and NLTRA will take the lead in moving process forward

### **Decision Considerations (Next Steps):**

- Meet with small group of key organization representatives to discuss and layout an approach with possible schedule for this process (tentatively scheduled for December 13<sup>th</sup>)
- Have Core Group (organizations that committed at the Summit) start meeting in January to define a realistic vision, including steps to determine necessary actions to achieve that the vision is realistic, such as investigation of funding opportunities
- Once vision and actions are clearly defined and analyzed, participants can reconvene at a second Summit, during summer 2013, to review, determine support for, and strategize how to bring the transit elements of the vision to fruition.

### **Tourism Master Plan/Strategic Goals:**

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

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

### **Staff Recommendation:**

- Joint Committee members and Board members participate in process as individual schedules permit
- Present findings, analysis, and recommendations to Joint Committee and Board as they are developed throughout the process

## 2012 Transit Summit Notes

### Desired Outcomes & Performance

- Accommodate more people without building more roads or degrading environment
- Increase frequency of service, length of season, night service
- Demonstrate economic 'win' for all partners
- Integrate with partners in achieving goals
- I-80 time competitive with Utah, remain competitive <5hours
- Opportunities for the 95% drive traffic to not use cars.
- Transit more convenient than driving
- Fun, Fast, Frequent
- Include all forms of recreation, not just skiing
- Ariel tram system – study alternative modes
- Feeder routes with smaller vehicles
- Pedestrian connections very important
- Connections to all other forms of transport, comfort of client
- More carbon use efficiency
- Politically and fiscally sustainable
- 267 service year round
- Link North Shore to South Shore

### Specific Improvements

- Park and Ride lots
- Consistent Branding
- Motorized coaches – regional express service, Truckee to Reno
- HOV lanes – 267, 89
- Frequency, night, more routes, more bus stops
- System integration – ski areas, TART, etc.
- Parking management
- Maximum zoning of parking
- Eliminate bottleneck from Squaw -> I-80, Northstar -> I-80
- Dedicated Bus lane is critical
- Paid Parking
- Technology to communicate, i.e. – Nextbus, Google app, GPS, etc.
- Expand Visitor Service, Package transportation with lodging and activities

### Funding Sources & Strategies

- Sales Tax (can be volatile)
- Challenging matrix – diverse “stew”
- Metro area positioning – self help
- Fiscal reform – track federal and state budgets
- Having a unified vision is important for funding
- Private equity – driver of public revenues

- Impact fees, HOA
- TOT increase, Entertainment (lift ticket) fee
- Transportation District in E. Placer is still in place
- Transportation – economic & Quality of Life Benefits
- Develop story
- Full Story – Transit & complete streets, connectivity, IT
- Paid Parking can be important strategy
- Operating and capital funding have to be computed separately, cost analysis might indicate potential savings in regional approach
- Businesses – License tax, assessment district

### **Organization Options**

- Single Service provider – RFTA contract back to partners
- No additional layers – K.I.S.S.
- Local autonomy vs. efficiencies
- Multi jurisdictional transportation district? JPA? IGA?
- TTD, Placer County – Still retain local autonomy

### **Next Steps**

- Meeting during next six months
- January (Mondays) as possible interim meeting
- Larger meeting in April to move process forward
- Consolidated Shuttle
- Identify additional partners – Union Pacific, Southwest Airlines, Sugarbowl, Donner, Amtrak, Cal trans
- Increase winter headways to 30 minutes
- Electronic integration
- Quantify economic benefits
- Letters of Intent – TMA take lead
- 

### **Initial Organization**

- TMA, TTD, Truckee, NLTRA, Placer County, TPC, TRPA, Northstar, NCTD, Squaw Valley...
- Will contact, agencies will report to elected officials, select representatives to serve on Transit Future coalition

### **Observations**

- Sound foundation in existing transit service
- High institutional capacity
- Alignment of interests – public and private
- Recent and ongoing planning efforts
- Good market response to transit improvements

**Transit Summit RSVP's**

	<b>Name</b>	<b>From</b>	<b>Attended</b>	<b>Email</b>
16	Adam Spear	Taggart & Taggart	x	adam@legaltnt.com
10	Alex Mourelatos	BOD	x	aamourelatos@gmail.com
1	Alex Terrazas	Town of Truckee	x	aterrazas@townoftruckee.com
45	Bill Landry	IV Resident	x	
14	Buzz Harris	WBH NV Enterprises LLC	x	buzzh@sbcglobal.net
28	Carl Hasty	TTD	x	chasty@tahoetransportation.org
6	Carolyn Wallace Dee	Town of Truckee	x	cdee@townoftruckee.com
47	Chance Grover	Retired TART	x	chancegrover@prodigy.net
2	Dan Wilkins	Town of Truckee	x	dwilkins@townoftruckee.com
35	Dave Paulson	Northstar	x	dpaulson@vailresorts.com
34	David Jickling	Washoe County RTC	x	djickling@rtcwashoe.com
26	Gordon Shaw	LSC Consulting	x	gordonshaw@lscstahoe.com
49	Greg Long	Smith & Jones	x	glong@sjmarketing.com
17	Jan Colyer	TNT/TMA	x	tmtma@sbcglobal.net
52	Jeff Sparksworthy	Tahoe Tram	x	info@tahoetram.com
19	Jesse Walker	EPS	x	jwalker@epsac.com
40	John Hester	TRPA	x	jhester@trpa.org
41	Karen Fink	TRPA	x	kfink@trpa.org
3	Kelly Beede	Town of Truckee	x	kbeede@townoftruckee.com
38	Kent Cashell	City of Park City	x	cashell@parkcity.org
13	Kent Hoopingarner	JMA	x	khoopingarner@skihomewood.com
33	Kevin Bumen	Truckee Tahoe Airport	x	Kevin.Bumen@truckeetahoeairport.com
54	Kevin Mitchell	Homewood Resorts	x	kmitchell@skihomewood.com
9	Kimberly Pruet	Congressman McClintock	x	kimberly.pruett@mail.house.gov
37	Lynn Rumbaugh	City of Aspen	x	lynn.rumbaugh@ci.aspen.co.us
18	Mandy Lau	TNT/TMA	x	mandylau@sbcglobal.net
48	Margaret Moran	Sierra Sun	x	mmoran@sierrasun.com
50	Margaret Skillicorn	Paragon PR	x	margaret@paragonpr.net
5	Mark Brown	Town of Truckee	x	mbrown@townoftruckee.com
46	Maryann Erickson	IV Resident	x	
36	Mike Livak	Squaw Valley	x	mlivak@squaw.com
44	Mike Woodman	Nevada County	x	mwoodman@nccn.net
32	Pam Hobday	Truckee Tomorrow	x	pkhurt@cs.com
22	Peter Kraatz	Placer County	x	pkraatz@placer.ca.gov
4	Richard Anderson	Town of Truckee	x	randerson@townoftruckee.com
8	Rocky Deal	Congressman McClintock	x	rocky.deal@mail.house.gov
55	Ron Parson	BOD	x	ronparson@granlibakken.com
25	Ron Treabess	NLTRA	x	ron@puretahoenorth.com
24	Sandy Evans Hall	NLTRA	x	sandy@puretahoenoth.com
57	Sgt. Andy Mayo	CHP	x	AMayo@chp.ca.gov
7	Steve Hoch	TCDA	x	steve@visittahoecity.com
30	Steve Teshara	TMA Board	x	steveteshara@gmail.com
39	Thad Noll	Summit County, CO	x	thadn@co.summit.co.us
51	Tony Karowsky	Vail Resorts	x	AKarowski@vailresorts.com
31	Tony Lashbrook	Town of Truckee	x	tlashbrook@townoftruckee.com
11	Valli Murnane	BOD	x	valli@tahoexc.org
56	Wally Auerbach	BOD	x	wauerbach@auerbachengineering.com
27	Walter Kieser	EPS	x	wkieser@epsys.com
29	Will Garner	Placer County	x	wgarner@placer.ca.gov
58	Kurt Haskell	Squaw Valley	x	khaskell@squaw.com
59	Curtis Garner	TTD	x	cgarner@tahoetransportation.org
60	Daryl Simms	Candidate/Town	x	skiguys@aol.com
61	David Tirman	JMA	x	dtirman@jmaventuresllc.com
62	Steve Noll	Design Workshop	x	SNoll@designworkshop.com

63	Annie Rosenfeld	Tahoe Donner	x	arosenfeld@tahoedonner.com
64	Steve Kastan	Placer County	x	skastan@placer.ca.gov
65	Kathleen Eagan	TTAD Board	x	kbeagan@sbcglobal.net
66	Nick Haven	TRPA	x	nhaven@trpa.org
67	Mary Heatherington	TTAD Board	x	castlepeakengineer@sbcglobal.net
68	Michael Moreno	RTC Washoe County	x	mmoreno@rtcwashoe.com
69	Amy Cummings	RTC Washoe County	x	acummings@rtcwashoe.com



November 28, 2012

**Subject:** Membership Update

**From:** Deanna Frumentti, Membership Manager

**Decisions and Considerations:**

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

**2012 December Membership Update:**

**For the month of November we had 3 new members:**

<u>Name</u>	<u>City</u>	<u>Type of Business</u>
Points North Heli-Adventures Inc.	Tahoe City	Heli-Skiing
Mountain Lake Cleaning	Incline Village	Residential Cleaning
Master Your Network	Incline Village	Business Coaching

**4 write-offs**

**13 renewing members:**

- Red Wolf Lakeside Lodge
- Lakeside Pizza
- Tahoe Mountain Sports
- Tahoe TV
- Incline Spirits and Cigars
- John Shuff
- Atomic Printing
- Blue Sky Events & Travel Management
- Hacienda del Lago
- Kahn Investment Company
- Lanza's
- Tahoe Donner Associations
- Ski Butlers

**November Focus**

The focus for November was finding businesses that were winter activities and services. Several winter categories are currently not represented in the Chamber, and they were the first target.



**Interesting Discussions**

I have been speaking to some of the newer managers of hotels and restaurants. Many managers have been transplanted to North Lake Tahoe from other areas. Some have expressed confusion that business is not robust year round. There is a misconception that hospitality is year round and not seasonal in North Lake Tahoe. I am very concerned about this misconception. This may have lead to many financial challenges and can hurt the vitality of our new businesses. I am debating the best way to educate new businesses on how to sustain and run a business in a seasonal economy as unique as ours.

**Business Directory**

The remaining non-members within Placer county and Incline Village will remain in the Business Directory for prospecting until January 1, 2013.

**2012 Winter Expo**

The feedback from the Winter Expo was positive. Most participants enjoyed the venue, feeling it was a fitting setting for winter activities and services. Next year based on the feedback, the event would need to be a few weeks later in the year, putting the event date around the first week of December. This allows the event to be before peak busy periods, but after the Thanksgiving holiday. Booth prices will also be re-evaluated next year for shoulder season pricing.



November 28, 2012

**Subject:** BACC Report

**From:** Deanna Frumenti, Membership Manager

**Decisions and Considerations:**

- Staff will provide an oral status report at the meeting

**Programs:**

***Shop Local***

The Shop Local Program has been given an expanded reach with the collaboration of the BACC. The NTBA, TCDA, ICBA, SVBA, Village at Northstar Association, and the Chamber are uniting to encourage buying local in North Lake Tahoe for the 2012 holiday season. The Chamber has created a landing page on GoTahoeNorth.com and purchased the URL ShopLocalNorthTahoe.com to direct all marketing efforts to the landing page. Residing on the landing page is a link to the grand prizes and participating retailers from each region. All participants have been given cards to hand out at each retail location and each region has been assigned a different sticker for the purpose of tracking the location of purchases.

**Community Marketing Grants:**

***Squaw Valley Business Association (SVBA)***

The SVBA presented the ROI for the 2010-11 and 2011-12 Community Marketing Grant Program detailing the breakdown of costs for the design, production, and distribution of the Squaw Valley Area Guide.

The SVBA then presented a proposal for the 2012-13 Community Marketing Grant. The grant funds will be used for:

- Guide Edits
- Re-print
- Distribution

The total estimated expense for the printing of 50,000 guides and distribution is \$12,306.

The 12-13 NLTRA Grant Request: \$10,000

SVBA Responsibility: \$2,036 or 19% of cost

***North Tahoe Business Association (NTBA)***

The NTBA presented a proposal for the 2012-13 Community Marketing Grant. The grant was for the marketing and advertising of the Tahoe Bay to Bay district and special in-market events to improve the economic vitality and quality of life in the area.

Bay to Bay Advertising will be in the Official Visitors Guide, Tahoe Magazine, and the Lake Tahoe Visitor Network / tahoetopia.com. The NTBA produces the following annual events: Kings Beach SnowFest Parade, First Saturday in March Community Clean Up Day, July 3<sup>rd</sup> Fireworks Celebration & Deck Party, Music on the Beach, and Passport to Dining. In anticipation of the Kings Beach Commercial Core Improvement Plan breaking ground in 2013, NTBA has earmarked these funds to use for an “Open During Construction” marketing campaign.

**Communication:**

***Every Other Month Communication Piece***

The BACC will meet every other month with a pre-assigned agenda. Between meetings a communication piece will be emailed to all of the members with the last meeting action items, the next meeting’s topic, and how to be prepared for the next meeting. An email will go out around the 10<sup>th</sup> of the non-meeting months asking the members if they have anything they would like to share in the communication piece. The formal BACC communication email will be finalized and emailed to the members around the 15<sup>th</sup> of each non-meeting month.

**Next Meeting:**

***January 9, 2013 BACC Meeting***

The January 9, 2013 BACC meeting’s topic will be program collaboration. All of the members will be asked to bring information for our combined calendar for the spring and early summer and be prepared to discuss any planned programs including assistance, and collaboration opportunities.



## **Staff Report for Board**

**Subject:** Approval of Community Marketing Grants for the Squaw Valley Business Association (SVBA) and the North Tahoe Business Association (NTBA)

**From:** Deanna Frumentti, recommendation of approval from the Business Association and Chamber Collaborative (BACC)

### **Decision Considerations:**

- The SVBA has presented a proposal requesting \$10,000 for the edits, re-print, and distribution of the Squaw Valley Area Guide.
- The total projected expense for printing 50,000 guides and distribution will be \$12,306. The SVBA will be responsible for paying \$2,306 or 23% of the cost.
- The NTBA has presented a proposal requesting \$10,000 for the marketing and advertising of the Tahoe Bay to Bay district and in-market special events to improve the economic vitality and quality of life in the area.
- In anticipation of the KBCCIP breaking ground in 2013, NTBA has earmarked \$1,460 in funds to use for an "Open During Construction" marketing campaign.

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

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

**Staff Recommendation:** Approve Community Marketing Grant Requests





ROI Prepared for: The Business and Chamber Advisory Collaboration  
Community Marketing Grant Program  
For: FY 2010-11 & 2011-12

## SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

The Squaw Valley Business Association (SVBA) is made of 6 lodging properties (Red Wolf Lodge, Olympic Village Inn, PlumpJack Squaw Valley Inn, Squaw Valley Lodge, The Village at Squaw Valley USA and the Resort at Squaw Creek), Squaw Valley Ski Corporation and the Squaw Village Neighbourhood Company.

The purpose of the corporation is to:

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

Currently the SVBA maintains an annual operating budget of \$24,000. The funding is made up solely by contributions from the above properties to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd and normal business expenses to operate a non-profit corporation.

In addition to this funding, the SVBA properties contribute individual monies to promote and host numerous events throughout the year. The businesses in Squaw Valley have successfully created a well rounded calendar of events that draws visitors nationally, regionally and locally.

The Squaw Valley Business Association was awarded \$20,000 for FY-10/11 and FY 11/12 from the Community Marketing Program for the following two programs:

- Part 1: Design & ½ Production of Squaw Valley Area Guide
- Part 2: ½ Production & Distribution of Squaw Valley Area Guide

We greatly thank you for your support!

### ROI Summary:

**Goal:** Update dated SV Area Guide produced in 2006 w/ fresh look & more info  
Create a product in keeping with NLTRA Community Map  
Incorporate all lodging properties and add commercial listing & activities  
To improve guest experience and support our Concierge/Visitor Centers

SVBA – 11/12 Grant ROI

16-2

Distribute majority in & out of market via Certified Folders  
 - Get our Guide into Bay Area/Sac/Reno/Carson Markets  
 Distribute via Group/Sales Initiatives  
 Downloadable from website

**Expense:** See attached financial re-cap & supporting invoices

**Promotional Plan:**

Print: 70,000 Guides  
 Distributed via Certified Folders: 29,000 Reno/Carson & NLT & SLT Market  
 Distributed via Certified Folders: 20,000 N. California Winter Sports Program  
 Distributed via SVBA: 21,000 Properties, Sales & Concierge

**ROI/Feedback:**

We have received great feedback on our project. It is a useful Guide that has been used and handed out by all our concierge and front line employees to Visitors. It is easy to read and locate what you are looking for. We are also able to write notes on the Guide which we have found to be very handy. Here is a breakdown of our July 2012 distribution amongst SVBA members & Chamber:

SVBA Members	Share	boxes	Qty each	total Qty
Squaw Valley/Alpine	2/3	3	500	1500
Village at Squaw Valley	2/3	3	500	1500
SVNC	full	5	500	2500
RSC	full	5	500	2500
SVL	full	5	500	2500
OVI	full	5	500	2500
PJ	full	5	500	2500
RWL	1/3	2	500	1000
		33	500	16500
			average	5500

NLT Chamber Visitor Centers 2 500 1000  
 Truckee Visitor Center 2 500 1000

We have a minimum of 3500 copies on hand for 12-13 Winter Distribution.

Most Lodging properties provided a unique Reservations Call In number for the Guide. We do not feel there has been adequate time given to provide valuable results therefore will include more details on this portion of our ROI prior to our 13/14 request.

The Guide moved very well via, our Certified Public Folder Display distribution that started July 1. As of September 31, 2012 only approximately 1000 out of the 29,000 were left over according to Linda Anderson! 20,000 additional will be placed at over 200 Winter sporting goods outlets in Northern California effective December 1, 2012 through April 30, 2013 and we expect these to fly off the shelves.

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

Financial Re-Cap on SVBA Area Map Project (FY-2011/12)

SDBX - Design

Date	Inv#	Amount
3/10/2012	5327	\$1,190.00 PAID
4/15/2012	5379	\$680.00 PAID
5/5/2012	5414	\$2,061.25 PAID
6/5/2012	5471	\$1,508.75 PAID
8/24/2012	5572	\$1,277.39 PAID

**TOTAL** **\$6,717.39**

Original estimate for the project: \$6,290.00

Final project \$427.39 over estimate

Dyna Graphics Printing

Date	Inv#	Amount
6/30/2012	87143	\$10,391.34 PAID

Printed 70,000 copies

Certified Folder Display Service

Date	Inv#	Amount
SUMMER 6/6/2012	29948	\$2,610.45 PAID
To Be Billed		\$2,196.50 WINTER 12/13

**TOTAL** **\$4,806.95**

<b>Total Project Cost</b>	<b>\$21,915.68</b>
NLTRA GRANT	\$20,000.00
SVBA PORTION	(\$1,915.68)

MAJA THALER <mthaler@sdbxstudio.com>  
To: Caroline Ross <cross@squawwnc.com>  
Cc: SDBX Studio <info@sdbxstudio.com>

Thu, Aug 30, 2012 at 1:44 PM

Hi,there,

Nice to see your name in my inbox. Yes - this is the final invoice. Here's a recap:

Date	Inv#	Amount
3/10/12	5327	\$1,190.00
4/15/12	5379	\$680.00
5/5/12	5414	\$2,061.25
6/5/12	5471	\$1,508.75
8/24/12	5572	\$1,277.39

**TOTAL**                      **\$6,717.39**

Original estimate for the project: \$6,290.00  
Final project \$427.39 over estimate

Let me know if you have any questions or if you need additional info.

Thanks again for hiring us for the project. We enjoyed working with you!

m

**MAJA THALER**  
principal  
SDBX Studio

<https://mail.google.com/mail/ca/u/0/?ui=2&ik=a236ade680&view=pt&q=sdbx&qs=true&search=query&t...>

16-5





SALESPERSON: 110000 - Linda Anderson

ADVERTISER ID: 123407

SHIP TO:

ADVERTISER: Squaw Valley Business Assoc.  
CONTACT: Caroline Ross, Representative  
EMAIL: cross@squawinc.com

ADDRESS1: Po Box 2915  
ADDRESS2:  
CITY: Olympic Valley  
STATE: CA ZIP: 96146  
PHONE: (530) 584-6267 FAX: (530) 584-6270

CORPORATE OFFICE: 1120 Joshua Way, Vista, CA 92081 • (760) 727-5100 fax (760) 727-1583 (800) 799-7373 www.certifiedfolder.com

FEDERAL TAX ID:

PO NUMBER:

BILL TO:

ADVERTISER: Squaw Valley Business Assoc.  
CONTACT: Caroline Ross  
WEB SITE:

NEW ADDRESS: Po Box 2915  
ADDRESS2:  
CITY: Olympic Valley  
STATE: CA ZIP: 96146  
PHONE: (530) 584-6267 FAX: (530) 584-6270

DISTRIBUTION SERVICE AGREEMENT RENEWAL

DATE: 07/30/2012  
CONTRACT: 12-0076980 REV: 00001  
START DATE: 12/01/2012  
END DATE: 04/30/2013

NAME OF BROCHURE / PUBLICATION:  
Squaw Valley Shopping & Dining

INVENTORY ID NUMBER: 007826

We will distribute the above named item in the area or areas set forth below. Display shall be on a single pocket basis. Minimum distribution period is 3 consecutive months.

CODE	DISTRIBUTION PROGRAM/AREA	SITES	START DATE	END DATE	MONTHLY FEE	# MONTHS	GROSS FEE	TOTAL NET FEE
1-SG-WA-NC/C	N. California - Winter Sports Program	161	12/01/12	04/30/13	439.30	5	2,196.50	2,196.50

COMMENTS/SPECIAL INSTRUCTIONS

*Handwritten signature/initials*

AGREEMENT TO TERMS. Advertiser hereby acknowledges that Advertiser has read all brochures and provisions set forth on the front and backside of this Agreement, and agrees to all such terms and conditions which are a part of this Agreement.

APPROVED BY ADVERTISER

Signature: \_\_\_\_\_  
Name (print): \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

APPROVED BY (Certified Folder Display Service Office)

Signature: \_\_\_\_\_  
Name (print): \_\_\_\_\_  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

MONTHLY BILLING SCHEDULE (Monthly Billing Schedule)

Fees are normally billed 30 days in advance of service. Monthly Billing Schedule details actual billing for the month indicated, not for the month service is provided.

Month	Nov	Dec	Jan	Feb	Mar	Apr
Amount	439.30	439.30	439.30	439.30	439.30	0.00
Month	May	Jun	Jul	Aug	Sept	Oct
Amount	0.00	0.00	0.00	0.00	0.00	0.00

PREPAYMENT OPTION (Prepay at one) Yes  No

Gross Total Fee: 2,196.50  
Prepayment/Discount: 0.00  
TOTAL NET FEE (Please verify amount): 2,196.50

TERMS: The agreed payment is NET CASH. Payment shall be made no later than 30 days from invoice date. If unpaid, a late charge of 1.25% per month or 15% annually will be added on the unpaid balance and monthly thereafter until paid. Advertiser agrees to pay all collection costs including reasonable attorney's fees.

16-6

**CERTIFIED**  
FOLDER DISPLAY  
SERVICE, INC.  
SINCE 1977

**CORPORATE OFFICE:** 1120 Joshua Way, Vista, CA 92081 • (760) 727-5100 fax (760) 727-1583 (800) 799-7373 www.certifiedfolder.com

**SVBA**

**DISTRIBUTION SERVICE AGREEMENT**

SALESPERSON: 111000 - Linda Anderson  
 ADVERTISER ID: \_\_\_\_\_  
 SHIP TO: \_\_\_\_\_  
 ADVERTISER: Squaw Valley Business Assoc  
 CONTACT: Caroline Ross, Representative  
 EMAIL: cross@squawvc.com  
 ADDRESS1: PO Box 2915  
 ADDRESS2: \_\_\_\_\_  
 CITY: Olympic Valley, CA  
 STATE: CA ZIP: 96146  
 PHONE: (530) 584-6267 FAX: (530) 584-6270

FEDERAL TAX ID: 88-0471187 REF: \_\_\_\_\_  
 PO NUMBER: \_\_\_\_\_  
 BILL TO: Squaw Valley Business Assoc  
 ADVERTISER: Caroline Ross  
 CONTACT: Caroline Ross  
 WEB SITE: \_\_\_\_\_  
 ADDRESS1: PO Box 2915 NEW ADDRESS: \_\_\_\_\_  
 ADDRESS2: Olympic Valley, CA  
 CITY: CA ZIP: 96146  
 STATE: CA ZIP: 96146  
 PHONE: (530) 584-6267 FAX: (530) 584-6270

**NAME OF RECURRING PUBLICATIONS:** Squaw Valley Shopping & Dining  
 INVENTORY ID NUMBER: \_\_\_\_\_

We will distribute the above named item in the area or areas set forth below. Display shall be on a single pocket basis. Minimum distribution period is 3 consecutive months.

CODE	DISTRIBUTION PROGRAM #	#SITES	START DATE	END DATE	MONTHLY FEE	#MONTHS	GROSS FEE	TOTAL FEE
1-VM-1-N/R	Reno/Carson City	178	07/01/12	09/30/12	364.90	3	1,094.70	1,094.70
1-VM-2-N/N/LT	North Lake Tahoe (Super Cities)	92	07/01/12	09/30/12	216.20	3	648.60	648.60
1-VM-2-N/S/LT	South Lake Tahoe (Super Cities)	123	07/01/12	09/30/12	289.05	3	867.15	867.15
							<b>GROSS TOTAL</b>	<b>2,610.45</b>

**COMMENTS/SPECIAL INSTRUCTIONS:**

AGREEMENT TO TERMS: Advertiser hereby acknowledges that Advertiser has read all the terms and provisions set forth on the front and backside of this Agreement, and agrees that all such terms and provisions are a part of this Agreement.

**APPROVED BY ADVERTISER:** CAROLINE ROSS

Signature: \_\_\_\_\_  
 Name (print): CAROLINE ROSS  
 Title: Representative Date: 6/12/12

**APPROVED BY CERTIFIED FOLDER DISPLAY CORPORATION:**

Signature: \_\_\_\_\_  
 Name (print): \_\_\_\_\_  
 Title: \_\_\_\_\_ Date: \_\_\_\_\_

MONTH	START DATE	END DATE	MONTHLY FEE	PREPAYMENT	YES	NO
Jun	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Jul	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Aug	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Sept	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Oct	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Nov	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Dec	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Jan	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Feb	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Mar	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Apr	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
May	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
Jun	870.15	870.15	870.15	0.00	<input type="checkbox"/>	<input type="checkbox"/>
<b>Gross Total Fee = 2,610.45</b>						
<b>Prepayment Discount = 0.00</b>						
<b>TOTAL NET FEE (Plus applicable tax) = 2,610.45</b>						

TERMS: Prepaid Payment is NET CASH. Payment must be made no later than 30 days from invoice date. If invoice is not paid in full by the due date, a late charge of 1.5% per month will be assessed. Advertiser agrees to hold Certified Folder Display Corporation harmless for any and all collection charges and all reasonable attorney's fees.

White Copy - Corporate Yellow Copy - Advertiser Pink Copy - Salesperson



# Invoice

Remit to: DynaGraphic Printing  
2001 Timber Way  
Reno NV 89512-1604  
USA

Bill to: Squaw Valley U.S.A.  
P. O. Box 2007  
Olympic Valley CA 96146  
USA

490

Invoice Number: 87143

Invoice Date: 6/30/2012

Page: 1 of 1

Terms: 30 days

Quantity	Description	Amount
	Job: 78081 Ship to:	
	Salesperson: Nancy L. Hutchinson	
	Purchase Order: Christinel Torva USA	
	Date Shipped: 6/29/2012	
70.000	SVBA Maps/Guide	9,411.00
	Freight	298.04
	Subtotal:	9,709.04
	Accrued Sales Tax	682.30
	Job Total:	10,391.34
	Invoice Total:	10,391.34



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Proposal for consideration by:  
The Business and Chamber Advisory Collaboration  
Community Marketing Grant Program  
For: FY 2012-13

## SQUAW VALLEY BUSINESS ASSOCIATION OVERVIEW

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

The purpose of the Association is to:

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

SVBA Tax ID # - 68-0471187

Currently the SVBA maintains an annual operating budget of \$21,000. The funding is made up solely by contributions from the above properties to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd and normal business expenses to operate a non-profit corporation.

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

Thanks to the support we received in 2011-12 from this program the SVBA successfully produced and printed 70,000 copies of a new and improved Squaw Valley Area Guide. As discussed in our ROI, this piece has proven great value over the course of this past summer not only to the SVBA members but also to our business partners and visitors alike.

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The Squaw Valley Business Association respectfully requests \$10,000 from the Community Marketing program for FY2012-13 to assist us with the continuation of this project for:

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

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

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

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**Estimated Expense Budget for 12/13 Grant Request:**

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

**Cost of Production: \$7500**

Approx 50K copies via Dyna Graphic Printing  
49K needed for Certified Folder Distribution  
Cost is based off of 6/2012 Expense of .15c per piece

**Cost to Distribute via Certified Folder Display: \$4806**

Jul 1-Sept 30 (3 months: Summer 2013)  
29K for North Lake/South Lake & Reno/Carson  
Dec-April (5 months: Winter 2013-14)  
20K for Northern CA Sports Program

Cost is based of 2012 Expense, may fluctuate up or down slightly

*\*See attached invoices used to determine 12/13 projected expense.*

**Total Projected Expense for Printing 50K and Distribution = \$12,306**

12-13 NLTRA Grant Request: \$10,000

SVBA Responsibility: \$2,306 or 23% of cost

Sources of other funding: *properties may chose to print more at their own expense*

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

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

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

16-10



## 2012-13 Community Marketing Grant Program for Business Association Partners Grant Funding Criteria and Application Form

### **Introduction:**

The North Lake Tahoe Resort Association, in collaboration with the North Lake Tahoe Chamber of Commerce, has established the Community Marketing Grant Program. The purpose of this program is to provide community based business organizations specifically identified in the NLTRA/Placer County contract marketing and promotional support for projects and programs targeted at visitors to the region that generate local and regional business revenue; provide local and regional media exposure, and opportunities for public relations.

All Community Marketing Grant Program applications are reviewed by Chamber staff, and then reviewed by the Chamber of Commerce Advisory Committee during a regular public meeting. If approved by the Advisory Committee, the grant applications are then considered by the Board of Directors of the North Lake Tahoe Resort Association, typically as a Consent Calendar item on a regular Board agenda.

### **Grant Eligible Organizations**

Certain community based business organizations, specifically defined in the NLTRA/Placer County contract, are eligible to submit applications for Community Marketing Program grants. A specific amount of total funding is set aside for these organizations each year. Currently, these organizations are the North Tahoe Business Association, West Shore Association, Squaw Valley Business Association, Tahoe City Downtown Association, and Village at Northstar Association.

### **Grant Program Deadlines:**

Community Marketing Program (CMP) grants deadlines apply within the fiscal year (July 1 - June 30).

### **Deadline: Open**

Note: Applications will be reviewed within 30 days of acceptance with final decision announced shortly thereafter.

**Grant Program Eligibility Criteria:**

To clearly establish eligibility for your CMP grant application, please comply with the following selection criteria.

CMP grants are designed to provide marketing and promotional support: including, but not limited to, the design, development and distribution of marketing collateral, promotional efforts, and/or advertising efforts which help generate local and regional business revenue (including Sales Tax and Transient Occupancy Tax) and promote the commercial/geographic area(s) of the requesting organization/entity.

**Grant Eligible**

- Geographic area advertising (TV, radio, print, Internet)
- Production and printing of promotional materials (brochures, flyers, posters, etc.)
- Production and printing of signage used to direct and/or inform visitors.
- Marketing and promotion in support of special events which benefit more than one geographic area of the region, or the region as a whole.

**Grant Ineligible**

- Capital Investments
- Salaries
- Operational Overhead
- Vehicle expenses (Fuel, etc.)
- Food, Beverage, Entertainment & Transportation
- Supplies, Equipment, Telephone, Security, Clean-up, Facility Rental

**Dollar amounts to be awarded:**

A specific amount of total funding is set aside for these organizations each year.

**Grant Program Recipient Obligations:**

To clearly establish eligibility for your CMP grant application, please comply with the following:

Use of the North Lake Tahoe Resort Association/ North Lake Tahoe Chamber of Commerce logo, indicating sponsorship and/or support on printed promotional materials, including brochures, flyers, advertising, and on signage as appropriate.

The North Lake Tahoe Chamber of Commerce and North Lake Tahoe Resort Association shall be named as an Additional Insured if grant funds are to be used to help support a special event. General Liability and Liquor Liability Insurance Limits must be at least \$1,000,000 for Each Occurrence, Damage to Rented Premises and Personal Injury.

An event sponsors must be prepared to provide the Chamber/NLTRA with copies of all approved event permits and licenses, as may be required by local or state agencies, upon the request of the Chamber/NLTRA.

Accountability and Documentation of Return on Investment (ROI) - Within 90 days of the project or event completion, all grant recipients must file a full ROI report to the office of the North Lake Tahoe Chamber of Commerce. (See Section B for ROI requirements).

Applications for the Community Marketing Program and any invoices for payment, based on an approved application, shall be sent to the Chamber as follows:

**Deanna Frumentti, Manager**  
 North Lake Tahoe Chamber of Commerce  
 PO Box 884  
 100 North Lake Blvd.  
 Tahoe City, CA 96145  
 Ph: 530-581-8764 Fax: 530-581-7686  
 Deanna@PureTahoeNorth.com

**SECTION A**

<b>Community Marketing Grant Program for Business Association Partners Application Form</b>		
Date Submitted: November 5, 2012		
1. Name of Applicant Organization: North Tahoe Business Association (NTBA)		
Mailing Address: PO Box 1023		
City: Kings Beach	State: CA	Zip: 96143
Telephone: 530-546-9000	Email: joy@northtahoebusiness.org	
Website: www.NorthTahoeBusiness.org		
2. Chief Executive Officer: Joy M. Doyle (Executive Director)		
Mailing Address: (if different from above)		
City:	State:	Zip:
Telephone:	Email:	
3. Project Director:		
Telephone:	Email:	
4. How long organized?	Is organization non-profit?	
1979	Yes, 501 (c) 6	
Purpose of organization: Strives to improve and enhance the economic vitality and quality of		

life in North Tahoe's Bay to Bay District from Carnelian Bay to Crystal Bay.
NTBA achieves its mission through leadership, communications, collaboration, advocacy,
Special events and marketing
Tax ID Number: 94-2803387
Total annual budget: \$179,000
How is project consistent with organization's mission or purpose?
The "project" of marketing and advertising the Tahoe Bay to Bay district and special events once people are in-market is completely consistent with NTBA's mission to improve economic vitality and quality of life.
How is project consistent with the <i>North Lake Tahoe Tourism and Community Investment Plan</i> ?
With the development and popularity of Squaw & Northstar's villages, visitors are staying at the ski resorts and not visiting North Lake Tahoe like they used to; especially during non-summer months. Goals of NTBA's marketing efforts are to differentiate the Tahoe Bay to Bay district from other regional districts to increase awareness, visitation and revenue, especially during non-summer months. NTBA utilizes events to entice visitors to our district and print advertising, web and social media to give people reasons to visit and spend money in North Lake Tahoe.



<b>Total budget of project:</b>	<b>Please submit copy of complete final budget</b>
<b>Promotional Plan:</b> (Specify detailed media schedule. Indicate number of printed collateral and distribution plan . If item is sponsored, please describe sponsorship.)	
Tahoe Bay to Bay Advertising \$5,740	
Event / Program (Shop Local Contest) Advertising / Marketing \$2,200	
Graphics Services \$640	
Opening During Construction Marketing \$1460	
North Lake Tahoe Resort Association funds requested: \$10,000	
Percentage, of total budget, requested from the NLTRA Community Marketing Program 5.5%	
Sources of other funding to support the project budget:	
NTBA General Fund, NTBA Membership, Grants and Event Sponsorships (cash & in-kind)	
In 2011-2012, NTBA received almost \$16,000 in media sponsorship for its events in addition to the \$1,000 it received through the Community Marketing Partner Grant last year.	
Description of how success of project will be measured (if applicable):	
NTBA will measure its success through website visits, membership, enewsletter subscriptions, Facebook likes, event attendance, ticket sales for ticketed events, event sponsorship, event profits, event participation, event media coverage, number of volunteers and hours donated, member surveys, and anecdotal feedback.	

\$ 3,940	Newspaper/Magazine
\$ soft cost	Internet/Website – no web advertising, just updating of our site
\$ in-kind	Radio
\$ 2,800	TV
\$ 1,800	event marketing i.e . banners, posters, handbills, signage, graphics
\$ 1,460	Open During Construction Marketing – marketing channel(s) TBD
\$ 0	Direct Mail
\$ 0	Printed Program
<p style="text-align: right;">November 5, 2012</p> <p>_____ Signature <span style="float: right;">Date</span></p> <p>Joy M. Doyle Print Name and Title</p>	

**SECTION B:**

**Required Accountability and ROI Documentation Report:**

The following information must be submitted and presented to the Chamber Advisory Committee before the next granting cycle begins. Required reports must be submitted to the office of the North Lake Tahoe Chamber of Commerce. Please attach additional documentation and materials, as necessary.

1. Complete breakdown of all advertising and media campaigns executed, including ad cost, size frequency, circulation, distribution and gross impressions, if available.
Please see breakdown attached
2. Presentation/examples of collateral, advertisement sample(s), and printed materials produced.
3. Summary of public relations efforts and results.
NLTRA included as an event sponsor in all press releases distributed. Many press releases and Photos were picked and run extensively in print and on radio for all NTBA-produced events.
Samples available upon request.
4. Website/ Internet Statistics (e.g. online surveys, Internet postings, YouTube hits, etc.)

If the grant was for a special event, please also provide the following report:

A. Event attendance statistics and results of participant surveys, if taken.
B. Copies/examples of press releases and media coverage.
C. Summary information on:
• Post Event Summary:
• Your experience in raising funds for this event from other sources.
• Final actual expenditures and revenue statement.

**NTBA Community Marketing Partner Grant Request**  
**July 2012-June 2013**

	<u>Amount</u>
<u>Bay to Bay Advertising:</u>	
Official Visitors Guide - Winter 2012-13 & Summer 2013	1,590
Tahoe Magazine - Winter 2012-13 & Summer 2013	1,150
Official Visitors Guide - Winter 2012-13 Co-Op ad	200
Lake Tahoe Visitor Network / tahoetopia.com	2,800 **
Subtotal	<u>\$ 5,740</u>
<u>Event* / Program Advertising / Marketing:</u>	
Event/ Program Advertising	1,000 **
Event Marketing inc. banners, posters, handbills, signage	1,200
Subtotal	<u>\$ 2,200</u>
Graphics Services for advertising & marketing	600
Open During Construction Marketing	1,460 ***
 Total	 <u><u>\$ 10,000</u></u>

\*NTBA produces the following annual events:

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

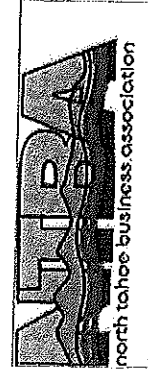
\*\*In 2011-2012, NTBA received almost \$16,000 in media sponsorship for its events in addition to the \$1,000 it received through the Community Marketing Partner Grant last year.

\*\*\*In anticipation of KBCCIP breaking ground in 2013, NTBA has earmarked these funds to use for an "Open During Construction" marketing campaign



**NTBA Community Marketing Partner Grant ROI**

	July 2011- Jun-12 Request	July 2011- Jun-12 Expenditures	variance	Circ	Size
SNMG The Guide (Dec 2011-Nov 2012)	1,800	1,115 \$	(685)	30K	full
Tahoe Magazine - Winter 2011-12 issue	500	518 \$	18	35K	half
Tahoe Quarterly - Winter 2011-12 issue	700	700 \$	-	65K	half
Tahoe Magazine - Summer 2012 issue		500 \$	500	35K	half
Moonshine Ink		65 \$	65		half
Graphics Services	200	395 \$	195		
Lake Tahoe Visitor Network	2,800	2,800 \$	-	9K rooms	90-sec
New NTBA Website	1,000	1,000 \$	-	4K visits, Feb-August	
New Tahoe Bay to Bay Facebook & Sweepstakes App	500	500 \$	-	266 likes	
Official Visitors Guide - Summer 2012 issue		795 \$	795	50K	half
Event Advertising		800 \$	800	to supplement trade thru media sponsorships	
Tahoe Bay to Bay Collateral & Distribution	1,500		(1,500)		
MOTB/July 3 handbills and signs		369 \$	369		
Clean Up Day + July 3 poster printing		106 \$	106		
Banners for events		338 \$	(662)		
<b>Total</b>	<b>1,000</b>	<b>\$ 10,000</b>	<b>\$ 0</b>		





north lake tahoe

Chamber | CVB | Resort Association

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

## **Event and Education Schedule**

### December

- 7 Christmas Tree Village Holiday Mixer 5-7pm  
Incline Village

### January

- 15 New Member Orientation 8-9am  
Visitor Information Center Tahoe City
- 17 SnowFest! Fundraiser Mixer 5-7pm  
Hacienda Tahoe City



## north lake tahoe

Chamber | CVB | Resort Association

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

Wednesday October 3, 2012 – 8:30 am – 11 am

Tahoe City Public Utility District

Preliminary Minutes

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

**NOT PRESENT:** Ron McIntyre, Phil GilanFarr, and Andy Wirth

**STAFF IN ATTENDANCE:** Sandy Evans Hall, Ron Treabess, Andy Chapman, Deanna Frumentti, Lisa de Roulet, and Jessica Walker

**OTHERS IN ATTENDANCE:** Tom Geary, Steve Hoch

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

The meeting was called to order at 8:30 am by Chair Ron Parson and a quorum was established.

#### B. AGENDA AMENDMENTS AND APPROVAL

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

**M/S/C (Merchant/Brandt) (9-0-0) to approve the agenda with items taken out of order if necessary.**

#### C. PUBLIC FORUM

There was no public forum.

#### D. REPORTS & ACTION ITEMS

##### Marketing

3. Andy Chapman gave a MTRiP Update
  - The summer totals are coming in and it is showing fairly flat. ADR and RevPar were up for the summer.
  - Winter reservations though March, based on reservations made through the end of September, are down 5%.
  - We are definitely seeing the "hangover effect" and expecting lots of last minute reservations depending on weather.
4. Judy Laverty-Capach gave an update on the Special Event Grant Allocation Recommendation. There was a meeting last month with the task force. They received \$85,387 in grant requests. The Committee appointed \$36,426 of \$50,000 and they will do a second round in the spring

##### **M/S/C (Brandt/Auerbach) (9-0-0) to approve the Special Event Grant Allocation Funding**

There was a discussion about if we are encouraging events out of peak season, which we are.

5. Andy Chapman introduced Tom Geary from School of Thought for the presentation about the winter campaign. Tom Geary, cofounder of School of Thought, gave the winter advertising campaign overview power point presentation. Some highlights are 62 million impressions for

\$100k. They have secured billboards in very prominent Bay Area locations. He showed examples of the billboards, bus shelters, BART signs, etc.

Following Tom's presentation the Board discussed the campaign and had several questions which are highlighted below.

- Are we buying key search engine words and phrases? Yes.
- Will there be a QR code on the BART advertising? Not at this time.
- How transferable to markets other than the Bay area? The campaign is very transferable.
- How much focus on drive market vs. destination market? Due to budget this year, focused on drive market but will eventually expand to southern CA. Other associations like Sierra Ski Council are doing destination marketing.
- What demographic are you targeting with the campaign? People who love the snow but haven't come to Tahoe as often as they would like to.
- How will the different components be measured? Digital is all countable. Andy explained how there are a lot of Metrics in place to measure the different components.
- Will there be any campaign targeting the family market? Yes, that is something they have been discussing.

6. School of Thought Contract Approval – Andy Chapman **MOTION** (10 minutes)

- The contract is in the packet. They have been operating under a MoU. After a lot of discussion they have come up with an agreement.
- The legal representations of both parties are very comfortable with agreement.
- There is a slight increase in cost from what we have paid historically. Media structure has changed significantly.

**M/S/C (Mourelatos/Brandt) (9-0-0) to approve School of Thought Contract Approval**

Alex thinks its well thought out. Only point is impact on budget in future.

**ACTION: Sandy will execute the contract.**

**Membership (20 minutes)**

7. Deanna Frumentti gave a Membership Sales Update

- There were 7 new members, 8 renewing members, and 0 write offs in the month of October.
- She is in the process of cleaning non-Placer non-members out of business directory.
- The Winter Guide is in the works, hoping to have it printed by Nov. 15<sup>th</sup>.
- Expo preparation is in full swing and going well.

**ACTION: Provide details in the membership report of where the new members are coming from, and business type.**

8. Deanna then discussed the change from Membership Advisory Committee to Business Association and Chamber Collaborative. The Membership Advisory Committee feels like in order to spend their time more effectively it is necessary to move the committee in a new direction. The new name of the Committee would be the Business Association and Chamber Collaborative. The primary functions of the Collaborative are to allocate marketing grants, and collaborate on events, calendars, opportunities and programs.

Alex Mourelatos mentioned that he sees critical functions that are not there. He suggests that we add a specific goal of working to embrace transportation initiatives. From Board view transportation is very important.

There was some question about the necessity of this committee and it was explained that it is very important as it is the group that meets with the leaders of the various Business Associations.

**M/S/C (Kopley/Rock) (9-0-0) to approve the change from Membership Advisory Committee to Business Association and Chamber Collaborative**

9. Sandy requested from the Board Approval of changes to Supplemental Operating Procedures and Policies. Sandy summarized the different changes in the SOP&P in Committee structures with Board Chair, BACC, and Marketing Co-op board participation.

**M/S/C (Rock/Mourelatos) (9-0-0) to approve changes to Supplemental Operating Procedures and Policies**

10. Deanna Frumenti gave an update on Membership Activities and Events
  - a. Nov 15<sup>th</sup> – Winter Recreation Expo, Olympic Valley Lodge
  - b. Nov 29<sup>th</sup> – Chamber mixer, Northstar
  - c. Nov 30<sup>th</sup> – Chamber mixer, Sunnyside

**Transportation/Infrastructure (30 minutes)**

11. Ron Treabess discussed the Wayfinding Signage Master Site Plan RFP Consultant Selection and Funding Request. Ron presented a request from staff that the board approve and recommend to the BOS to go ahead with consultant selection. Ron explained the RFP process. The majority of the project can be completed during the winter. This plan will allow 10% of signs to be installed summer 2013.

It was clarified that this is a new step, different from the design standards manual. Also clarified was what exactly the \$50k will pay for; this is a project to locate specific sites, wording of signs, and determining land ownership of site locations and permitting process.

The Board discussed some of these concerns including if the quote of \$50,000 was accurate. Also how to make sure that the firm is accountable for completing the project before getting paid. Ron Treabess assured the Board that the contract was written to assure that the firm will be held accountable and only get paid for work that is completed.

**M/S/C (Mourelatos/Murnane) (9-0-0) to approve Wayfinding Signage Master Site Plan RFP Consultant Selection and Funding Request**

12. Sandy Evans Hall gave an update on the Tahoe City Visioning/Community Area Plan meeting November 15. Today there will be a meeting with the Golf Course oversight Committee and on the 15<sup>th</sup> there will be a meeting that will join the TC Vision and TC area plan. On November 28<sup>th</sup> the Placer County Area plan teams will come together at Granlibakken to discuss their plans.
13. Ron Treabess gave a brief recap of the Transit Summit.
  - There were over 65 attendees, all important transportation and community people.
  - Walter Kieser, the keynote speaker, started the day with a presentation about transportation needs and connection to the economy.
  - Representatives from all of the major transportation agencies gave a brief presentation about their services.
  - During lunch three transportation people from other areas reported on what they were doing that was successful.
  - The final part was determining the next steps and they got commitment from all major players to move forward on this.

The Board then briefly discussed some of their thoughts about transportation in this region. They believe that there is a lot of money being spent on transportation up here, but it needs to be coordinated. The Coordinated Skier Shuttle is a great step in the right direction.



14. TRPA Regional Plan update – Sandy Evans Hall (5 minutes)
- There is an important meeting on Wed Nov 14<sup>th</sup> at the Chateau in Incline Village.
  - Kristi Boosman passed out fact cards about the RPU.
    - It is really important to get (vocal) supporters at the meeting because the opposition will be loud and vocal.
    - Public comment will be at 10:30am sharp.

**County Contract (10 minutes)**

15. Sandy Evans Hall presented the County Contract for Approval
- Sandy sent the contract out to the Board yesterday.
  - Sandy then highlighted some of the changes in the contract which are written out in the Board packet.
  - Sandy recommended the Board approve the contract.

Bill Rock wanted to get clarification on the wording about the Board's legislative platform aligning with the County. It was clarified that this is something the Board has done in the past but it had not previously been written in the contract.

**M/S/C (Rock/Auerbach) (8-0-1) to approve the County Contract and attachments**

**Strategic Goals/Master Plan (5 minutes)**

16. Ron Parson gave an update on the Tourism Development Master Plan Review Task Force. There was a meeting just after last board meeting. Staff came forward with a marked up copy of the 1995 plan. It was then decided to also use the 2004 plan.

**Board Election (10 minutes)**

17. Sandy Evans Hall gave an update on the Election Committee.
- There are 2 candidates running for both the Large Lodging and Restaurant Seats. Kali will be running unopposed for the retail seat.
  - Were going to try to do an electronic ballot but found out that there was a need for a consent form from all chamber members and receiving that consent form back in a timely matter was not feasible. Hopefully next year will be able to do electronic voting.
  - The Board then brought up an issue from last year about anonymity. It was determined that we do need to continue to follow the procedure of making the ballots anonymous.
  - Moving forward new and renewing members will sign the consent form when joining or renewing.
18. The Board was reminded of the resignation from Allen Highfield, and asked to appoint Bill Rock as Treasurer for remainder of term.

**M/S/C (Kopley/Merchant) (9-0-0) to approve the resignation from Allen Highfield, and appointment of Bill Rock as Treasurer for remainder of term**

**E. DIRECTORS' COMMENTS**

- Valli Murnane asked about the results of the Water Shuttle. The results will be presented at next months meeting.
- Kali Kopley asked if there should be discussion about the funding of the Ski Shuttle? It was decided that it should stay on the agenda and be closely monitored throughout this pilot season.
- Eric Brandt, as we evaluate transit it is important to remember visitor experience is the most important. Perhaps we could offer a prize for riders that give feedback?

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

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

**19. Board Meeting Minutes – October 3, 2012**

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

**20. Joint Infrastructure/Transportation Committee – October 29, 2012**

**21. Marketing Committee – October 30, 2012**

**22. Membership Advisory Committee – October 10, 2012**

23. Lodging Committee – No meeting in October

24. Conference Sales Directors Committee – No meeting in October

**25. Finance Committee – November 2, 2012 (No brief attached – will be available next month)**

**26. 1<sup>st</sup> Quarter Financial Reports (July through September)**

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

**27. Conference Sales Reports**

**28. Infrastructure/Transportation Activity Report – October**

**M/S/C (Mourelatos/Auerbach) (9-0-0) to approve the consent calendar as presented**

**G. MEETING REVIEW AND STAFF DIRECTION**

- **Coordinate key words with marketing committee**
- **Sandy will execute contract with School of Thought**
- **Focus on transportation with the new BACC**
- **Report to the Board after the BACC meetings**
- **Evaluate Coordinated Skier Shuttle monthly.**

**J. ADJOURNMENT**

The meeting adjourned at 11:03 am.

Submitted by

Jessica Walker

Executive Assistant

NLT Chamber/CVB/Resort Association



**north lake tahoe**

Chamber | CVB | Resort Association

**Staff Action Items**

**Board Meeting 11-7-12**

**Andy** – Coordinate key word paid search with marketing committee and other local partners

**Andy** – Execute contract with School of Thought with CEO/ED signature **DONE**

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

**Deanna** – Report to Board following each BACC meeting

**Ron** – Evaluate Skier Shuttle monthly, create awareness and measure service and report to the board each month

**Staff Action Items**

**Board Meeting 10-3-12**

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

**Staff Action Items**

**Board Meeting 9-5-12**

**Sandy** – Work with N. Shore business associations to develop a stronger model for strengthening the commercial along the lakefront, particularly during the winter months – **DONE – Touch the Lake Promotion**

**Staff Action Items**

**Left from Board Meeting 4-4-12**

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

**Left from Board Meeting 3-7-12**

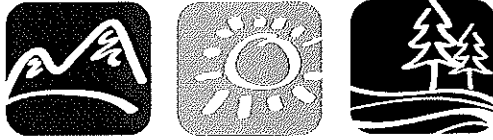
**Lodging Committee/Andy** – Develop strategy for leisure travel promotion for small lodging, means of representing data from small lake lodging, strategies for retaining and raising ADR

**Andy** – Develop 3 year measureable goals for coop

**Left from Board Meeting 8-3-11**

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

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



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: November 27, 2012**  
**BOARD MEMBERS PRESENT: Eric Brandt**

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

**MOTIONS MADE/VOTE:**

- The Marketing Committee was short Committee members and a quorum was not established.

**BOARD APPROVAL/DIRECTION REQUESTED:**





**north lake tahoe**

Chamber | CVB | Resort Association

COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: November 14, 2012

BOARD MEMBERS PRESENT: Kali Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

**M/S/C (Williams/Doyle) (5-0-1 abstention Ross) to recommend the allocation of the Community Marketing Grant to the SVBA**

**M/S/C (Williams/Ross) (5-0-1 abstention Doyle) to recommend the allocation of the Community Marketing Grant to the NTBA**

BOARD APPROVAL/DIRECTION REQUESTED:

The Collaborative requests the board approves the allocation of the Community Marketing Grant to both the SVBA and the NTBA.



**COMMITTEE: Finance**  
**MEETING DATE: November 2, 2012**  
**BOARD MEMBERS PRESENT: Bill Rock, Jennifer Merchant and Ron Parson**

**ACTION ITEMS TAKEN:**

Lisa de Roulet will try to change the account title "Stockholder's Equity" in the accounting software.

Lisa de Roulet will prepare an "assumptions versus reality" report regarding the operation of the new Tahoe City Visitor Center.

Update on Pilot Programs will be added as an agenda item for future meetings.

Lisa de Roulet will ask Ron Treabess about "left over" infrastructure money.

**MOTIONS MADE / VOTE:**

M/S/C (Parson/Salmon) (4/0) to approve the agenda as presented.

M/S/C (Parson/Salmon) (4/0) to approve the Finance Committee minutes of September 26, 2012.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Parson/Salmon) (4/0) to recommend the Board of Directors approve the First Quarter 2012/13 Financial Statements.



**COMMITTEE: Finance**  
**MEETING DATE: November 28, 2012**  
**BOARD MEMBERS PRESENT: Bill Rock, Ron Parson and Kimberly Frushon**

**ACTION ITEMS TAKEN:**

Redesign Financial Statements to include a column for percentage of total budget used to date.

Add a column showing actual numbers to date on New Visitor Information Center justification report.

Design "one-sheets" for Tahoe City VIC, RTIA VIC, Auburn VIC, Water Shuttle, North Lake Tahoe Express, Coordinated Skier Shuttle, and Ironman.

**MOTIONS MADE / VOTE:**

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

M/S/C (Frushon/Parson) (3/0) to approve the Finance Committee minutes of November 2, 2012.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Parson/Frushon) (3/0) to recommend the Board of Directors approve the October 2012 Financial Statements.

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Four Months Ending October 31, 2012**



November 28, 2012

To: Finance Committee

From: Kim Lambert

Re: Major Variances of the October 2012 Financial Statements

The following are the major budget to actual variances for the **MONTH OF OCTOBER 2012:**

- Membership dues are down due to write-offs of non-renewing members.
- Membership Activities revenue is up due to catch-up billing of email blasts; however, this revenue is down year-to-date.
- Visitor Information Miscellaneous revenue is under budget; anticipated sales opportunities have not yet materialized.
- Rent, Telephone, Insurance/Bonding, and Equipment Rental/Leasing expense are over budget in most departments; there were unanticipated expenditures in these categories due to the expansion of operations.
- Marketing Special Events expense is up over budget due to timing of paying invoices; expense is down year-to-date.
- Meals/Meetings expense is over budget; however, this overage is offset by Travel expense being under budget.
- Cost of Goods Sold is over budget; this overage is offset by increased Merchandise Sales.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.

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

- Membership dues are down due to write-offs of non-renewing members.
- Membership Activity revenue and corresponding expense are down, as the Winter Expo has been moved from September 2012 to November 2012.
- Visitor Information Miscellaneous revenue and Membership Commissions revenue is under budget; anticipated sales opportunities have not yet materialized.

- Rent, Telephone, Supplies, Equipment Support & Maintenance, and Equipment Rental/Leasing expense are over budget in most departments; there were unanticipated expenditures in these categories due to the expansion of operations.
- Marketing Programs, Special Events, Marketing Study Reports/Research, and Miscellaneous Programs expense is down due to timing; the funds will eventually be spent.
- Cost of Goods Sold is over budget; this overage is offset by increased Merchandise Sales.
- Credit Card Fees are up due to increased consumer purchases at the new Visitor Information Center.
- Meals/Meetings expense is over budget; however, this overage is offset by Travel expense being under budget.
- Variances in Infrastructure and Transportation Project Costs are due to timing of projects.



# North Lake Tahoe Resort Association

## BALANCE SHEET

Oct 31, 2012 and 2011

### Assets

	2012	2011
<b>Current Assets</b>		
Petty Cash	\$ 500.00	\$ 500.00
Cash - Operations Acct #6712	179,476.65	731,533.61
Cash - Payroll Account #7421	43,534.18	8,646.01
Marketing Cooperative Cash	98,869.36	91,092.68
Cash - FSA Account	0.00	268.00
Cash - Infrastructure #8163	55,925.65	(4,283.76)
UBS Cash	8,577.27	9,026.97
Operations Money Market BW	244,805.85	244,206.38
Citizens Bank CDs	0.00	207,395.44
Cash in Drawer	688.26	0.00
Accounts Receivable	78,537.50	67,717.91
A/R - Sales Estimates	1,846.80	16,394.40
A/R - TOT Funding	2,449,115.00	(683,204.00)
AR 2010 2011	0.00	49,812.97
Undeposited Funds	28.41	0.00
WebLink Accounts Receivable	6,750.00	0.00
Inventory Asset	18,176.72	4,406.18
AR TOT Transportation	1,274,854.65	(94,558.77)
AR TOT Infrastructure	<u>5,758,985.16</u>	<u>6,415,906.71</u>
<b>Total Current Assets</b>	<b>10,220,671.46</b>	<b>7,064,860.73</b>
<b>Property and Equipment</b>		
Furniture & Fixtures	64,990.73	64,990.73
Accum. Depr. - Furn & Fix	(56,161.58)	(47,821.94)
Computer Equipment	59,999.83	59,999.83
Accum. Depr. - Computer Equip	(57,444.07)	(55,070.83)
Computer Software	64,482.45	54,619.49
Accum. Amort. - Software	(55,726.74)	(54,619.50)
Leasehold Improvements	24,283.86	23,283.86
Accum. Amort - Leasehold Impr	<u>(23,334.17)</u>	<u>(21,731.46)</u>
<b>Total Property and Equipment</b>	<b>21,090.31</b>	<b>23,650.18</b>
<b>Other Assets</b>		
Prepaid Expenses	42,700.52	35,501.37
Prepaid Insurance	<u>10,896.40</u>	<u>7,229.84</u>
<b>Total Other Assets</b>	<b><u>53,596.92</u></b>	<b><u>42,731.21</u></b>
<b>Total Assets</b>	<b><u>\$ 10,295,358.69</u></b>	<b><u>\$ 7,131,242.12</u></b>

### Liabilities and Net Equity

	2012	2011
<b>Current Liabilities</b>		
Accounts Payable	\$ 486,599.39	\$ 15,000.00
Accounts Payable 2010/11	0.00	110,160.70
Salaries / Wages Payable	49,694.49	49,056.39
Empl. Federal Tax Payable	1,495.59	0.00
State Taxes Payable	0.00	147.65
FUTA Taxes Payable	48.01	86.90
FSA Payable	0.00	90.00
401 (k) Plan	<u>(5,619.31)</u>	<u>3,835.55</u>

**North Lake Tahoe Resort Association**  
**BALANCE SHEET**  
 Oct 31, 2012 and 2011

	2012	2011
401k Profit Sharing	15,434.45	7,155.07
Estimated PTO Liability	60,883.20	67,410.18
Sales and Use Tax Payable	3,181.37	1,020.26
Ski Tahoe North lift tickets	2,857.37	1,407.12
Marketing Cooperative Liabil	98,869.37	91,092.69
Intra-Company Borrowings	(102.93)	51.85
AFW Suspense Account	(15,733.38)	0.00
Payroll Liabilities	4,921.04	0.00
Gift Certificates Outstanding	(19.26)	0.00
Unearned Revenues	58,825.81	56,803.70
Unbilled Purchases	3,871.47	0.00
Deferred Support	1,566,490.64	(1,229,962.00)
Deferred Support-Transportation	892,670.65	(94,558.77)
Deferred Support - Infra	6,060,588.21	6,890,473.58
Deferred Sup- Infra Maint. Res	<u>150,000.00</u>	<u>0.00</u>
<b>Total Current Liabilities</b>	<b>9,434,956.18</b>	<b>5,969,270.87</b>
<b>Long-Term Liabilities</b>		
<b>Total Long-Term Liabilities</b>	<u>0.00</u>	<u>0.00</u>
<b>Total Liabilities</b>	<b>9,434,956.18</b>	<b>5,969,270.87</b>
<b>Net Assets</b>		
Fund Balance - General	0.00	4,592,494.92
Fund Balance Restricted	0.00	243,110.00
Temp. Restricted Net Assets 5	0.00	(4,217,078.00)
Temp. Restricted Net Assets 4	0.00	49,415.00
Unrestricted Net Assets	198,925.19	29,477.43
Designated Marketing Reserve	293,110.00	0.00
Designated Infra Maint Reserve	98,544.00	0.00
Net Income	<u>269,823.32</u>	<u>464,551.90</u>
<b>Total Net Assets</b>	<u><b>860,402.51</b></u>	<u><b>1,161,971.25</b></u>
<b>Total Liabilities and Net Assets</b>	<u><b>\$ 10,295,358.69</b></u>	<u><b>\$ 7,131,242.12</b></u>

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Month Ended October 31, 2012  
 Consolidated Departments

	CURRENT MONTH			YEAR TO DATE			PRIOR YEAR
	ACTUAL	BUDGET	% of Budget	ACTUAL	BUDGET	% of Budget	
Revenue							
Placer County TOT Funding	699,851	316,202	221%	1,742,773	1,264,808	138%	1,333,162
Membership	9,300	10,355	90%	37,711	41,422	91%	34,953
Revenues-Membership Activities	9,697	1,457	666%	10,828	14,371	75%	9,462
Revenue-Tue AM Breakfast Club	423	744	57%	3,660	2,976	123%	4,499
Special Events Autumn Food&Wine	0	0	0%	0	0	0%	78,997
Revenues - Retail - Nontaxable	0	0	0%	0	0	0%	288
Non-retail VIC income	50	0	0%	250	0	0%	0
Commissions	9,360	2,217	422%	41,178	41,692	99%	68,407
Merchandise Sales	7,526	5,000	151%	43,915	41,500	106%	12,770
Miscellaneous	0	2,536	0%	225	10,144	2%	73
<b>Total Revenue</b>	<b>736,207</b>	<b>338,511</b>	<b>217%</b>	<b>1,880,540</b>	<b>1,416,912</b>	<b>133%</b>	<b>1,542,446</b>
Operating Expenses							
Salaries & Wages	105,256	99,497	106%	408,546	414,376	99%	374,365
Rent	17,187	14,841	116%	63,122	59,363	106%	39,405
Freight and Shipping Costs	104	0	0%	270	0	0%	0
Telephone	3,262	1,647	198%	13,936	10,129	138%	8,995
Mail - USPS	474	281	169%	1,115	1,123	99%	1,283
Insurance/Bonding	1,128	790	143%	4,237	3,162	134%	2,962
Supplies	1,204	1,159	104%	6,256	4,638	178%	5,469
Visitor Communications - Other	0	0	0%	98	0	0%	0
Depreciation	1,217	1,147	106%	4,796	4,668	105%	4,768
Equipment Support & Maintenance	550	928	59%	5,464	3,713	147%	6,297
Taxes, Licenses & Fees	24	100	24%	1,565	1,509	104%	1,638
Miscellaneous Expenses	22	0	0%	371	171	217%	0
Equipment Rental/Leasing	1,868	1,403	133%	7,986	5,611	142%	5,753
Training Seminars	0	242	0%	180	367	49%	778
Public Outreach	0	0	0%	0	859	0%	0
Professional Fees	11,165	13,750	81%	14,748	16,225	91%	25,870
Research & Planning Membership	0	3,000	0%	3,000	3,000	100%	3,000
Research & Planning	6,966	4,333	161%	36,704	24,832	156%	10,892
Transportation Projects	57,157	18,333	312%	163,193	310,333	53%	88,122
Infrastructure Projects	383,649	0	0%	480,647	0	0%	4,136
Programs	0	0	0%	0	50,000	0%	-5,000
Autumn Food & Wine	0	0	0%	0	0	0%	76,514
Special Events	33	5,000	1%	22,989	28,500	81%	17,088
Membership Activities	3,130	2,910	108%	4,277	10,848	39%	5,663
Tuesday Morning Breakfast Club	1,083	500	217%	2,769	2,000	138%	2,538
Classified Ads	0	0	0%	0	0	0%	2,361
Promotions/Giveaways	89	0	0%	500	0	0%	0
Market Study Reports/Research	33	0	0%	33	5,000	1%	0
Marketing Cooperative/Media	80,762	80,548	100%	323,048	322,190	100%	328,000
Medial/Colateral/Production	546	0	0%	721	0	0%	46,966
Miscellaneous Programs	2,712	42	6510%	6,438	20,167	32%	0
Cost of Goods Sold	3,565	2,000	178%	17,430	14,000	125%	6,571
Associate Relations	315	215	147%	340	933	36%	145
Board Functions	139	417	33%	1,526	1,667	92%	3,886
Credit Card Fees	617	242	255%	1,976	1,082	181%	1,096
Automobile Expenses	800	922	87%	2,288	3,686	62%	2,361
Meals/Meetings	697	158	440%	1,726	668	262%	890
Dues & Subscriptions	144	840	17%	2,937	2,937	100%	3,358
Travel	16	631	3%	1,726	2,525	68%	2,653
<b>Total Operating Expenses</b>	<b>702,506</b>	<b>255,875</b>	<b>275%</b>	<b>1,810,943</b>	<b>1,330,200</b>	<b>121%</b>	<b>1,078,625</b>

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North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Month Ended October 31, 2012  
 Consolidated Departments

ACTUAL	BUDGET	Variance	% of Budget	PRIOR YEAR
33,701	82,636	-48,935	41%	335,038
				Operating Income (Loss)
				269,597
	86,712	182,885	311%	463,621
				Other Income
				Revenues- Interest & Investment
57	183	-127	31%	226
				733
57	183	-127	31%	226
				733
				Total Other Income
0	0	0	0%	0
				Allocated
				0
33,758	82,820	-49,062	41%	335,213
				Net Income (Loss)
				269,523
	87,445	182,378	309%	464,552

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 All Departments Excluding Infrastructure

	CURRENT MONTH			YEAR TO DATE			PRIOR YEAR
	ACTUAL	BUDGET	% of Budget	Variance	BUDGET	% of Budget	
Revenue							
Placer County TOT Funding	\$ 299,699.09	\$ 299,699	100 %	\$ 0	\$ 1,198,796	100 %	\$ 1,080,427
Membership	9,300.14	10,365	90 %	(1,065)	41,422	91 %	34,563
Revenues-Membership Activities	9,697.00	1,457	666 %	8,240	14,371	75 %	9,462
Special Events Autumn Food&Wine	0.00	0	0 %	0	0	0 %	76,987
Non-retail VIC income	60.00	0	0 %	60	0	0 %	0
Commissions	9,380.19	2,217	422 %	7,144	41,692	98 %	68,407
Merchandise Sales	7,526.20	5,000	151 %	2,526	41,500	106 %	12,770
Total Revenue	338,055.62	322,008	104 %	14,048	1,350,900	99 %	1,285,711
Operating Expenses							
Salaries & Wages	98,404.79	92,569	106 %	5,835	368,546	99 %	347,789
Rent	18,472.82	14,213	116 %	2,259	58,954	107 %	36,438
Freight and Shipping Costs	104.08	0	0 %	104	0	0 %	0
Telephone	3,049.15	1,551	197 %	1,498	9,458	135 %	8,251
Mail - USPS	473.12	280	169 %	194	1,118	99 %	1,280
Insurance/Bonding	1,064.07	724	151 %	370	2,995	140 %	2,722
Supplies	1,144.50	1,034	111 %	110	4,138	194 %	5,316
Visitor Communications - Other	0.00	0	0 %	0	0	0 %	0
Depreciation	1,118.68	1,055	106 %	65	4,220	105 %	4,433
Equipment Support & Maintenance	550.00	668	83 %	(318)	3,473	149 %	5,959
Taxes, Licenses & Fees	24.00	0	0 %	24	1,109	136 %	1,075
Miscellaneous Expense	21.81	0	0 %	22	0	0 %	0
Equipment Rental/Leasing	1,708.04	1,283	133 %	423	5,131	142 %	5,248
Training Seminars	0.00	200	0 %	(200)	200	90 %	400
Public Outreach	0.00	0	0 %	0	859	0 %	0
Professional Fees	11,185.00	13,773	81 %	(2,588)	16,225	91 %	25,870
Research & Planning Membership	0.00	3,000	0 %	(3,000)	3,000	100 %	3,000
Research & Planning	5,915.50	0	0 %	5,916	7,500	122 %	4,147
Transportation Projects	57,156.86	18,333	312 %	38,824	310,333	53 %	88,122
Programs	0.00	0	0 %	0	50,000	0 %	(5,000)
Autumn Food & Wine	0.00	0	0 %	0	0	0 %	76,514
Special Events	16,586.44	0	0 %	16,586	28,500	81 %	17,088
Membership Activities	3,125.50	2,910	108 %	220	10,848	39 %	5,663
Tuesday Morning Breakfast Club	1,095.00	500	217 %	593	2,000	138 %	2,538
Classified Ads	0.00	0	0 %	0	0	0 %	2,182
Promotions/Giveaways	89.04	0	0 %	89	0	0 %	0
Market Study Reports/Research	33.02	5,000	1 %	(4,967)	500	1 %	0
Marketing Cooperative/Media	80,762.00	80,548	100 %	214	5,000	100 %	328,000
Media/Collateral/Production	545.67	0	0 %	546	322,190	100 %	46,966
Miscellaneous Programs	2,712.00	42	6,510 %	2,670	0	0 %	0
Cost of Goods Sold	3,564.68	2,000	178 %	1,565	20,167	32 %	0
Associate Relations	315.41	215	147 %	101	14,000	125 %	6,571
Board Functions	138.18	417	33 %	(277)	340	37 %	133
Credit Card Fees	616.72	242	255 %	375	1,526	92 %	3,885
Automobile Expenses	596.19	755	79 %	(159)	1,052	181 %	1,088
Meals/Meetings	638.83	158	406 %	481	3,019	64 %	1,802
Dues & Subscriptions	126.00	840	15 %	(714)	633	262 %	879
Travel	15.25	631	3 %	(616)	2,912	100 %	9,340
Total Operating Expenses	309,375.36	243,117	127 %	66,258	1,278,520	84 %	1,034,409
Operating Income (Loss)	26,680.26	78,891	34 %	(52,211)	72,380	370 %	255,302
Total Other Income	55.73	150	38 %	(93)	600	38 %	591
Allocated	(3,907.93)	(3,582)	98 %	(326)	(14,829)	98 %	(14,057)
Net Income (Loss)	30,244.82	82,623	37 %	(52,379)	87,309	323 %	269,950

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North Lake Tahoe Resort Association  
 Departmental Summary  
 for the four months ended October 31, 2012

Ordinary Income/Expense	Marketing	Conference	Visitor Information	Marketing Subtotal	Transportation	Membership	Administration	Subtotal	Infrastructure	TOTAL
4050-00 - Placer County TOT Funding	\$ 594,788	\$ 117,401	\$ 104,424	\$ 816,612	\$ 382,184	\$ -	\$ -	\$ 382,184	\$ 543,976	\$ 1,742,773
4200-00 - Membership	\$ -	\$ 2,891	\$ -	\$ 2,891	\$ -	\$ 34,820	\$ -	\$ 34,820	\$ -	\$ 37,711
4250-00 - Revenues-Membership Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,828	\$ -	\$ 10,828	\$ -	\$ 10,828
4251-00 - Revenue-Tue AM Breakfast Club	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,660	\$ -	\$ 3,660	\$ -	\$ 3,660
4502-00 - Non-retail VIC income	\$ -	\$ -	\$ 250	\$ 250	\$ -	\$ -	\$ -	\$ 250	\$ -	\$ 250
4600-00 - Commissions	\$ -	\$ 41,178	\$ -	\$ 41,178	\$ -	\$ -	\$ -	\$ 41,178	\$ -	\$ 41,178
46000 - Merchandise Sales	\$ -	\$ -	\$ 43,915	\$ 43,915	\$ -	\$ -	\$ -	\$ 43,915	\$ -	\$ 43,915
4720-00 - Miscellaneous	\$ -	\$ -	\$ 150	\$ 150	\$ -	\$ -	\$ 75	\$ 75	\$ -	\$ 225
<b>Total Income</b>	<b>\$ 594,788</b>	<b>\$ 161,470</b>	<b>\$ 148,739</b>	<b>\$ 904,987</b>	<b>\$ 382,184</b>	<b>\$ 49,308</b>	<b>\$ 75</b>	<b>\$ 431,567</b>	<b>\$ 543,976</b>	<b>\$ 1,880,540</b>
<b>Expense</b>										
5000-00 - Salaries & Wages	\$ 91,722	\$ 71,924	\$ 72,887	\$ 236,534	\$ 22,797	\$ 22,645	\$ 100,825	\$ 146,267	\$ 26,345	\$ 408,546
5100-00 - Rent	\$ 6,868	\$ 3,499	\$ 37,945	\$ 48,312	\$ 2,453	\$ 2,453	\$ 7,452	\$ 12,357	\$ 2,453	\$ 63,122
51100 - Freight and Shipping Costs	\$ -	\$ -	\$ 270	\$ 270	\$ -	\$ -	\$ -	\$ 270	\$ -	\$ 270
5310-00 - Telephone	\$ 4,155	\$ 1,187	\$ 2,064	\$ 7,406	\$ 1,056	\$ 1,467	\$ 2,886	\$ 5,409	\$ 1,121	\$ 13,986
5420-00 - Mail - USPS	\$ 268	\$ 313	\$ 191	\$ 772	\$ 5	\$ 91	\$ 241	\$ 337	\$ 6	\$ 1,115
5510-00 - Insurance/Bonding	\$ 858	\$ 750	\$ 953	\$ 2,558	\$ 173	\$ 375	\$ 958	\$ 1,506	\$ 172	\$ 4,237
5520-00 - Supplies	\$ 1,532	\$ 332	\$ 3,971	\$ 5,836	\$ 207	\$ 1,098	\$ 871	\$ 2,176	\$ 245	\$ 8,256
5530-00 - Visitor Communications - Other	\$ -	\$ -	\$ 98	\$ 98	\$ -	\$ -	\$ -	\$ 98	\$ -	\$ 98
5610-00 - Depreciation	\$ 1,199	\$ 624	\$ 624	\$ 2,446	\$ 384	\$ 384	\$ 1,199	\$ 1,966	\$ 384	\$ 4,796
5700-00 - Equipment Support & Maintenance	\$ 1,454	\$ 570	\$ 1,120	\$ 3,143	\$ 289	\$ 289	\$ 1,454	\$ 2,032	\$ 289	\$ 5,484
5710-00 - Taxes, Licenses & Fees	\$ 380	\$ 94	\$ 588	\$ 1,062	\$ 58	\$ 58	\$ 330	\$ 445	\$ 58	\$ 1,565
5730-00 - Miscellaneous Expense	\$ 22	\$ -	\$ 22	\$ 22	\$ -	\$ -	\$ -	\$ 22	\$ -	\$ 371
5740-00 - Equipment Rental/Leasing	\$ 982	\$ 853	\$ 2,177	\$ 3,991	\$ 704	\$ 1,443	\$ 1,144	\$ 3,290	\$ 704	\$ 7,986
5800-00 - Training Seminars	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 180	\$ -	\$ 180	\$ -	\$ 180
5900-00 - Professional Fees	\$ -	\$ -	\$ 3,188	\$ 3,188	\$ -	\$ -	\$ 11,560	\$ 11,560	\$ -	\$ 14,748
5940-00 - Research & Planning Memberships	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000
5941-00 - Research & Planning	\$ -	\$ -	\$ -	\$ -	\$ 9,163	\$ -	\$ -	\$ 9,163	\$ 29,541	\$ 38,704
5943-00 - Transportation Projects	\$ -	\$ -	\$ -	\$ -	\$ 163,193	\$ -	\$ -	\$ 163,193	\$ -	\$ 163,193
5948-00 - Infrastructure Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 480,647	\$ 480,647
6420-00 - Special Events	\$ 22,989	\$ -	\$ -	\$ 22,989	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 22,989
6423-00 - Membership Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,277	\$ -	\$ 4,277	\$ -	\$ 4,277
6437-00 - Tuesday Morning Breakfast Clut	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,769	\$ -	\$ 2,769	\$ -	\$ 2,769
6600-00 - Promotions/Giveaways	\$ -	\$ 500	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ 500
6701-00 - Market Study Reports/Research	\$ 33	\$ -	\$ -	\$ 33	\$ -	\$ -	\$ -	\$ 33	\$ -	\$ 33
6730-00 - Marketing Cooperative/Media	\$ 278,384	\$ 44,664	\$ -	\$ 323,048	\$ -	\$ -	\$ -	\$ 323,048	\$ -	\$ 323,048
6740-00 - Media/Collateral/Production	\$ 721	\$ -	\$ -	\$ 721	\$ -	\$ -	\$ -	\$ 721	\$ -	\$ 721
6742-00 - Miscellaneous Programs	\$ 6,438	\$ -	\$ -	\$ 6,438	\$ -	\$ -	\$ -	\$ 6,438	\$ -	\$ 6,438
8100-00 - Cost of Goods Sold	\$ -	\$ -	\$ 17,430	\$ 17,430	\$ -	\$ -	\$ -	\$ 17,430	\$ -	\$ 17,430
8200-00 - Associate Relations	\$ -	\$ -	\$ 75	\$ 75	\$ -	\$ 25	\$ 240	\$ 265	\$ -	\$ 340
8300-00 - Board Functions	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 732	\$ 1,526	\$ 1,526	\$ -	\$ 1,526
8500-00 - Credit Card Fees	\$ -	\$ -	\$ 1,244	\$ 1,244	\$ -	\$ -	\$ -	\$ 1,244	\$ -	\$ 1,244
8700-00 - Automobile Expenses	\$ 584	\$ 258	\$ 711	\$ 1,554	\$ 366	\$ -	\$ 2	\$ 368	\$ 366	\$ 2,288
8750-00 - Meals/Meetings	\$ 800	\$ 117	\$ 338	\$ 1,256	\$ 13	\$ 62	\$ 325	\$ 401	\$ 69	\$ 1,728
8810-00 - Dues & Subscriptions	\$ 73	\$ 815	\$ 868	\$ 1,726	\$ 18	\$ 516	\$ 1,483	\$ 2,017	\$ 18	\$ 2,923
8910-00 - Travel	\$ 1,726	\$ -	\$ -	\$ 1,726	\$ -	\$ -	\$ -	\$ 1,726	\$ -	\$ 1,726
<b>Total Expense</b>	<b>\$ 421,185</b>	<b>\$ 125,830</b>	<b>\$ 145,873</b>	<b>\$ 692,938</b>	<b>\$ 203,879</b>	<b>\$ 38,864</b>	<b>\$ 132,845</b>	<b>\$ 375,588</b>	<b>\$ 542,417</b>	<b>\$ 1,610,943</b>
<b>Net Ordinary Income</b>	<b>\$ 173,603</b>	<b>\$ 35,550</b>	<b>\$ 2,866</b>	<b>\$ 212,059</b>	<b>\$ 178,305</b>	<b>\$ 10,444</b>	<b>\$ (132,770)</b>	<b>\$ 55,979</b>	<b>\$ 1,560</b>	<b>\$ 269,597</b>
<b>Other Income/Expense</b>										
Other Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226	\$ 226	\$ -	\$ 226
4700-00 - Revenues-Interest & Investment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 226	\$ 226	\$ -	\$ 226
<b>Total Other Income</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 226</b>	<b>\$ 226</b>	<b>\$ -</b>	<b>\$ 226</b>
<b>Other Expense</b>										
8980-00 - Allocated	\$ 44,714	\$ 27,330	\$ 15,851	\$ 87,895	\$ 11,283	\$ 11,649	\$ (124,858)	\$ (101,926)	\$ 14,031	\$ -
<b>Total Other Expense</b>	<b>\$ 44,714</b>	<b>\$ 27,330</b>	<b>\$ 15,851</b>	<b>\$ 87,895</b>	<b>\$ 11,283</b>	<b>\$ 11,649</b>	<b>\$ (124,858)</b>	<b>\$ (101,926)</b>	<b>\$ 14,031</b>	<b>\$ -</b>
<b>Net Other Income</b>	<b>\$ (44,714)</b>	<b>\$ (27,330)</b>	<b>\$ (15,851)</b>	<b>\$ (87,895)</b>	<b>\$ (11,283)</b>	<b>\$ (11,649)</b>	<b>\$ 125,084</b>	<b>\$ 102,152</b>	<b>\$ (14,031)</b>	<b>\$ 226</b>
<b>Net Income</b>	<b>\$ 128,889</b>	<b>\$ 8,260</b>	<b>\$ (12,984)</b>	<b>\$ 124,164</b>	<b>\$ 167,022</b>	<b>\$ (1,205)</b>	<b>\$ (7,586)</b>	<b>\$ 158,131</b>	<b>\$ (12,472)</b>	<b>\$ 269,823</b>



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 Marketing

	CURRENT MONTH			YEAR TO DATE			PRIOR YEAR		
	ACTUAL	BUDGET	Variance	% of Budget	ACTUAL	BUDGET		Variance	% of Budget
Revenue									
Placer County TOT Funding	\$ 148,697	\$ 148,697	\$ 0	100%	\$ 594,788	\$ 594,788	\$ 0	100%	\$ 645,044
Special Events Autumn Food&Wine	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 78,997
Commissions	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 1,784
<b>Total Revenue</b>	<b>\$ 148,697</b>	<b>\$ 148,697</b>	<b>\$ 0</b>	<b>100%</b>	<b>\$ 594,788</b>	<b>\$ 594,788</b>	<b>\$ 0</b>	<b>100%</b>	<b>\$ 725,805</b>
Operating Expenses									
Salaries & Wages	\$ 24,048	\$ 23,011	\$ 1,037	105%	\$ 91,722	\$ 94,045	\$ (2,323)	98%	\$ 99,389
Rent	\$ 2,000	\$ 1,631	\$ 369	123%	\$ 6,868	\$ 6,526	\$ 342	105%	\$ 6,347
Telephone	\$ 973	\$ 300	\$ 673	324%	\$ 4,155	\$ 2,088	\$ 2,067	199%	\$ 3,230
Mail - USPS	\$ 140	\$ 85	\$ 55	164%	\$ 268	\$ 340	\$ (72)	79%	\$ 642
Insurance/Bonding	\$ 214	\$ 200	\$ 14	107%	\$ 856	\$ 800	\$ 56	107%	\$ 726
Supplies	\$ 191	\$ 383	\$ (192)	50%	\$ 1,532	\$ 1,532	\$ 0	100%	\$ 1,540
Visitor Communications - Other	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Depreciation	\$ 304	\$ 286	\$ 18	106%	\$ 1,199	\$ 1,144	\$ 55	105%	\$ 1,245
Equipment Support & Maintenance	\$ 0	\$ 150	\$ (150)	0%	\$ 1,454	\$ 600	\$ 854	242%	\$ 2,075
Taxes, Licenses & Fees	\$ 0	\$ 0	\$ 0		\$ 380	\$ 233	\$ 147	163%	\$ 204
Miscellaneous Expense	\$ 22	\$ 0	\$ 22		\$ 22	\$ 0	\$ 22		\$ 0
Equipment Rental/Leasing	\$ 280	\$ 167	\$ 113	168%	\$ 982	\$ 688	\$ 314	147%	\$ 761
Special Events	\$ 16,586	\$ 0	\$ 16,586		\$ 22,989	\$ 28,500	\$ (5,511)	81%	\$ 17,068
Membership Activities	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Tuesday Morning Breakfast Club	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Classified Ads	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Promotions/Giveaways	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Market Study Reports/Research	\$ 33	\$ 5,000	\$ (4,967)	1%	\$ 33	\$ 5,000	\$ (4,967)	1%	\$ 0
Marketing Cooperative/Media	\$ 69,596	\$ 69,104	\$ 492	101%	\$ 278,384	\$ 276,416	\$ 1,968	101%	\$ 264,000
Media/Collateral/Production	\$ 546	\$ 0	\$ 546		\$ 721	\$ 0	\$ 721		\$ 46,966
Productions	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Miscellaneous Programs	\$ 2,712	\$ 0	\$ 2,712		\$ 6,438	\$ 20,000	\$ (13,562)	32%	\$ 0
Conference - PUJ	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Trade Shows/Travel	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Cost of Goods Sold	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Associate Relations	\$ 0	\$ 0	\$ 0		\$ 0	\$ 50	\$ (50)	0%	\$ 36
Board Functions	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0		\$ 0
Credit Card Fees	\$ 0	\$ 0	\$ 0		\$ 0	\$ 125	\$ (125)	0%	\$ 352
Automobile Expenses	\$ 91	\$ 150	\$ (59)	61%	\$ 584	\$ 600	\$ (16)	97%	\$ 285
Meals/Meetings	\$ 277	\$ 100	\$ 177	277%	\$ 800	\$ 400	\$ 400	200%	\$ 724
Dues & Subscriptions	\$ 36	\$ 0	\$ 36		\$ 73	\$ 750	\$ (677)	10%	\$ 1,776
Travel	\$ 16	\$ 631	\$ (615)	3%	\$ 1,726	\$ 2,525	\$ (799)	68%	\$ 2,349
<b>Total Operating Expenses</b>	<b>\$ 118,066</b>	<b>\$ 101,199</b>	<b>\$ 16,867</b>	<b>117%</b>	<b>\$ 421,185</b>	<b>\$ 492,341</b>	<b>\$ (71,156)</b>	<b>86%</b>	<b>\$ 523,600</b>
<b>Operating Income (Loss)</b>	<b>\$ 30,631</b>	<b>\$ 47,498</b>	<b>\$ (16,867)</b>	<b>64%</b>	<b>\$ 173,603</b>	<b>\$ 102,447</b>	<b>\$ 71,156</b>	<b>169%</b>	<b>\$ 202,206</b>
<b>Total Other Income</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>		<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>		<b>\$ 0</b>
<b>Allocated</b>	<b>\$ 11,179</b>	<b>\$ 11,262</b>	<b>\$ (83)</b>	<b>99%</b>	<b>\$ 44,714</b>	<b>\$ 45,047</b>	<b>\$ (333)</b>	<b>99%</b>	<b>\$ 50,429</b>
<b>Net Income (Loss)</b>	<b>\$ 19,453</b>	<b>\$ 36,236</b>	<b>\$ (16,784)</b>	<b>54%</b>	<b>\$ 128,888</b>	<b>\$ 57,400</b>	<b>\$ 71,489</b>	<b>225%</b>	<b>\$ 151,777</b>



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 Transportation

	CURRENT MONTH			YEAR TO DATE					
	ACTUAL	BUDGET	Variance	% of Budget	ACTUAL	BUDGET	Variance	% of Budget	PRIOR YEAR
	95,546	95,546	0	100 %	\$ 382,184	\$ 382,184	\$ 0	100%	\$ 206,400
Revenue	95,546	95,546	0	100 %	\$ 382,184	\$ 382,184	\$ 0	100%	\$ 206,400
Placer County TOT Funding									
Total Revenue									
Operating Expenses									
Salaries & Wages	5,947	6,633	-686	80 %	\$ 22,797	\$ 26,533	\$ (3,736)	86%	\$ 26,547
Rent	714	586	128	122 %	\$ 2,453	\$ 2,345	\$ 108	105%	\$ 2,969
Telephone	213	171	42	125 %	\$ 1,056	\$ 962	\$ 94	110%	\$ 744
Mail - USPS	1	0	1	0 %	\$ 5	\$ 0	\$ 5	0%	\$ 0
Insurance/Bonding	34	67	-33	51 %	\$ 173	\$ 267	\$ (93)	65%	\$ 242
Supplies	59	67	-7	88 %	\$ 207	\$ 267	\$ (60)	78%	\$ 153
Depreciation	97	92	5	106 %	\$ 384	\$ 368	\$ 16	104%	\$ 337
Equipment Support & Maintenance	0	56	-56	0 %	\$ 289	\$ 223	\$ 66	129%	\$ 248
Taxes, Licenses & Fees	0	0	0	0 %	\$ 58	\$ 100	\$ (42)	58%	\$ 65
Equipment Rental/Leasing	162	117	45	139 %	\$ 704	\$ 467	\$ 237	151%	\$ 508
Public Outreach	0	0	0	0 %	\$ 0	\$ 443	\$ (443)	0%	\$ 0
Research & Planning Membership	0	3,000	-3,000	0 %	\$ 3,000	\$ 3,000	\$ 0	100%	\$ 3,000
Research & Planning	5,916	0	5,916	0 %	\$ 9,163	\$ 7,500	\$ 1,663	122%	\$ 4,147
Transportation Projects	57,157	18,333	38,824	312 %	\$ 163,193	\$ 310,333	\$ (147,140)	53%	\$ 88,122
Classified Ads	0	0	0	0 %	\$ 0	\$ 0	\$ 0	0%	\$ 169
Associate Relations	0	13	-13	0 %	\$ 0	\$ 50	\$ (50)	0%	\$ 12
Automobile Expenses	203	350	-147	58 %	\$ 366	\$ 1,400	\$ (1,034)	26%	\$ 559
Meals/Meetings	3	0	3	0 %	\$ 13	\$ 0	\$ 13	0%	\$ 12
Dues & Subscriptions	18	0	18	0 %	\$ 18	\$ 72	\$ (54)	25%	\$ 18
Total Operating Expenses	70,524	29,484	41,041	239 %	\$ 203,879	\$ 354,330	\$ (150,451)	58%	\$ 127,851
Operating Income (Loss)	25,022	66,062	-41,041	38 %	\$ 178,305	\$ 27,854	\$ 150,451	640%	\$ 78,549
Other Income									
Total Other Income	0	0	0	0 %	\$ 0	\$ 0	\$ 0	0%	\$ 0
Allocated	2,821	2,816	4	100 %	\$ 11,283	\$ 11,265	\$ 18	100%	\$ 12,319
Net Income (Loss)	22,201	63,246	-41,045	35 %	\$ 167,022	\$ 16,589	\$ 150,433	1007%	\$ 66,229



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 Infrastructure

	CURRENT MONTH			YEAR TO DATE			
	ACTUAL	BUDGET	% of Budget	Variance	BUDGET	% of Budget	PRIOR YEAR
Revenue	\$ 400,152	\$ 16,503	2,425 %	\$ 383,649	\$ 66,012	824 %	\$ 252,735
Placer County TOT Funding	\$ 400,152	\$ 16,503	2,425 %	\$ 383,649	\$ 66,012	824 %	\$ 252,735
Total Revenue	\$ 400,152	\$ 16,503	2,425 %	\$ 383,649	\$ 66,012	824 %	\$ 252,735
Operating Expenses							
Salaries & Wages	\$ 6,851	\$ 6,928	99 %	\$ (76)	\$ 27,830	95 %	\$ 26,576
Rent	\$ 714	\$ 627	114 %	\$ 87	\$ 2,509	98 %	\$ 2,969
Telephone	\$ 213	\$ 117	221 %	\$ 96	\$ 670	167 %	\$ 744
Mail - USPS	\$ 1	\$ 1	72 %	\$ (0)	\$ 5	117 %	\$ 3
Insurance/Bonding	\$ 34	\$ 67	51 %	\$ (33)	\$ 267	65 %	\$ 240
Supplies	\$ 59	\$ 125	47 %	\$ (66)	\$ 500	49 %	\$ 153
Depreciation	\$ 97	\$ 92	106 %	\$ 5	\$ 368	104 %	\$ 335
Equipment Support & Maintenance	\$ 0	\$ 60	0 %	\$ (60)	\$ 240	120 %	\$ 298
Taxes, Licenses & Fees	\$ 0	\$ 100	0 %	\$ (100)	\$ 400	14 %	\$ 563
Miscellaneous Expense	\$ 0	\$ 0	0 %	\$ 0	\$ 171	0 %	\$ 0
Equipment Rental/Leasing	\$ 162	\$ 120	135 %	\$ 42	\$ 480	147 %	\$ 507
Training Seminars	\$ 0	\$ 42	0 %	\$ (42)	\$ 167	0 %	\$ 378
Research & Planning	\$ 1,071	\$ 4,333	25 %	\$ (3,262)	\$ 17,392	170 %	\$ 6,745
Infrastructure Projects	\$ 383,649	\$ 0	0 %	\$ 383,649	\$ 0	0 %	\$ 4,136
Classified Ads	\$ 0	\$ 0	0 %	\$ 0	\$ 0	0 %	\$ 169
Associate Relations	\$ 0	\$ 0	0 %	\$ 0	\$ 25	0 %	\$ 12
Automobile Expenses	\$ 203	\$ 167	122 %	\$ 37	\$ 667	55 %	\$ 559
Meals/Meetings	\$ 58	\$ 0	0 %	\$ 58	\$ 25	274 %	\$ 12
Dues & Subscriptions	\$ 18	\$ 0	0 %	\$ 18	\$ 25	72 %	\$ 18
Total Operating Expenses	\$ 393,131	\$ 12,758	3,082 %	\$ 380,373	\$ 51,680	1,050 %	\$ 44,416
Operating Income (Loss)	\$ 7,021	\$ 3,745	187 %	\$ 3,275	\$ 14,332	11 %	\$ 208,319
Revenues- Interest & Investment	\$ 0	\$ 33	0 %	\$ (33)	\$ 133	0 %	\$ 339
Allocated	\$ 3,508	\$ 3,582	98 %	\$ (75)	\$ 14,329	98 %	\$ 14,057
Net Income (Loss)	\$ 3,513	\$ 196	1,790 %	\$ 3,317	\$ 136	(9,170)%	\$ 194,602

North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 Membership

	CURRENT MONTH			YEAR TO DATE			PRIOR YEAR	
	ACTUAL	BUDGET	Variance	% of Budget	ACTUAL	BUDGET		Variance
Revenue								
Memberships	\$ 8,608	\$ 9,814	\$ (1,206)	88%	\$ 34,820	\$ 39,256	\$ (4,436)	89%
Revenue-Membership Activities	\$ 9,997	\$ 1,457	\$ 8,240	666%	\$ 10,828	\$ 14,371	\$ (3,543)	75%
Revenue-Tue AM Breakfast Club	\$ 423	\$ 744	\$ (321)	57%	\$ 3,660	\$ 2,976	\$ 684	123%
Commissions	\$ 0	\$ 417	\$ (417)	0%	\$ 0	\$ 1,667	\$ (1,667)	0%
Total Revenue	\$ 18,728	\$ 12,432	\$ 6,297	151%	\$ 49,308	\$ 58,269	\$ (8,961)	85%
Operating Expenses								
Salaries & Wages	\$ 6,613	\$ 6,342	\$ 271	104%	\$ 22,945	\$ 25,868	\$ (3,224)	88%
Rent	\$ 714	\$ 589	\$ 125	121%	\$ 2,453	\$ 2,356	\$ 97	104%
Telephone	\$ 428	\$ 196	\$ 232	216%	\$ 1,467	\$ 1,070	\$ 397	137%
Mail - USPS	\$ 34	\$ 50	\$ (16)	68%	\$ 91	\$ 200	\$ (109)	46%
Insurance/Bonding	\$ 102	\$ 65	\$ 36	155%	\$ 375	\$ 262	\$ 114	143%
Supplies	\$ 59	\$ 83	\$ (24)	71%	\$ 1,098	\$ 333	\$ 765	329%
Visitor Communications - Other	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Depreciation	\$ 97	\$ 92	\$ 5	106%	\$ 384	\$ 388	\$ (4)	104%
Equipment Support & Maintenance	\$ 0	\$ 79	\$ (79)	0%	\$ 289	\$ 317	\$ (28)	91%
Taxes, Licenses & Fees	\$ 299	\$ 0	\$ 299		\$ 58	\$ 65	\$ (7)	89%
Equipment Rental/Leasing	\$ 0	\$ 242	\$ (242)	124%	\$ 1,443	\$ 967	\$ 476	149%
Training Seminars	\$ 0	\$ 200	\$ (200)	0%	\$ 180	\$ 200	\$ (20)	90%
Membership Activities	\$ 3,130	\$ 2,910	\$ 220	108%	\$ 4,277	\$ 10,848	\$ (6,571)	39%
Tuesday Morning Breakfast Club	\$ 1,083	\$ 500	\$ 583	217%	\$ 2,769	\$ 2,000	\$ 769	138%
Classified Ads	\$ 25	\$ 0	\$ 25	80%	\$ 0	\$ 0	\$ 0	
Associate Relations	\$ 0	\$ 31	\$ (31)		\$ 25	\$ 125	\$ (100)	20%
Board Functions	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Credit Card Fees	\$ 212	\$ 183	\$ 28	115%	\$ 732	\$ 733	\$ (1)	100%
Automobile Expenses	\$ 0	\$ 125	\$ (125)	0%	\$ 0	\$ 500	\$ (500)	0%
Meals/Meetings	\$ 34	\$ 25	\$ 9	138%	\$ 62	\$ 100	\$ (38)	62%
Dues & Subscriptions	\$ 36	\$ 0	\$ 36		\$ 516	\$ 250	\$ 266	206%
Total Operating Expenses	\$ 12,867	\$ 11,713	\$ 1,154	110%	\$ 38,864	\$ 46,562	\$ (7,698)	83%
Operating Income (Loss)	\$ 5,861	\$ 719	\$ 5,142	815%	\$ 10,444	\$ 11,707	\$ (1,263)	89%
Other Income	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Total Other Income	\$ 2,912	\$ 2,907	\$ 5	100%	\$ 11,649	\$ 11,630	\$ 20	100%
Allocated	\$ 2,949	\$ (2,189)	\$ 5,137	-135%	\$ (1,205)	\$ 77	\$ (1,282)	-1,556%
Net Income (Loss)								
Total								
Net Income (Loss)	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Total	\$ 2,912	\$ 2,907	\$ 5	100%	\$ 11,649	\$ 11,630	\$ 20	100%
Net Income (Loss)	\$ 2,949	\$ (2,189)	\$ 5,137	-135%	\$ (1,205)	\$ 77	\$ (1,282)	-1,556%
Total	\$ 18,728	\$ 12,432	\$ 6,297	151%	\$ 49,308	\$ 58,269	\$ (8,961)	85%
Total	\$ 12,867	\$ 11,713	\$ 1,154	110%	\$ 38,864	\$ 46,562	\$ (7,698)	83%
Total	\$ 5,861	\$ 719	\$ 5,142	815%	\$ 10,444	\$ 11,707	\$ (1,263)	89%
Total	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Total	\$ 2,912	\$ 2,907	\$ 5	100%	\$ 11,649	\$ 11,630	\$ 20	100%
Total	\$ 2,949	\$ (2,189)	\$ 5,137	-135%	\$ (1,205)	\$ 77	\$ (1,282)	-1,556%
Total	\$ 8,608	\$ 9,814	\$ (1,206)	88%	\$ 34,820	\$ 39,256	\$ (4,436)	89%
Total	\$ 9,997	\$ 1,457	\$ 8,240	666%	\$ 10,828	\$ 14,371	\$ (3,543)	75%
Total	\$ 423	\$ 744	\$ (321)	57%	\$ 3,660	\$ 2,976	\$ 684	123%
Total	\$ 0	\$ 417	\$ (417)	0%	\$ 0	\$ 1,667	\$ (1,667)	0%
Total	\$ 18,728	\$ 12,432	\$ 6,297	151%	\$ 49,308	\$ 58,269	\$ (8,961)	85%
Total	\$ 6,613	\$ 6,342	\$ 271	104%	\$ 22,945	\$ 25,868	\$ (3,224)	88%
Total	\$ 714	\$ 589	\$ 125	121%	\$ 2,453	\$ 2,356	\$ 97	104%
Total	\$ 428	\$ 196	\$ 232	216%	\$ 1,467	\$ 1,070	\$ 397	137%
Total	\$ 34	\$ 50	\$ (16)	68%	\$ 91	\$ 200	\$ (109)	46%
Total	\$ 102	\$ 65	\$ 36	155%	\$ 375	\$ 262	\$ 114	143%
Total	\$ 59	\$ 83	\$ (24)	71%	\$ 1,098	\$ 333	\$ 765	329%
Total	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Total	\$ 97	\$ 92	\$ 5	106%	\$ 384	\$ 388	\$ (4)	104%
Total	\$ 0	\$ 79	\$ (79)	0%	\$ 289	\$ 317	\$ (28)	91%
Total	\$ 299	\$ 0	\$ 299		\$ 58	\$ 65	\$ (7)	89%
Total	\$ 0	\$ 242	\$ (242)	124%	\$ 1,443	\$ 967	\$ 476	149%
Total	\$ 0	\$ 200	\$ (200)	0%	\$ 180	\$ 200	\$ (20)	90%
Total	\$ 3,130	\$ 2,910	\$ 220	108%	\$ 4,277	\$ 10,848	\$ (6,571)	39%
Total	\$ 1,083	\$ 500	\$ 583	217%	\$ 2,769	\$ 2,000	\$ 769	138%
Total	\$ 25	\$ 0	\$ 25	80%	\$ 0	\$ 0	\$ 0	
Total	\$ 0	\$ 31	\$ (31)		\$ 25	\$ 125	\$ (100)	20%
Total	\$ 212	\$ 183	\$ 28	115%	\$ 732	\$ 733	\$ (1)	100%
Total	\$ 0	\$ 125	\$ (125)	0%	\$ 0	\$ 500	\$ (500)	0%
Total	\$ 34	\$ 25	\$ 9	138%	\$ 62	\$ 100	\$ (38)	62%
Total	\$ 36	\$ 0	\$ 36		\$ 516	\$ 250	\$ 266	206%
Total	\$ 12,867	\$ 11,713	\$ 1,154	110%	\$ 38,864	\$ 46,562	\$ (7,698)	83%
Total	\$ 5,861	\$ 719	\$ 5,142	815%	\$ 10,444	\$ 11,707	\$ (1,263)	89%
Total	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
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Total	\$ 2,949	\$ (2,189)	\$ 5,137	-135%	\$ (1,205)	\$ 77	\$ (1,282)	-1,556%
Total	\$ 8,608	\$ 9,814	\$ (1,206)	88%	\$ 34,820	\$ 39,256	\$ (4,436)	89%
Total	\$ 9,997	\$ 1,457	\$ 8,240	666%	\$ 10,828	\$ 14,371	\$ (3,543)	75%
Total	\$ 423	\$ 744	\$ (321)	57%	\$ 3,660	\$ 2,976	\$ 684	123%
Total	\$ 0	\$ 417	\$ (417)	0%	\$ 0	\$ 1,667	\$ (1,667)	0%
Total	\$ 18,728	\$ 12,432	\$ 6,297	151%	\$ 49,308	\$ 58,269	\$ (8,961)	85%
Total	\$ 6,613	\$ 6,342	\$ 271	104%	\$ 22,945	\$ 25,868	\$ (3,224)	88%
Total	\$ 714	\$ 589	\$ 125	121%	\$ 2,453	\$ 2,356	\$ 97	104%
Total	\$ 428	\$ 196	\$ 232	216%	\$ 1,467	\$ 1,070	\$ 397	137%
Total	\$ 34	\$ 50	\$ (16)	68%	\$ 91	\$ 200	\$ (109)	46%
Total	\$ 102	\$ 65	\$ 36	155%	\$ 375	\$ 262	\$ 114	143%
Total	\$ 59	\$ 83	\$ (24)	71%	\$ 1,098	\$ 333	\$ 765	329%
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Total	\$ 97	\$ 92	\$ 5	106%	\$ 384	\$ 388	\$ (4)	104%
Total	\$ 0	\$ 79	\$ (79)	0%	\$ 289	\$ 317	\$ (28)	91%
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Total	\$ 0	\$ 242	\$ (242)	124%	\$ 1,443	\$ 967	\$ 476	149%
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Total	\$ 25	\$ 0	\$ 25	80%	\$ 0	\$ 0	\$ 0	
Total	\$ 0	\$ 31	\$ (31)		\$ 25	\$ 125	\$ (100)	20%
Total	\$ 212	\$ 183	\$ 28	115%	\$ 732	\$ 733	\$ (1)	100%
Total	\$ 0	\$ 125	\$ (125)	0%	\$ 0	\$ 500	\$ (500)	0%
Total	\$ 34	\$ 25	\$ 9	138%	\$ 62	\$ 100	\$ (38)	62%
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Total	\$ 5,861	\$ 719	\$ 5,142	815%	\$ 10,444	\$ 11,707	\$ (1,263)	89%
Total	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
Total	\$ 2,912	\$ 2,907	\$ 5	100%	\$ 11,649	\$ 11,630	\$ 20	100%
Total	\$ 2,949	\$ (2,189)	\$ 5,137	-135%	\$ (1,205)	\$ 77	\$ (1,282)	-1,556%
Total	\$ 8,608	\$ 9,814	\$ (1,206)	88%	\$ 34,820	\$ 39,256	\$ (4,436)	89%
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Total	\$ 0	\$ 417	\$ (417)	0%	\$ 0	\$ 1,667	\$ (1,667)	0%
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Total	\$ 714	\$ 589	\$ 125	121%	\$ 2,453	\$ 2,356	\$ 97	104%
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Total	\$ 59	\$ 83	\$ (24)	71%	\$ 1,098	\$ 333	\$ 765	329%
Total	\$ 0	\$ 0	\$ 0		\$ 0	\$ 0	\$ 0	
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Total	\$ 0	\$ 79	\$ (79)	0%	\$ 289	\$ 317	\$ (28)	91%
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Total	\$ 0	\$ 242	\$ (242)	124%	\$ 1,443	\$ 967	\$ 476	149%
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Total	\$ 1,083	\$ 500	\$ 583	217%	\$ 2,769	\$ 2,000	\$ 769	138%
Total	\$ 25	\$ 0	\$ 25	80%	\$ 0	\$ 0	\$ 0	
Total	\$ 0	\$ 31	\$ (31)		\$ 25	\$ 125	\$ (100)	20%
Total	\$ 212	\$ 183	\$ 28	115%	\$ 732	\$ 733	\$ (1)	100%
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Total	\$ 34	\$ 25	\$ 9	138%	\$ 62	\$ 100	\$ (38)	62%
Total	\$ 36	\$ 0	\$ 36		\$ 516	\$ 250	\$ 266	206%
Total	\$ 12,867	\$ 11,713	\$ 1,154	110%	\$ 38,864	\$ 46,562	\$ (7,698)	83%
Total	\$ 5,861	\$						



North Lake Tahoe Resort Association  
 BUDGET TO ACTUAL  
 Statement of Activities and Changes  
 in Net Assets  
 For the Four Months Ended October 31, 2012  
 Administration

	CURRENT MONTH			YEAR TO DATE				
	ACTUAL	BUDGET	Variance	ACTUAL	BUDGET	Variance	% of Budget	PRIOR YEAR
Revenue	\$ 0	\$ 0	\$ 0	\$ 75	\$ 0	\$ 75		\$ (73)
Miscellaneous								
Total Revenue	\$ 0	\$ 0	\$ 0	\$ 75	\$ 0	\$ 75		\$ (73)
Operating Expenses								
Salaries & Wages	\$ 25,777	\$ 24,540	\$ 1,237	\$ 100,825	\$ 99,912	\$ 913	101%	\$ 94,113
Rent	\$ 2,017	\$ 1,631	\$ 385	\$ 7,452	\$ 6,526	\$ 926	114%	\$ 6,895
Telephone	\$ 642	\$ 482	\$ 160	\$ 2,886	\$ 2,818	\$ 68	102%	\$ 1,346
Mail - USPS	\$ 97	\$ 65	\$ 33	\$ 241	\$ 258	\$ (17)	93%	\$ 19
Insurance/Bonding	\$ 248	\$ 208	\$ 40	\$ 958	\$ 833	\$ 124	115%	\$ 572
Supplies	\$ 274	\$ 270	\$ 5	\$ 871	\$ 1,078	\$ (207)	81%	\$ 1,011
Visitor Communications - Other	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Depreciation	\$ 304	\$ 286	\$ 18	\$ 1,199	\$ 1,144	\$ 55	105%	\$ 976
Equipment Support & Maintenance	\$ 350	\$ 325	\$ 25	\$ 1,454	\$ 1,300	\$ 154	112%	\$ 1,098
Taxes, Licenses & Fees	\$ 24	\$ 0	\$ 24	\$ 330	\$ 375	\$ (45)	88%	\$ 376
Miscellaneous Expense	\$ 305	\$ 282	\$ 22	\$ 349	\$ 0	\$ 349		\$ 0
Equipment Rental/Leasing	\$ 0	\$ 0	\$ 0	\$ 1,144	\$ 1,129	\$ 14	101%	\$ 523
Public Outreach	\$ 10,760	\$ 13,500	\$ (2,740)	\$ 0	\$ 416	\$ (416)	0%	\$ 0
Professional Fees	\$ 0	\$ 0	\$ 0	\$ 11,560	\$ 13,500	\$ (1,940)	86%	\$ 7,097
Classified Ads	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Associate Relations	\$ 240	\$ 100	\$ 140	\$ 240	\$ 400	\$ (160)	60%	\$ 915
Board Functions	\$ 139	\$ 417	\$ (277)	\$ 1,526	\$ 1,667	\$ (141)	92%	\$ 1,539
Credit Card Fees	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 0
Automobile Expenses	\$ 2	\$ 25	\$ (23)	\$ 2	\$ 100	\$ (98)	2%	\$ 0
Meals/Meetings	\$ 134	\$ 33	\$ 101	\$ 325	\$ 133	\$ 192	244%	\$ 0
Dues & Subscriptions	\$ 36	\$ 0	\$ 36	\$ 1,483	\$ 1,000	\$ 483	148%	\$ 665
Travel	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0		\$ 304
Total Operating Expenses	\$ 41,350	\$ 42,165	\$ (815)	\$ 132,845	\$ 132,590	\$ 256	100%	\$ 117,483
Operating Income (Loss)	\$ (41,350)	\$ (42,165)	\$ 815	\$ (132,770)	\$ (132,590)	\$ (181)	100%	\$ (117,566)
Other Income	\$ 57	\$ 150	\$ (93)	\$ 226	\$ 600	\$ (374)	38%	\$ 416
Revenues- Interest & Investment	\$ 57	\$ 150	\$ (93)	\$ 226	\$ 600	\$ (374)	38%	\$ 416
Total Other Income	\$ (31,215)	\$ (31,295)	\$ 81	\$ (124,556)	\$ (125,182)	\$ 323	100%	\$ (103,959)
Allocated	\$ (10,079)	\$ (10,720)	\$ 641	\$ (7,686)	\$ (6,808)	\$ (878)	113%	\$ (13,180)
Net Income (Loss)	\$ (10,079)	\$ (10,720)	\$ 641	\$ (7,686)	\$ (6,808)	\$ (878)	113%	\$ (13,180)

**Monthly Report October 2012**  
**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 10/31/12:	\$1,157,506	\$1,639,698	-29%
Forecasted Commission for this Revenue:	\$52,100	\$135,164	-61%
Number of Room Nights:	7202	9475	-24%
Number of Delegates:	3218	4579	-30%
Annual Revenue Goal:	\$1,750,000	\$1,700,000	
Annual Commission Goal:	\$75,000	\$125,000	
Number of Tentative Bookings:	69	45	53%

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

<u>Arrived in the month</u>	<u>October-12</u>	<u>Est.</u>	<u>October-11</u>	
Number of Groups:	4		4	
Revenue Arrived:	\$151,290		\$371,268	-59%
Projected Commission:	\$1,846		\$36,583	-95%
Room Nights:	1126		541	108%
Number of Delegates:	750		220	241%
Arrived Group Types:	2 Assoc. 2 Smerf		1 Corp., 1 Assoc.	

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

<u>Arrived in the month</u>	<u>September-12</u>	<u>Est.</u>	<u>September-11</u>	
Number of Groups:	8		4	
Revenue Arrived:	\$113,538		\$371,268	-69%
Projected Commission:	\$9,822		\$36,583	-73%
Room Nights:	746		541	38%
Number of Delegates:	357		220	62%
Arrived Group Types:	4 Corp., 2 Assoc., Smf		1 Corp., 1 Assoc.	

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

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

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

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

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

For 2013/14:	<b>\$1,371,330</b>	<b>(Goal)</b> <b>\$1,200,000</b>
For 2014/15:	<b>\$2,699,256</b>	<b>\$800,000</b>

**NUMBER OF LEADS Generated as of 10/31/12:** 48

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

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

## Monthly Report October 2012

### CONFERENCE REVENUE STATISTICS

#### South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 10/31/12:	\$241,260	\$149,343	62%
Forecasted Commission for this Revenue:	\$14,610	\$8,254	77%
Number of Room Nights:	2448	1852	32%
Number of Delegates:	1915	1225	56%
Annual Commission Projection:	\$16,000	\$15,000	

<u>Monthly Detail/Activity</u>	<u>October-12</u>		<u>October-11</u>	
<u>Number of Groups Booked:</u>	2		0	
Revenue Booked:	\$18,731		\$0	
Projected Commission:	\$426		\$0	
Room Nights:	167		0	
Number of Delegates:	113		0	
Booked Group Types:	1 Corp., 1 Tour Operator			

<u>Arrived in the month</u>	<u>October-12</u>	<u>*Est.</u>	<u>October-11</u>	
Number of Groups:	1		2	
Revenue Arrived:	\$10,780		\$15,354	-30%
Projected Commission:	\$0		\$767	-100%
Room Nights:	81		132	-39%
Number of Delegates:	250		90	178%
Arrived Group Types:	1 Smerf		1 Smf	

<u>Monthly Detail/Activity</u>	<u>September-12</u>		<u>September-11</u>	
<u>Number of Groups Booked:</u>	2		1	
Revenue Booked:	\$21,917		\$4,455	392%
Projected Commission:	\$1,113		\$668	67%
Room Nights:	206		50	312%
Number of Delegates:	302		50	504%
Booked Group Types:	1 Assoc. and 1 Smf		1 Smf	

<u>Arrived in the month</u>	<u>September-12</u>	<u>*Est.</u>	<u>September-11</u>	
Number of Groups:	2		1	
Revenue Arrived:	\$9,144		\$4,459	105%
Projected Commission:	\$1,371		\$668	105%
Room Nights:	100		47	113%
Number of Delegates:	70		50	40%
Arrived Group Types:	1 Assoc. and 1 Smf.		1 Smf	

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

<b><u>Arrived in the month</u></b>	<b><u>August-12</u></b>	<b><u>August-11</u></b>
Number of Groups:	1	1
Revenue Arrived:	\$31,325	\$33,959
Projected Commission:	\$4,698	\$5,093
Room Nights:	175	372
Number of Delegates:	90	75
Arrived Group Types:	1 Corp.	1 Govt.

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

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

**NUMBER OF LEADS Generated as of 10/31/12: 48**

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

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

NORTH SHORE 2 QUARTER - FY.2012/13						
<b>Oct-12</b>						
<b>Groups Booked: 2</b>						
Placer County:	1	Room Nights:	105	Delegates:	50	Revenue: \$20,938
Washoe County:	1	Room Nights:	480	Delegates:	175	Revenue: \$38,448
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>Groups Arrived: 4</b>						
Placer County:	2	Room Nights:	476	Delegates:	530	Revenue: \$59,895
Washoe County:	1	Room Nights:	590	Delegates:	200	Revenue: \$84,429
Nevada County:	1	Room Nights:	60	Delegates:	20	Revenue: \$6,966
<b>Nov-12</b>						
<b>Groups Booked:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Dec-12</b>						
<b>Groups Booked:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
		<b>Estimated</b>				
<b>Quarter totals by county:</b>						
<b>Groups Booked: 2</b>						
Placer County:	1	Room Nights:	105	Delegates:	50	Revenue: \$20,938
Washoe County:	1	Room Nights:	480	Delegates:	175	Revenue: \$38,448
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>TOTAL:</b>	<b>2</b>		<b>585</b>	Delegates:	<b>225</b>	<b>\$59,386</b>
<b>Groups Arrived: 4</b>						
Placer County:	2	Room Nights:	476	Delegates:	530	Revenue: \$59,895
Washoe County:	1	Room Nights:	590	Delegates:	200	Revenue: \$84,429
Nevada County:	1	Room Nights:	60	Delegates:	20	Revenue: \$6,966
<b>TOTAL:</b>	<b>4</b>		<b>1126</b>		<b>750</b>	<b>\$151,290</b>





# north lake tahoe

Chamber | CVB | Resort Association

DATE: December 5, 2012  
TO: Board of Directors  
FROM: Ron Treabess, Director of Community Partnerships and Planning  
SUBJECT: Monthly Activity Report—November, 2012

## **A. Integrated Infrastructure and Transportation Work Plan Projects—Update**

### **1. North Lake Tahoe Transportation Summit**

- Summit was held October 26, 8:00 am to 3:00 pm, at the Truckee Tahoe Airport. There were 65 attendees.
- Program format, including speakers, panel discussion, and group workshop, was very informative resulting in productive ideas to develop vision for competitive transportation in North Lake Tahoe
- Most in attendance verbally committed to continuing and participating in the detailed development of the vision
- TNT/TMA and NLTRA will take the lead in moving process forward
- Meeting with small group of key organization representatives to discuss and layout an approach with possible schedule for this process (tentatively scheduled for December 13<sup>th</sup>)

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

- First quarter report showed ridership is down 13% and passenger revenues are off 9% from the same period during FY 2011/12. With the addition of positive ridership and revenues for October, the year-to-date figures have improved to ridership down 9% and revenues off 4% for the same 4 month period in FY 2011/12. (See attached Monthly NLTE Report-Oct 2012)
- Necessary operator subsidy for the period was \$35,801 of which Placer County share was 54% or \$19,167.86.
- The new passenger fares and schedule changes went into effect November 15<sup>th</sup>. This information is available at [www.northlaketahoeexpress.com](http://www.northlaketahoeexpress.com).

### **3. Regional Wayfinding Signage - NLTRA**

- Wild West Communications Group was selected at the November 7<sup>th</sup> NLTRA Board for preparation of an area-wide master signage site plan identifying specific signs, locations, wording, costs, and permit requirements for installation.
- The contract between the Consultant and NLTRA has been signed and work is underway. Check points, work products, and deliverables during the master

signage site plan preparation have been established and will be reviewed and monitored by staff. Completion date is April, 2013.

- Periodic reports will be presented to the Joint Committee.
- After Plan concurrence, staff will move forward with specific design and construction documents necessary for permitting, fabrication, and installation of pilot/demonstration signs.

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

- The TMA has received report from LSC Transportation Consultants which develops a specific plan for service, schedule, and partner costs.
- Funding for this one-year pilot program has been contributed by 9 partners including the ski areas, the Town of Truckee, the NLTRA and participating lodging outside of Placer County.
- The Placer County Board of Supervisors has approved the NLTRA recommendation for TOT funding of 20% total costs. (\$65,900)
- After this season, the program will be reviewed for future continuation including the appropriate sources for funding.
- Tahoe Transportation District will contract for the service to run 46 days on weekends and holidays during the 12/13 ski season. TNTTMA will manage the service. Service will begin December 22<sup>nd</sup>.
- An RFP to solicit a service provider was released with two proposals submitted by the November 16<sup>th</sup> due date.
- The TTD was to consider selecting the recommended provider at its November 30<sup>th</sup> special board meeting. Update will be presented at Dec. 5<sup>th</sup> Board meeting.

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

- The operation of the first year of this 3-year pilot water shuttle service and the water shuttle manager's monitoring program commenced service on August 3<sup>rd</sup> and concluded on September 30<sup>th</sup>.
- A report will be presented at the December 3<sup>rd</sup> Joint Committee meeting and at the January 9<sup>th</sup> Board meeting.

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

- Summer ridership showed an overall increase of 31% from the previous season, with over 25% of the total ridership occurring during the extended hours of operation (11:00 -2:00 a.m.) (Ridership comparison attached)
- Businesses have reported increased patronage during the extended hours as a result of transit option
- Placer County Sheriff has reported a reduction of after hours DUI arrests and attributes to transit opportunities.
- Business contributions to extended hours pilot were approximately \$7400
- Winter Night Rider program will provide extended hours to compare results of summer and winter.
- TTD/TMA will utilize the same contract provider and vehicles to insure continuity and user recognition of the service

#### **7. Tahoe City East Bus Shelter**

- The TOT funding request was approved by the Board of Supervisors on November 20th in the amount of up to \$60,000 to pay for labor, materials and agency fees.
- The County's contract with the Resort Association requires that it ensures that third parties utilize prevailing wages are paid in compliance with applicable state and federal law. The County and Gary Davis Group are working to insure the project is in compliance.
- A revised estimate has been received from Gary Davis Group showing a total project cost of \$80,000 which includes \$30,500 of donated engineering services.
- Actual estimate for construction labor is \$39,000 utilizing prevailing wage requirements, \$9400 for materials, and \$1100 for agency fees.
- The source for the balance of funding is a combination of donated engineering services and building materials donated by the Contractors Association of Truckee Tahoe.
- Weather and contract completion will determine construction timing.
- Once completed, it will be owned and maintained by the Public Works Department's TART bus system.

#### **8. Bicycle Friendly Community Application**

- Staff and LSC Transportation Consultants have reevaluated the previous application to the League of American Bicyclists to prepare and resubmit to achieve a higher designation.
- Worked with the League staff to review suggested measures that will raise our status to the higher level
- Developed a list of short term and long term action items for implementation that will help obtain the higher Bicycle Friendly Community certification
- Coordinate and complete short term action items implementation.
- Attached is report of recommendations of actions to be taken and included in the new application.
- Resubmit the new application before the February 2013 deadline

#### **9. Gateway Community Lighting**

- The up to \$18,000 funding request by the TCDA and NTBA to provide Holiday Lighting was recommended by the NLTRA Board at its Oct. 3<sup>rd</sup> meeting.
- The Placer County Board of Supervisors approved the request at its Oct. 23<sup>rd</sup> meeting.
- Gateway lighting installation at Squaw Valley entrance, Tahoe City wye, and Hwy 267/Hwy 28 was anticipated to be completed by November 30<sup>th</sup>.

#### **10. Next Joint Infrastructure/Transportation Committee Meeting**

The next meeting of the Joint Committee will be Monday, **January 28, 2013**, 1:30 p.m., at TCPUD. At that meeting, the Committee will elect a Chair and Vice-Chair for 2013. All Committee member appointments are in effect through 2013.

**B. Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- Tahoe City Visioning/Community Plan with Placer Planning Team
- TNT/TMA Board Meeting
- Coordinated Skier Shuttle Pre-Proposal Meeting
- Tahoe City Golf Course Stakeholders Vision Planning
- Traffic Management/Truckee Public Works
- Tahoe Transportation District Board Meeting
- Bike Friendly Community Application Consultant Meeting
- TRPA Governing Board Meeting/Regional Plan Update
- Chamber Business Expo
- Squaw Valley Olympic Museum Board
- Placer County Community Plan Process Public Meeting
- Board of Supervisors Meeting/Auburn
- PCTPA Board Meeting/Auburn
- Tahoe Transportation District Special Board Meeting/Ski Shuttle



NLTE Monthly Report - October 2012

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

Month	FY 2006-07			FY 2007-08			FY 2008-09			FY 2009-10			FY 2010-11			FY 2011-12			FY 2012-13				
	Total	Green	Red	Total	Green	Red	Total	Green	Red	Total	Green	Red	Total	Green	Red	Total	Green	Red	Total	Green	Red	Total	
July	\$0	\$32,220	\$0	\$43,438	\$42,006	\$0	\$53,794	\$67,477	\$38,421	\$19,765	\$64,933	0	1187	1618	1473	1632	2548	156	1224	626	2006	0	
Aug	\$0	\$28,427	\$0	\$41,854	\$40,810	\$0	\$48,243	\$6,273	\$29,653	\$27,640	\$63,376	0	1001	1538	1350	1528	2021	184	904	847	1935	0	
Sep	\$0	\$28,833	\$0	\$29,882	\$34,440	\$0	\$38,714	\$3,010	\$30,099	\$17,178	\$40,287	0	1009	1108	1137	1317	1380	92	523	624	1239	0	
Oct	\$0	\$26,803	\$0	\$31,756	\$25,515	\$0	\$29,373	\$2,425	\$19,263	\$14,415	\$36,103	0	884	1196	853	1591	970	69	463	575	1107	0	
Nov	\$7,066	\$20,294	\$17,536	\$15,706	\$15,706	\$0	\$22,341	\$0	\$24,195	\$24,195	\$0	245	640	623	546	782	731	0	0	0	0	0	
Dec	\$43,288	\$7,943	\$58,123	\$51,200	\$51,200	\$0	\$77,382	\$0	\$55,852	\$55,852	\$0	1749	2446	2527	1924	2695	1967	0	0	0	0	0	
Jan	\$41,022	\$65,700	\$50,805	\$64,389	\$70,922	\$0	\$78,603	\$0	\$78,603	\$167,265	\$24,517	1667	2685	1955	2451	2156	2817	0	0	0	0	0	
Feb	\$40,191	\$65,832	\$75,355	\$72,647	\$83,094	\$0	\$70,241	\$0	\$157,250	\$26,688	\$27,662	1527	2506	2688	2766	2446	0	0	0	0	0	0	
Mar	\$54,375	\$59,871	\$81,088	\$75,514	\$86,608	\$0	\$93,813	\$0	\$219,123	\$29,563	\$30,599	2384	2953	3059	2291	3152	0	0	0	0	0	0	
Apr	\$26,628	\$20,526	\$23,882	\$37,230	\$27,459	\$0	\$44,346	\$0	\$16,445	\$786	\$840	1361	1361	1037	2026	0	0	0	0	0	0	0	
May	\$16,625	\$17,175	\$18,016	\$23,158	\$25,852	\$0	\$25,852	\$0	\$0	\$0	\$0	602	622	605	730	796	0	0	0	0	0	0	
June	\$29,016	\$28,212	\$33,214	\$40,196	\$41,662	\$0	\$45,259	\$0	\$112,106	\$112,106	\$0	1112	1064	1152	954	1403	1255	0	0	0	0	0	
Total	\$258,211	\$451,447	\$515,159	\$523,311	\$621,198	\$0	\$653,365	\$18,455	\$99,476	\$86,767	\$204,698	10748	17194	18783	18547	19780	22109	501	3114	2672	6287	0	
Year to Date																							
Change over Previous Year to Date																							-9%

Month	FY 2011-12			FY 2012-13			
	Total	Green	Red	Total	Green	Red	
July	\$80,595	\$6,747	\$38,421	\$19,765	\$64,933	\$0	
Aug	\$64,004	\$6,273	\$29,653	\$27,640	\$63,376	\$0	
Sep	\$40,086	\$3,010	\$30,099	\$17,178	\$40,287	\$0	
Oct	\$29,373	\$2,425	\$19,263	\$14,415	\$36,103	\$0	
Nov	\$22,341	\$0	\$24,195	\$24,195	\$0	\$0	
Dec	\$55,852	\$0	\$55,852	\$55,852	\$0	\$0	
Jan	\$78,603	\$0	\$78,603	\$78,603	\$0	\$0	
Feb	\$83,094	\$0	\$70,241	\$157,250	\$26,688	\$27,662	
Mar	\$93,813	\$0	\$219,123	\$29,563	\$30,599	\$22,911	
Apr	\$44,346	\$0	\$16,445	\$786	\$840	\$1037	
May	\$25,852	\$0	\$0	\$0	\$0	\$0	
June	\$45,259	\$0	\$112,106	\$112,106	\$0	\$0	
Total	\$214,058	\$18,455	\$99,476	\$86,767	\$204,698	\$0	
Change over Previous Year to Date							-4%

**Budget Funding Target & Actual**

NLTRA	\$90,000
IVCB-CVB	\$26,000
Blittr/Hyatt	\$1,750,000
Trk. Airport	\$3,500
Cedar House	\$1,000
Farebox	\$698,000
	\$828,000
	26%

**Current Year Expenditures**

Bank Fees	\$5,327
IT/Webster/Res Program	\$400
TMA Administration:	\$11,750
Marketing:	\$16,416
Operations	\$189,930
	\$223,623

**Monthly Runs 2012/2013**

Month	Nevada	Placer	Washoe	Split County	Total Monthly Runs
July	47	327	136	88	598
August	42	288	144	113	587
September	26	224	145	51	446
October	30	192	173	33	428
November					0
December					0
January					0
February					0
March					0
April					0
May					0
June					0
Total Runs Per County	145	1031	598	285	2059
Runs Per County	7.04%	50.07%	29.04%	13.84%	100%
Total Subsidy owed per county after farebox revenue	\$ 4,997.82	\$ 19,167.86	\$ 11,635.33	County Split	\$ 35,801.00

**Change over Previous Year to Date**

Month	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
Month	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13
July	\$0	\$10,952	\$15,363	\$22,200	\$0	\$0	\$69,660
Aug	\$0	\$13,426	\$10,372	\$5,475	\$830	\$0	\$69,810
Sept	\$0	\$18,287	\$31,278	\$13,196	\$1,882	\$0	\$50,440
Oct	\$0	\$18,380	\$14,155	\$21,225	\$22,857	\$0	\$50,570
Nov	\$6,790	\$16,316	\$22,419	\$13,273	\$17,326	\$0	\$0
Dec	\$15,548	\$2,750	\$0	\$0	\$0	\$0	\$0
Jan	\$21,288	\$1,294	\$1,916	\$0	\$0	\$0	\$0
Feb	\$17,896	\$3,946	\$0	\$0	\$0	\$0	\$0
Mar	\$15,629	\$12,315	\$0	\$0	\$0	\$0	\$0
Apr	\$26,379	\$24,964	\$21,890	\$8,570	16116	0	0
May	\$16,738	\$7,918	\$15,483	\$9,417	8313	0	0
June	\$10,012	\$15,379	\$5,778	\$1,290	550	0	0
Total	\$121,945	\$145,327	\$198,654	\$94,646	\$67,974	\$0	\$189,930
YTD							

Operations Per County July - October:  
Nevada = 13.96% Includes Transit Bus Depot Runs  
Placer = 53.54%  
Washoe = 32.50%





## TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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Tahoe City, California 96145  
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info@lscstahoe.com  
www.lscstrans.com

### MEMORANDUM

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To: Ron Treabess, NLTRA

From: Leslie Suen and Gordon Shaw, PE, AICP, LSC Transportation Consultants, Inc.

Date: November 26, 2012

RE: Bicycle Friendly Community Application

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LSC Transportation Consultants, Inc. was retained by NLTRA in 2009 to prepare an application with the League of American Bicyclists (LAB) for designation as a "Bicycle Friendly Community." This application was submitted for a large region encompassing all of the North Shore and Truckee area, including Incline Village and Donner Summit. The intent was to highlight to potential visitors the attractiveness of the region as a bicycling destination. This application resulted in an "Honorable Mention" from the LAB in the spring of 2010, but fell short of designation as a Bicycle Friendly Community.

LSC was recently retained to prepare an updated application, intended to reflect the improvements in facilities and programs since 2009 and to better tailor the application based on lessons learned through the first application. This memo presents our recommendations for the upcoming new application. Note that the closing date for the next round of applications is February 26, 2013.

#### **Review of Past Application**

LSC contacted the LAB review staff in 2010 after receiving the Honorable Mention designation, and again more recently in preparing this memo. The LAB staff indicated that the following factors were key in determining the results of the 2010 application:

- The region proposed for Bicycle Friendly Designation was too large and encompassed too many governmental jurisdictions to be understandable to the LAB staff. The LAB application consists of an on-line website, with limited ability to enter data. It is designed assuming that the application will be from one jurisdiction (such as a single city or single county). In comparison, the 2010 NLTRA application covered an area in two states, four counties (portions of

Washoe, Placer, Nevada and El Dorado Counties) as well as both within and outside of the TRPA area. As a result, answering a simple question such as "Does your area have bicycle friendly policies?" required a long discussion of the policies implemented by the various jurisdictions. While we attached files to the application to better explain our unique governmental structure, the LAB staff indicated that the differences in policies and programs reduced the overall score.

- The bicycle education and enforcement programs throughout the region were relatively weak.
- The application would have benefitted from additional testimonial support letters,

Based on this input, LSC and you decided to submit the new application for a more limited area, encompassing the portion of Placer County east of the Sierra Crest. This simplifies the application by limiting it to a single county in a single state, making it much more comprehensible for someone unfamiliar with the area. This does not preclude other jurisdictions (like Truckee and Washoe County) from pursuing Bicycle Friendly Community designation on their own. Coordination of bicycle strategies in eastern Placer County with these neighboring jurisdictions will be included in our application.

#### **Potential Additional Actions That Can Be Initiated by the Application Deadline to Strengthen the Application**

The following action items are suggested as actions that could potentially be accomplished by the application deadline of February 26<sup>th</sup>, or at least initiated so that they can be mentioned in the application. For each, the specific potential action item is identified in **bold**. The key question at present is which of these actions should be undertaken, and how should they be accomplished prior to the application.

- Coordinate with police to promote share the road and other responsibilities of all road users. **Hold a meeting with Sheriff's Department and local CHP to discuss "share the road" education efforts.**
- Expand snow removal from bike paths in the winter. **Advocate for removal of snow on key trail links that, together with local streets, provide low volume routes for cyclists and pedestrians that avoid travel on state highways, such as Tahoe City – Transit Center – Granlibakken Road and Tahoe City – Lake Forest Road.**
- Expand public awareness of rights and responsibilities of both cyclists and motorists
  - **Prepare a handout specifically for North Tahoe that outlines "share the road" concepts for cyclists and motorists.**



- **Commit to a schedule of public input efforts this coming summer, including:**
  - **Set up a booth and pass out flyers at local events, such as Farmer's Markets, Earth Day Festival, Summer Music Concerts**
  - **Make presentations at Home Owners Association (HOA) meetings through the area.**
- **Host a League of American Cyclist seminar to train League instructors. NLTRA could organize and promote seminar, provide a location, and potentially fund the League's staff costs.** (Minimum 8 participants with a cost of \$300 per person).
- **Obtain additional letters of support for application. Draft letters and make presentations** to the following organizations.
  - Lake Tahoe Bicycle Coalition
  - Tahoe Area Mountain Biking Association (TAMBA)
  - NTPUD
  - TCPUD
  - Tahoe City Downtown Association
  - West Shore Business Association
  - North Tahoe Business Association
  - Placer County Board of Supervisors
  - Truckee – North Tahoe Transportation Management Association
  - Others?
- **Encourage local businesses to become a Bicycle Friendly Business. Hold an organizational meeting to discuss the process with interested local businesses. Assist local businesses and help them through the process.**

#### **Other Longer Term Action Items**

- **Obtain local official proclamation of National Bike Month (May). Draft an official proclamation and present to Placer County Board of Supervisors (and others?) for adoption**
- **Write newspaper articles on cycling subjects.** Examples might include monthly articles about the rules of the road, reports or announcements of cycling events in the area, efforts to enhance bicycling.

- Organize bike parking a large festivals and events. **Staff a “valet” bike corral** at events such as festivals at Squaw Valley and Northstar, Music in the Park at Commons Beach and Kings Beach, or other places that generate high levels of bicycling.
- Advocate to designate the shoulder of SR 89 between Squaw and Truckee as a Class II bike lane. **Start with a meeting with Caltrans to discuss.** (Bike Lane is part of Caltrans' Transportation Concept Report SR 89.)
- Encourage all school to participate in Safe Routes to Schools and bicycle education efforts. **Meet with TTUSD district officials and principals to discuss ways to expand bicycling programs**
- Add signage including mileage along existing bike paths. **Design consistent bicycling signage, identify appropriate locations, install signage**
- Add facilities allowing easier connection with transit. **Investigate options to expand bicycle carrying capacity and/or changes in policies on TART. Identify need for and locations for additional bike racks at key stops. Meet with TART staff to discuss findings and strategies.**
- Provided bike maintenance facilities along trail system. **Contract/coordinate to provide bicycle mechanic (through existing member bike shop) during peak tourist bicycling season at one or more key locations, such as Tahoe City Transit Center.**

### **Bicycle Parking Survey**

As part of our work, a survey was completed by LSC staff from November 16-20, 2012 to locate all bicycle parking in Eastern Placer County. A total of 71 locations were found to have bicycle parking: one (Tahoe City Transit Center) with bike lockers and 71 with bike racks. These locations are shown in the attached table. In total, parking for 580 bicycles was found. Note these numbers do not reflect bicycle racks that are available in summer but which had been removed for the winter.

The following are notable gaps in the bicycle parking network:

- None of the four 7-11 Store locations have bicycle parking

- Of the five post offices only the Tahoe City location has any bicycle parking nearby.

This survey was undertaken to evaluate whether a program should be started that would provide NLTRA funding for all or a portion of the cost to install additional bike racks at activity centers around the region. Overall, we found that bicycle parking is available at the large proportion of areas that generate substantial demand for parking. Based on this, we do not believe that a funding program would noticeable increase the convenience of bicycle parking.

**Existing Bicycle Parking Facilities in Eastern Placer County, California**

Location	Bicycle Parking Spaces		Location	Bicycle Parking Spaces	
	Locker	Rack		Locker	Rack
Alpine - The Crest	0	7	Squaw Creek Main Entrance	0	30
Alpine Meadows Ski Area	0	30	Squaw Valley 7-11	0	0
Alpine River Ranch	0	20	Squaw Valley Academy	0	10
Carnelian Bay 7-11 Shopping Center	0	0	Squaw Valley Bike Rental	0	5
Carnelian Bay Garwoods	0	0	Squaw Valley Fire Station	0	5
Carnelian Bay Lake Tahoe Waterman Landing	0	10	Squaw Valley Park (near Highway 89)	0	3
Carnelian Bay Magic Carpet Mini Golf	0	6	Squaw Valley Post Office	0	0
Carnelian Bay Park	0	0	Squaw Valley Realty Building	0	5
Carnelian Bay Placer County Health Services	0	0	Squaw Valley Ski Area	0	40
Dollar Hill 7-11	0	0	Sunnyside Restaurant and Lodge	0	12
Donner Truckee Vet Clinic	0	3	Sunnyside Spoon Deli	0	5
Graniibakken	0	0	Tahoe City 64 acres boat launch area	0	5
Homewood Obexers	0	0	Tahoe City Alpenglöw	0	0
Homewood Post Office	0	0	Tahoe City Asante Gym	0	4
Homewood Swiss Restaurant	0	10	Tahoe City Boatworks Mall	0	12
Homewood Tahoe Maritime Museum	0	0	Tahoe City Bridgetender	0	11
Homewood West Shore Café	0	0	Tahoe City Cobblestone Center	0	6
Kings Beach 7-11	0	0	Tahoe City Commons Beach	0	16
Kings Beach Caliente Restaurant	0	5	Tahoe City Dam Café	0	7
Kings Beach Coon Street Boat Ramp	0	0	Tahoe City Fire Station	0	0
Kings Beach Elementary School/Boys and Girls Club	0	12	Tahoe City Front Street Pizza	0	5
Kings Beach Jason's	0	6	Tahoe City Gary Davis Offices	0	4
Kings Beach Library	0	5	Tahoe City Heritage Plaza	0	5
Kings Beach North Tahoe Beach	0	8	Tahoe City Jakespine Public Parking Lot	0	8
Kings Beach North Tahoe Event Center	0	2	Tahoe City Lakeside Trail (Grove Street Stairs)	0	6
Kings Beach Our Lady of the Lake Church	0	0	Tahoe City Library	0	6
Kings Beach Plumas Bank	0	3	Tahoe City North Lake Tahoe Visitor Center	0	7
Kings Beach Post Office	0	0	Tahoe City Olympic Bike	0	5
Kings Beach Rite Aid	0	0	Tahoe City Plumas Bank Building	0	6
Kings Beach Safeway	0	6	Tahoe City Post Office	0	6
Kings Beach Secline Beach	0	0	Tahoe City PUD	0	0
Kings Beach State Recreation Area (near BB courts)	0	6	Tahoe City River grill	0	5
Kings Beach Subway	0	3	Tahoe City Safeway	0	8
Kings Beach Tahoe Bike and Ski	0	3	Tahoe City Savemart	0	10
Kings Beach Tahoe Eco Sports	0	4	Tahoe City Sushl	0	6
Kings Beach The Grid Restaurant	0	9	Tahoe City Tahoe Forest Hospital Health Services	0	4
Lake Forest Boat Ramp/Picnic Area	0	0	Tahoe City Tahoe Raft and Gas	0	6
Lake Forest Bakery	0	3	Tahoe City Transit Center	6	8
New Moon	0	0	Tahoe City Willard Sports	0	5
North Tahoe High School	0	20	Tahoe House	0	6
North Tahoe School	0	10	Tahoe Lake Elementary	0	0
Northstar Fire Station Highlands	0	3	Tahoe Vista Bus Stop SR 28 Westbound by Rustic Lodge	0	10
Northstar Rec Center NHOA	0	3	Tahoe Vista Firelight Lodge	0	8
Northstar Village	0	30	Tahoe Vista Post Office	0	0
Placer County Sheriff - North Lake Tahoe Station	0	4	Tahoe Vista Recreation Area North Bus Stop	0	6
Rideout Community Center	0	6	Tahoe Vista Recreation Area South	0	8
Squaw Creek Employee Entrance	0	5	Tahoe Vista Regional Park	0	0
Squaw Creek Golf Course	0	10	UC Davis Lake Forest Location	0	5

Note: Survey conducted by LSC in mid-November 2012. Some bicycle racks available in summer may have been removed for the winter.