



DAILY OCCUPANCY REPORT

Destination: North Lake Tahoe

Period: Bookings as of November 30, 2015

Contents & Overview

Contents: Graphs

- a. Rolling 6-month view
- b. Static summer view
- c. Static winter view
- d. 45-day advance view

Participating Properties:

PROPERTIES REPRESENTED:

DHR - NLT Resort at Squaw Creek
 Hyatt Regency Lake Tahoe Resort
 IW - NLT - Village at Squaw Valley
 Northstar at Tahoe
 Plumpjack Squaw Valley Lodge

About the Daily Occupancy Report:

DESCRIPTION: The Daily Occupancy Report tracks occupancy on a daily level of granularity. 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.

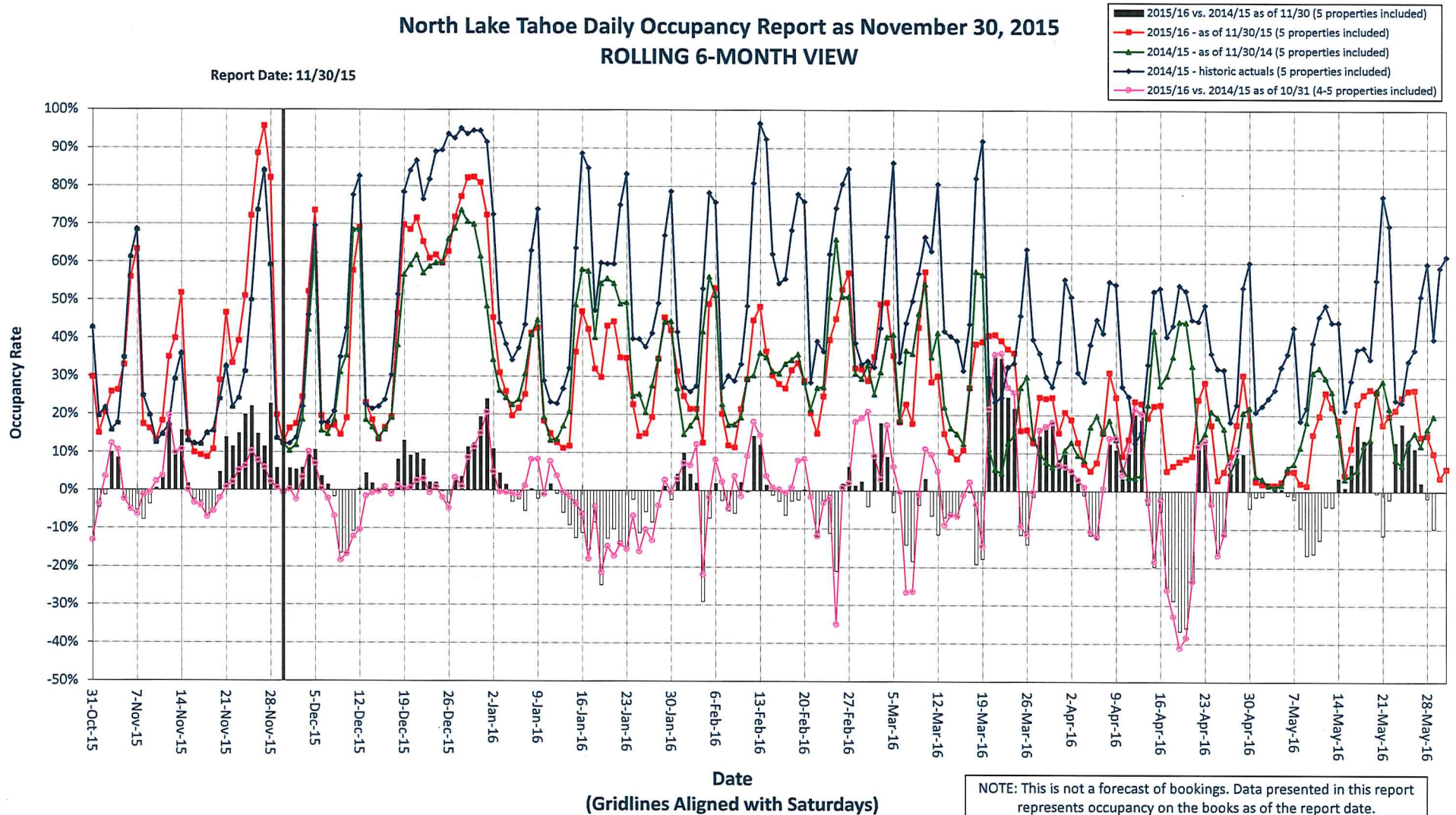
The Daily Outlook Report is generated on a monthly or twice-monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

Note: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above. Information provided here is CONFIDENTIAL INFORMATION and is the exclusive property of DestiMetrics LLC. It is expressly not for reproduction. Sample reports are being provided to interested persons, specifically for purposes of their evaluation of a potential subscription. All samples are hypothetical and do not reflect actual results. Copyright 2015.

North Lake Tahoe Daily Occupancy Report as November 30, 2015 ROLLING 6-MONTH VIEW

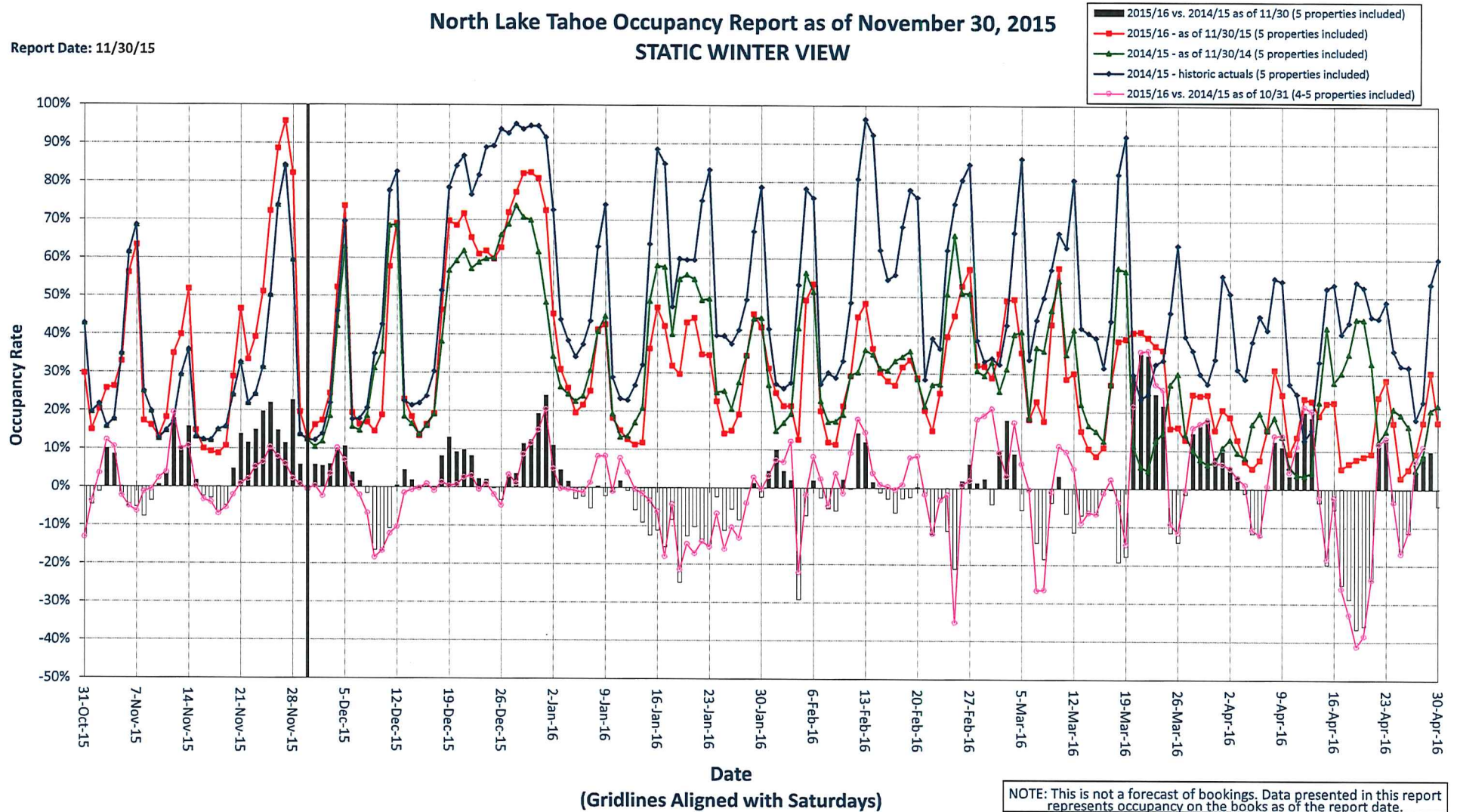
Report Date: 11/30/15



Source: DestiMetrics. Copyright 2015.

Report Date: 11/30/15

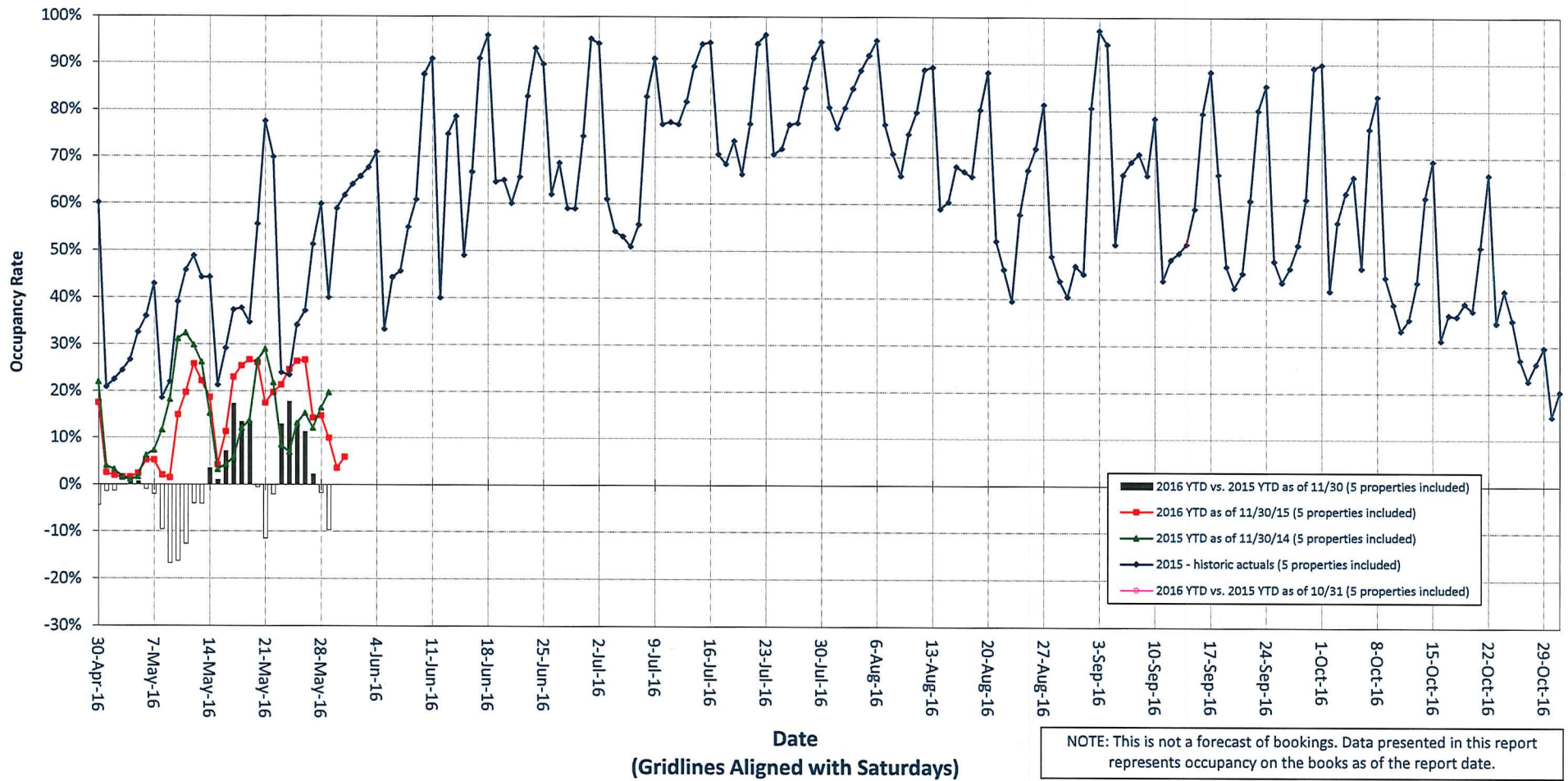
North Lake Tahoe Occupancy Report as of November 30, 2015 STATIC WINTER VIEW



Source: DestiMetrics. Copyright 2015.

North Lake Tahoe Daily Occupancy Report as of November 30, 2015 STATIC SUMMER VIEW

Report Date: 11/30/15

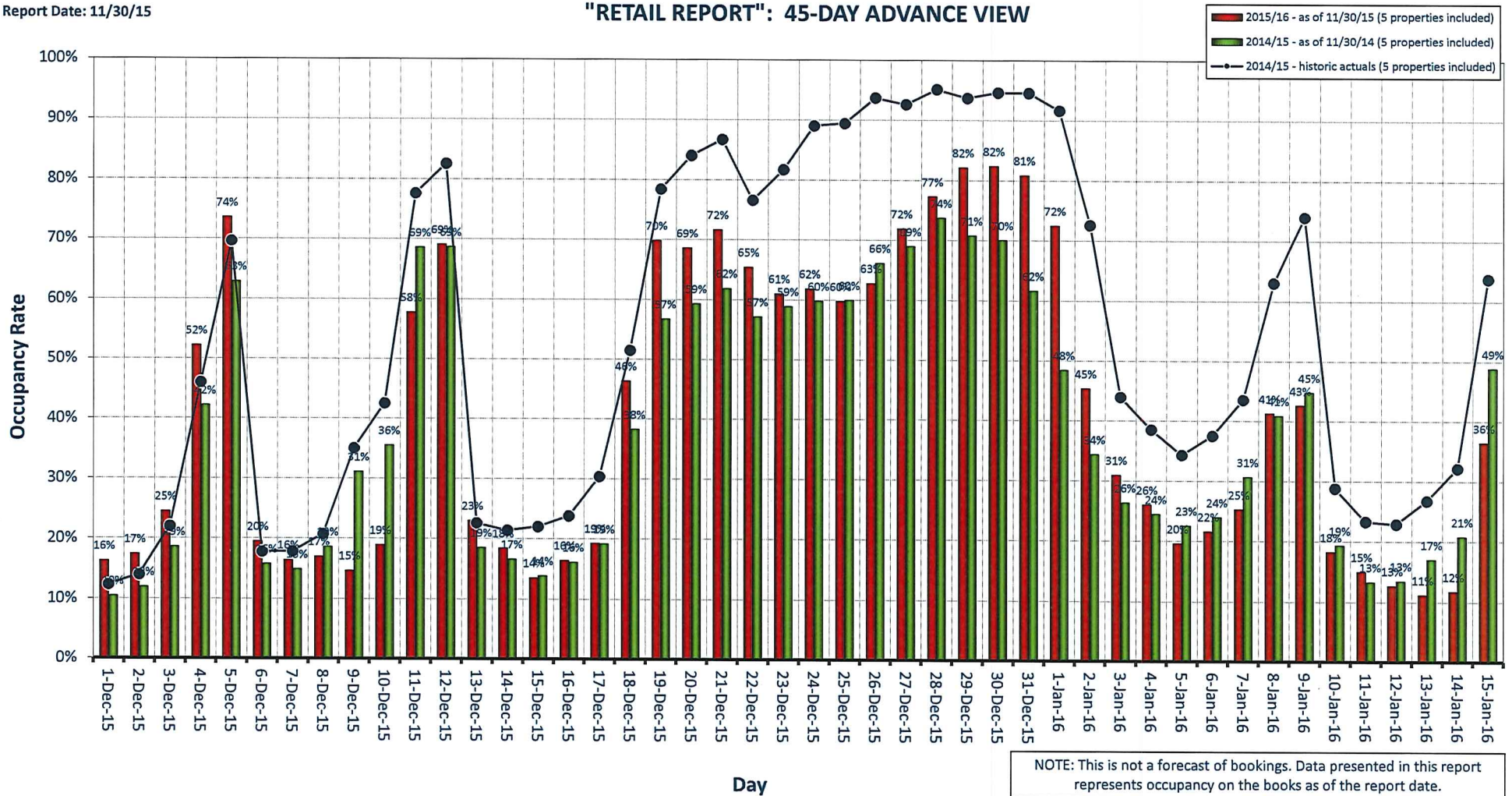


Source: DestiMetrics. Copyright 2015.

North Lake Tahoe Daily Occupancy Report as of November 30, 2015

"RETAIL REPORT": 45-DAY ADVANCE VIEW

Report Date: 11/30/15



Source: DestiMetrics. Copyright 2015.

Overview Based on data from 18 reporting DestiMetrics Destinations

Executive Summary				
	High	Low	Average	North Lake Tahoe
Last Month Occupancy: Industry Wide High / Low and Average for Month vs North Lake Tahoe Occupancy				
Historic Actual Occupancy for Last Month	43.0%	10.2%	22.9%	30.8%
% Change in Historic Actual Occupancy for Last Month	62.2%	-13.1%	11.3%	15.0%
Last Month ADR: Industry Wide High / Low and Average for Month vs North Lake Tahoe ADR				
Historic Actual Average Daily Rate for Last Month	\$ 208	\$ 81	\$ 158	\$ 157
% Change in Historic Actual Average Daily Rate for Last Month	56.1%	-14.3%	5.0%	-4.6%
Last Month RevPAR: Industry Wide High / Low and Average for Month vs North Lake Tahoe RevPAR				
Historic Actual RevPAR for Last Month	\$ 63	\$ 11	\$ 36	\$ 48
% Change in Historic Actual RevPAR for Last Month	65.2%	-14.5%	16.9%	9.7%
Next Month Occupancy: Industry Wide High / Low and Average for Month vs North Lake Tahoe Occupancy				
Historic Actual Occupancy for Next Month	50.8%	25.0%	40.1%	40.6%
% Change in Historic Actual Occupancy for Next Month	38.2%	-10.9%	4.4%	12.3%
Next Month ADR: Industry Wide High / Low and Average for Month vs North Lake Tahoe ADR				
Historic Actual Average Daily Rate for Next Month	\$ 663	\$ 186	\$ 460	\$ 312
% Change in Historic Actual Average Daily Rate for Next Month	35.0%	-8.4%	4.0%	-0.3%
Next Month RevPAR: Industry Wide High / Low and Average for Month vs North Lake Tahoe RevPAR				
Historic Actual RevPAR for Next Month	\$ 305	\$ 47	\$ 185	\$ 127
% Change in Historic Actual RevPAR for Next Month	37.9%	-9.5%	8.5%	11.9%

DESCRIPTION: The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other DestiMetrics reporting destinations. The red/green data points in the summary above for the base destination indicate that the destination as being above or below the average. 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 DestiMetrics at the address below



Marketing Staff Report

Date: January 6, 2016

To: NLTRA Board of Directors

From: JT Thompson, Tourism Marketing Director

RE: Marketing Department Update

DestiMetrics:

As of Nov. 31, 2015, overall forecasting is looking to pace well for the next six months as we begin 2016. As of the report date January's "on the books" reservation numbers are lower (-7%) than last year's numbers, but the remainder of the winter season is showing an average 7% increase over last month's figures year over year. With all the great snowfall we are forecasting a large uptick in these numbers as we look forward to additional snowfall in the coming months. Average Daily Rate (ADR) seems to be continuing its historic six month trend of a 1% to 3% decline but is being offset by an average occupancy increase of 7% over the last reporting period, and showing continued strong growth

Major Sponsorship Events Update:

Spartan Race: September 30 - October 2, 2016

Continued negotiations with the race organizers have brought additional marketing opportunities for the destination, but these negotiations have come with an additional financial outlay. Spartan has held strong to their initial ask of a \$165,000 outlay, but have come back with a guaranteed television component that staff feels is a great opportunity. The specifics of the deal are attached and staff is requesting the board approve the additional expenditure for the 2016-2017 FY.

Tough Mudder: June 11-12, 2015

This race has been confirmed and will be at Northstar California Resort again in 2016. Exact details are not readily available as the contract is between the organizers and the resort itself. The NLTRA has been in discussions with the organizers since the June 2015 race to outline a sponsorship package to develop a mutual marketing relationship. Mudder brings in a large amount of participants and spectators to the area for this

Mudder, Cont.

shoulder season weekend but we have found it difficult to substantiate a positive ROI through TOT collection.

As you will see from the attached proposal to Tough Mudder, Staff is requesting a maximum \$50,000 cash outlay for marketing services to include email marketing to their 1MM+ global database. Initial discussions with the organizers are still underway. They have requested \$65,000 cash, and are currently unwilling to grant access to their database. Staff is attempting to position our messaging with them to highlight a Human Powered Sports training message with a how to train at elevation for maximum performance to regional participants, and destination messaging to the remainder to include non-competing events throughout the year.

Further negotiations are needed at this time. Staff will review the final outcome with the Marketing Committee and update the board in February.

Local Marketing Seminar Event – January 27, 2016 (Location TBD)

Marketing staff will be conducting a review of 2015 destination marketing efforts and conduct a discussion forum for 2016. We will have presentations by The Abbi Agency and School of Thought along with an Online Travel Agency presentation. Please keep an eye out for updates in the coming days.



**Special Events Departmental Report
December 2015
Submitted by Judy Lavery**

NLTRA Sponsored Events

Tough Mudder

Staff participated in a number of conference calls with the event producer to negotiate a sponsorship with Tough Mudder. Staff with Tourism Director developed the initial RFP and sent it to Tough Mudder. TM sent back a counter offer and we are still in negotiations with them.

Spartan World Championships presented by North Lake Tahoe

Staff participated in numerous conference calls with the producer to negotiate a presenting sponsorship with Spartan. An RFP was developed and sent to producer. Negotiations are ongoing with the event.

North Lake Tahoe Summit Lacrosse Tournament - June 17-19, 2015

Staff successfully negotiated a \$5,000 sponsorship with the event owners with naming rights to include "North Lake Tahoe". Room blocks are being negotiated with properties, and staff will work with the Abbi Agency and the Lacrosse PR/social media to assure all branding and messaging is aligned and not duplicated. Producers are looking to the future with this tournament with the intention to expand to 120 teams from the current 90 teams.

USA Triathlon Webinar

Staff participated in an in-depth webinar with USA Triathlon to determine which of the three of their events could possibly be hosted in North Lake Tahoe. The timing and numbers were a match for our destination, but the altitude was not. When staff asked if altitude was a consideration, the answer was "we cannot consider a destination with an altitude of more than 4,500 feet." We will not be able to bid on this piece of business.

Special Event Grants

Oktoberfest - October 1, 2016

Staff met with Stacie Lyans to discuss her marketing strategy for Oktoberfest and advised her of our requirement to have a method of tracking visitation and spend. Stacie will do a survey to determine if the attendee was local or from out of town, if they generated overnight stays, home zip code, whether the guest came specifically for the event and how did they hear about the event. Overall attendance will be determined by how many beer cups were sold.

SWEP Film Festival

Staff met with the festival producers to do a final event report for the 2015 event and to discuss different marketing strategy for the 2016 event. No lodging utilized, they reached their goal of 100 gala attendees and sold 73 film festival tickets.

Resource Guide and Web Portal**Special Events Resource Guide**

Staff is writing and assembling a comprehensive special event resource guide as requested by the County. This guide will be an extremely useful tool for event producers who are new to the area, as well as local producers who need contact information for the various agencies, permitting issues, land use, road use, EMT, EMS, police, fire, safety and additional information that may impact their event.

Additionally a web portal will be developed for all event producers as well as the agencies so all parties can make an educated determination whether to stage an event on a certain date, to determine if there is a conflict, and to avoid stacking big events on top of each other.

Date: January 6th, 2015

To: Board of Directors

From: Ginger Karl, Chamber Membership Director

Re: Upcoming Chamber Events & Other News

- January-March-Chamber Membership Drive (30 New Members)
- Jan. 20-Chamber Education by The Abbi Agency, "Social Media Strategy for Events"
Lunch provided by The Dam Café, Chamber Members Only (20 Capacity)-12:00pm-1:00pm
- Jan. 21-Chamber Mixer-Tahoe Tech Group, Tahoe Vista (Annual Mixer)-5:00pm-7:00pm
- Feb. 2-Breakfast Club-Granlibakken Tahoe, Tahoe City-7:00am-8:30am, \$15
- Feb. 28-North Lake Tahoe Bridal Faire-Squaw Valley-11am-3pm (Only Bridal Faire for 2016)
- April 7-62nd Annual Community Awards Dinner-Resort at Squaw Creek-5:30pm

Other News:

Any Chamber members wishing to be placed on the Chamber calendar for events for 2016 should do so now. Ginger is in the process of reaching out to all members who hosted events in 2015.

Bridal Faire was released to vendors the first week of January 2016. We are expecting to sell out the event with an average of 45 vendors. Booth rates were raised due to the fact of only 1 Faire to be held in 2016. The idea of 1 Faire was determined with Squaw Valley and the Chamber because we felt we had saturated the market hosting 2 Faires in February and August over the last 2 years. February has proved to be the best month to host the annual Faire for vendor participation and attendance.

MVP Business for January-Vacasa

BACC and The Abbi Agency launch #TouchLakeTahoe in January-March with a social media campaign on the North Lake Tahoe Instagram & Twitter pages incorporating a Scavenger Hunt component for this campaign in its 3rd year. An interactive map (Tahoe Locals Secrets) for the campaign will live on the GoTahoeNorth.com website featuring scenic locations for visitors to visit as well as businesses that offer opportunities to shop, dine or recreate at the lake and will provide the best positive customer service experience with the best views of the lake. All Chamber members will be featured on the map with a link to the Business Directory.



January 6, 2016

Subject: North Lake Tahoe Express Request for Qualifications (RFQ)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- This is an information item only, with no action being requested from the NLTRA Board of Directors.
- Jaime Wright, Executive Director, Truckee North Tahoe Transportation Management Association, will be at the meeting to present a status report on the preparation and issuance of the procurement process, Request for Qualifications (RFQ), for solicitation of a service provider.

Background Information:

- The original Project Purpose and Need, specific goals and intended outcomes, were detailed in an *Operations and Implementation Business Plan for Scheduled Airport Service* (May 2006). The NLTE was launched in November 2006.
- Its primary purpose is to help define North Lake Tahoe-Truckee as a quality resort and recreation destination. The NLTE represents one of the largest and most high profile public-private collaborations in the region.
- After nine years of North Lake Tahoe Express operation, the funding partners decided to revisit the original Business Plan.
- A committee representing TMA, NLTRA, TTD, Placer County, Town of Truckee, Incline/Washoe, and 3 major ski areas has led this effort for re-examination.
- The purpose has been to reconfirm, change, or adjust the service before enacting a new contract to start no later than July 1, 2016.
- The Business Plan was completed, as scheduled, by end of October, and approved by the NLTRA Board on November 4th, as well as by the other partners.
- It was then used to prepare and issue a procurement process (RFQ) in December for solicitation of a new operator.
- After completion of the RFQ process (see attached), a new contract is scheduled to be negotiated, with service beginning no later than July 1, 2016.

Request for Qualifications-Based Proposals

Ms. Jaime Wright
Executive Director/Procurement Officer
Truckee North Tahoe Transportation Management Association
10183 Truckee Airport Road
Truckee, CA 96161

Phone: 530-582-4931

E-mail: Jaime@laketahoetransit.com

The Truckee North Tahoe Transportation Management Association (hereinafter "TNT/TMA") is soliciting qualifications-based proposals from potential bidders interested in a contract to operate services for the North Lake Tahoe Express (NLTE) airport shuttle between the Reno-Tahoe International Airport and the North Lake Tahoe-Truckee area. The process for selecting an operator for the NLTE will be conducted in two phases.

The first phase is the solicitation for qualifications-based proposals described in this Request for Proposals (this "RFP"). The firm that emerges from phase one as the most qualified, as identified by the TNT/TMA's NLTE Evaluation Committee and recommended for endorsement by the TNT/TMA Board of Directors, shall enter Phase 2, the process for negotiating a fee proposal for operating the service. Once the TNT/TMA considers a fee proposal acceptable, negotiations will proceed to the contract development stage. The successful firm shall provide vehicles, equipment, and personnel as described in this RFP.

<i>Phase One Proposal Dates</i>	
Title:	North Lake Tahoe Express Scheduled Airport Service
Issue Date:	Thursday, December 24, 2015
<i>Pre-Proposal Conference</i>	
Day/Date:	Thursday, January 21, 2016
Time:	at 10:00 a.m., PST
Location/Address:	Truckee Town Hall – East Wing Conference Room 10183 Truckee Airport Road Truckee, CA 96161
<i>Proposal Due Date</i>	
Day/Date:	Wednesday, February 3, 2016
Time:	No later than 5:00 p.m., PST
Location/Address:	TNT/TMA 10183 Truckee Airport Road Truckee, CA 96161

Sealed written replies to this invitation must be received by TNT/TMA at the location indicated, and no later than the date and time indicated. Submittal by fax or email is not acceptable.



December 30, 2015

Jennifer Merchant
Office of County Executive
775 North Lake Blvd, Suite 202
Tahoe City, CA 92145

Dear Jennifer,

Enclosed please find the remittance of \$309,479 as explained in the response provided on December 22, 2015. This represents Item 5.D., Transportation Account in the amount of \$47,487 and Item 5.E.3. Payment Schedule in the amount of \$262,262.

This will leave the organization with approximately one month of normal operating capital at the end of the 2015/16 Fiscal Year.

We anticipate that we should be moving forward very quickly with the contract amendments and approval of the fund balance as well as the funds represented in your letter of December 16. These funds should include the following:

Marketing and Sales	\$133,000
Transportation	\$ 71,030
Capital Investments	\$211,768
Undesignated	<u>\$529,715</u> (\$205,203 Transportation Account, \$262,262 Unrestricted Net Assets, \$62,250 from TCPUD)
TOTAL	\$945,513

There had been some work with Cadence before she left regarding some agreed upon amendments to language in the contract that were to be included in this amendment. Please let me know if you have that information so that we can make sure that all points have been covered. We would expect that this contract amendment would be before the Board of Supervisors in January or early February at the latest.

Warm Regards,

A handwritten signature in blue ink, appearing to read "Sandy Evans Hall".

Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Resort Association

Cc: David Boesch, David Tirman, Wally Auerbach, Adam Wilson, Brendan Madigan



**NORTH LAKE TAHOE
RESORT ASSOCIATION**
P O BOX 1757
TAHOE CITY, CA. 96145
OPERATIONS ACCOUNT

BANK OF THE WEST
TAHOE CITY, CA 96145
1-800-488-2265
90-78/1211

25412

CHECK AMOUNT
TRADE CONFIRMATION

12/29/2015

PAY TO THE ORDER OF Placer County Office of County Executive

\$ **309,750.00

Three Hundred Nine Thousand Seven Hundred Fifty and 00/100*****

DOLLARS

Placer County Office of County Executive
175 Fulweiler Avenue
Auburn, CA 95603

MEMO

Remittance of 6/30/15 Designated VS & Trans & Agr

[Signature]
AUTHORIZED SIGNATURE

Details on Back

Security Features Included

NORTH LAKE TAHOE RESORT ASSOCIATION

Placer County Office of County Executive

25412

Date	Type	Reference	Original Amt.	Balance Due	12/29/2015 Discount	Payment
12/29/2015	Bill	14/15 Fund Payback	309,750.00	309,750.00		309,750.00
					Check Amount	309,750.00

Cash - Operations Ac Remittance of 6/30/15 Designated VS & Trans & 309,750.00



December 22, 2015

Jennifer Merchant
Office of County Executive
775 North Lake Blvd, Suite 202
Tahoe City, CA 92145

Re: Response to 12-16-15 Letter of Demand for payment owed by December 30, 2015

Dear Jennifer,

I am writing to formally notify you that we are planning to fully comply with the letter sent on December 16, 2015 demanding payment in three areas:

Item 5.D., Page 11: Transportation Account

Per the contract, the fund balance payment was due no later than August 15, 2015. However, in conversations with former staff member Cadence Matijevich, we agreed that the timing should be after approval of the Financial Audit and she intended to make that adjustment within the amendment to the Placer-NLTRA Agreement when bringing the 2014-15 fund balance and other revenues to the Board of Supervisors.

The letter sent on December 16 further states that "Placer County demands that the entire balance of \$205,203 be remitted by December 30, 2015." This amount was taken from the Independently Audited Financial Statements, Statement of Financial Position, Exhibit A. However also on this Exhibit A, there is an amount recorded for 2014 Transportation designated assets of \$157,716, which was remitted to the County on July 23, 2015. This leaves a remaining balance of \$47,487 which will be remitted by December 30, 2015.

Item 5.E.3., Page 14, Payment Schedule

A meeting with the County Auditor-Controller, County Chief Financial Officer and the Resort Association Finance Director was held prior to October 31. Shortly following that meeting the NLTRA experienced a transition in our Finance Department. We requested that any remittance of the Unrestricted Assets of our organization be delayed until after approval of the Independent Financial Audit and completing the corrective entries that were recommended by the audit.

We also wanted to perform another cash flow analysis with our new Finance Director, to ensure that we had adequate operating capital to run the organization in the future. When the County was six weeks late with a payment due September 1, 2015 of \$814,010, NLTRA was in a

position of not being able to pay bills. While we have been assured that this was accidental, it made it very challenging to operate our organization.

With the staffing transition, it is taking some time to correct and adjust entries in order to get a clear view on the cash flow implications of the reduction of net assets. We anticipate being able to remit the agreed upon amount of \$262,262 by the December 30 deadline. If there are significant issues with our new cash flow projections we may request a meeting with CEO staff to discuss options to increase operating capital in the future.

Tahoe City Public Utility District Refund

The NLTRA did receive a check from the TCPUD at the December 2 Board of Directors meeting in the amount of \$62,250 of TOT granted monies that had not been used. A check for this amount along with complete documenting materials was delivered to the County on December 18, 2015.

Policy on Use of Unrestricted Net Assets

A policy directing the use of the Unrestricted Net Assets in the amount of \$100,000 that is being left on the NLTRA Balance Sheet, is being developed and will be on the January 6 Board of Directors Agenda for approval.

The final remittance to the County by December 30 will be \$309,479, (not \$467,465 as demanded in the letter) which is the total of the first two items in this response. This will be remitted by check to the Placer County Executive Office, 775 North Lake Blvd., Suite 202, Tahoe City, CA 96145.

Please let me know if you have any questions that I can assist you with.

Regards,



Sandy Evans Hall
CEO/Executive Director
North Lake Tahoe Resort Association

Cc: David Boesch, David Tirman



2014/15 Fund Balance Proposal

Marketing & Sales	\$133,000
------------------------------	-----------

See attached detail of marketing programs

Transportation

Summer Traffic Management, advance deposit	\$10,000
--	----------

Winter Night Rider – change to TART from Airport Mini-Bus	\$61,030
---	----------

Capital Investments

Add to the pool of undesignated funds for project allocation	<u>\$211,768</u>
--	------------------

TOTAL	\$416,298
--------------	------------------

Fund Balance Breakdown:

\$ 37,000 DPW Snow removal unspent
 \$ 69,825 TART – Baseline unspent
 \$ 3,400 TART – Peak Season unspent
 \$279,573 TOT Revenues above projections
\$ 26,500 Interest
 \$416,298 TOTAL Fund Balance

Monthly Report November 2015

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 11/30/15:	\$2,671,636	\$2,046,344	31%
Forecasted Commission for this Revenue:	\$142,963	\$122,398	17%
Number of Room Nights:	14289	11183	28%
Number of Delegates:	16946	6801	149%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	102	105	-3%

<u>Monthly Detail/Activity</u>	<u>November-15</u>	<u>November-14</u>	
<u>Number of Groups Booked:</u>	2	5	
Revenue Booked:	\$20,326	\$225,094	-91%
Projected Commission:	\$656	\$9,249	-93%
Room Nights:	113	1360	-92%
Number of Delegates:	204	1533	-87%
		1 Film, 1 Corp,	
Booked Group Types:	1 Corp, 1 Smf	1 Smf, 2 Assn.	
Lost Business, # of Groups:	5	6	

<u>Arrived in the month</u>	<u>November-15</u>	<u>October-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$12,375	-100%
Projected Commission:	\$0	\$1,856	-100%
Room Nights:	0	75	-100%
Number of Delegates:	0	18	-100%
Arrived Group Types:	0	1 Film crew	

<u>Monthly Detail/Activity</u>	<u>October-15</u>	<u>October-14</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$216,914	\$44,208	391%
Projected Commission:	\$16,653	\$895	1761%
Room Nights:	503	260	93%
Number of Delegates:	245	180	36%
Booked Group Types:	3 Corp., 2 Assn.	1 Corp, 3 Smf	
Lost Business, # of Groups:	2	6	

<u>Arrived in the month</u>	<u>October-15</u>	* Est.	<u>October-14</u>	
Number of Groups:	4		4	
Revenue Arrived:	\$301,150		\$74,408	305%
Projected Commission:	\$29,941		\$1,160	2481%
Room Nights:	1947		510	282%

Number of Delegates:	10712	568	1786%
Arrived Group Types:	3 Corp, 1 Smf	2 Corp, 1 Assn. 1 Smf	
Arrived Group Types:	3 Corp, 1 Smf	2 Corp, 1 Assn. 1 Smf	

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$18,378	\$367,511	-95%
Projected Commission:	\$693	\$28,336	-98%
Room Nights:	150	3417	-96%
Number of Delegates:	70	2115	-97%
	1 Smf, 1 Ca	2 Corp, 6	
Booked Group Types:	Assoc.	Assoc.	
Lost Business, # of Groups:	8	5	
 <u>Arrived in the month</u>	 <u>September-15</u>	 <u>September-14</u>	
Number of Groups:	9	9	
Revenue Arrived:	\$593,894	\$537,101	11%
Projected Commission:	\$20,604	\$7,879	162%
Room Nights:	3170	2782	14%
Number of Delegates:	986	1675	-41%
	2 Corp, 2	4 Assoc., 1	
	Assoc, 3 Ca	Corp, 3 Smf	
Arrived Group Types:	Assn., 2 Smf	and 1 Society	

Monthly Detail/Activity	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$40,570	\$328,584	-88%
Projected Commission:	\$3,884	\$14,879	-74%
Room Nights:	264	1452	-82%
Number of Delegates:	224	723	-69%
		4 Smf, 2 Corp.,	
Booked Group Types:	2 Corp. 1 Smf	1 Assn., 1 Govt	
Lost Business, # of Groups:	7	4	
 <u>Arrived in the month</u>	 <u>August-15</u>	 <u>August-14</u>	
Number of Groups:	7	8	
Revenue Arrived:	\$273,081	\$44,210	518%
Projected Commission:	\$21,858	\$1,739	1157%
Room Nights:	1723	252	584%
Number of Delegates:	521	278	87%
		2 Corp, 1	
	3 Corp., 2	Assoc., 4 Smf,	
Arrived Group Types:	Assn., 2 Govt.	1 Govt.	

Monthly Detail/Activity	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	4	4	

Revenue Booked:	\$119,459	\$156,104	-23%
Projected Commission:	\$3,023	\$1,075	181%
Room Nights:	850	636	34%
Number of Delegates:	10390	390	2564%

1 Ca Assoc, 1
Corp, 1 Smf, 1

Booked Group Types:	Assoc.	2 Assoc, 2 Corp
Lost Business, # of Groups:	4	1

Arrived in the month**July-15****July-14**

Number of Groups:	7	12	
Revenue Arrived:	\$569,373	\$546,907	4%
Projected Commission:	\$18,614	\$23,673	-21%
Room Nights:	2686	2103	28%
Number of Delegates:	1790	898	99%
	4 Corp., 1 Ca	6 Smf, 2 Corp,	
	Assoc., 1 Smf, 1	2 Assoc. 2	
Arrived Group Types:	Govt.	Seminars	

For 2016/17:	\$1,575,262	\$2,000,000
For 2017/18:	\$246,983	\$750,000

NUMBER OF LEADS Generated as of 11/31/15:	66
YTD 11/31/14:	65
YTD 11/31/13:	79

Total Number of Leads Generated in Previous Years:

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report November 2015

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 11/30/15:	\$114,884	\$822,567	-86%
Forecasted Commission for this Revenue:	\$4,948	\$31,004	-84%
Number of Room Nights:	1027	6723	-85%
Number of Delegates:	627	3230	-81%
Annual Commission Projection:	\$10,000	\$30,000	-67%

Monthly Detail/Activity	<u>November-15</u>	<u>November-14</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$25,280	\$20,898	21%
Projected Commission:	\$0	\$0	
Room Nights:	241	180	34%
Number of Delegates:	150	60	150%
Booked Group Types:	1 Assn.	1 Corp.	

<u>Arrived in the month</u>	<u>November-15</u>	<u>November-14</u>	
Number of Groups:	1	0	
Revenue Arrived:	\$3,592	\$0	
Projected Commission:	\$3,592	\$0	
Room Nights:	20	0	
Number of Delegates:	20	0	
Arrived Group Types:	1 Corp.		

Monthly Detail/Activity	<u>October-15</u>	<u>October-14</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$3,592	\$0	
Projected Commission:	\$537	\$0	
Room Nights:	20	0	
Number of Delegates:	20	0	
Booked Group Types:	1 Corp.		

<u>Arrived in the month</u>	<u>October-15</u>	<u>October-14</u>	
Number of Groups:	3	0	
Revenue Arrived:	\$44,564	\$0	
Projected Commission:	\$2,099	\$0	
Room Nights:	187	0	
Number of Delegates:	134	0	
Arrived Group Types:	1 Corp, 1 Assn., 1 Smf		

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$11,830	\$38,493	-69%

Projected Commission:	\$0	\$1,925	
Room Nights:	101	230	-56%
Number of Delegates:	96	200	-52%
Booked Group Types:	1 Ca Assn., 2 Smf	1 Smf.	

<u>Arrived in the month</u>	<u>September-15</u>	<u>September-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$31,347	\$521,681	-94%
Projected Commission:	\$1,567	\$27,677	-94%
Room Nights:	270	3664	-93%
Number of Delegates:	120	1645	-93%
Arrived Group Types:	1 Corp., 1 Smf	2 Corp., 1 Assn., 1 Smf	

Monthly Detail/Activity	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$139,320	\$9,603	1351%
Projected Commission:	\$6,966	\$481	
Room Nights:	1220	80	1425%
Number of Delegates:	300	30	900%
Booked Group Types:	1 Assn.	2 Smf	

<u>Arrived in the month</u>	<u>August-15</u>	<u>August-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$32,748	-100%
Projected Commission:	\$0	\$4,912	-100%
Room Nights:	0	93	-100%
Number of Delegates:	0	30	-100%
Arrived Group Types:	0	1 Smf.	

Monthly Detail/Activity	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf.	

<u>Arrived in the month</u>	<u>July-15</u>	<u>July-14</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$30,232	\$32,748	-8%
Projected Commission:	\$1,749	\$4,912	-64%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrived Group Types:	1 Assoc., 2 Smf	1 Smf.	

NUMBER OF LEADS Generated as of 10/31/15: 50

Total Number of Leads Generated in Previous Years:

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



north lake tahoe

Chamber | CVB | Resort Association

NLTRA Executive Committee

Tuesday, December 22, 2015

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Agenda – January 6
 - a. Appointment of At Large Position
 - b. Election of Officers
 - c. Form 700/Affiliation listings

Sandy went over the administrative items that would be on the Board Agenda. It was determined that the ballots for the At Large Position would be handed out at the meeting and 2 ballots per person would be brought in case of an initial tie. There is currently only one person for each officer position and so there could be a request for any additional interest and then a motion to approve the slate as proposed if no other interest.

2. Strategic Discussion ideas
 - a. Strategy for increasing Destination Visitor segment of market
 - b. Andy Heath – E. Placer revenues and expenses
 - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
 - d. Presentation requests: Squaw Valley (February), Martis West/Brockway Campgrounds (March), Orthopedic Advisory Committee (at our convenience)
 - e. Randy Hill – update on CSD

The strategic discussion will be about the organization structure committee goals and what the Board would like to see. Sandy will facilitate this discussion. Randy will also be invited to provide an update on the possible formation of a Community Service District in North Lake Tahoe.

3. Financial Situation – Good progress on entering everything in QuickBooks
Our financial team is making good progress on entering all items in QuickBooks including the budgets. Once this is done, a Report Writer will be utilized to put monthly financial reports together for approval. Our cash situation is very strong at this time. We are going to be looking very closely at a Cash Flow Report for the remainder of this year.

4. Contract Compliance – Letter dated December 16, demand for payment, monthly report

Staff reported on the letter sent on December 16 with a demand for payment. Only hesitation in remitting this payment of our Unrestricted Net Assets has been the need to review a comprehensive cash flow report prepared by our new finance staff.

**5. Executive Travel/Conference plans for 2016, January – July
Sandy provided a list of travel and conference plans for the Executive Committee to review as part of the Executive Review process.**



north lake tahoe

Chamber | CVB | Resort Association

January 6, 2016

Subject: Monthly Activity Report—December, 2015

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. 2015 North Lake Tahoe Tourism Master Plan

- The approved Tourism Master Plan has been distributed and is available on-line at www.NLTRA.org/documents.

2. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- A letter is being prepared for Coalition approval outlining the North Lake Tahoe needs and uses for a potential transportation sales tax increase.
- This will be provided to Placer County and PCTPA for their review.
- Fourth annual Transportation Summit is being planned for late winter in conjunction with possible transportation sales tax campaign kick-off.

2. North Lake Tahoe Express

- A new Business and Operational Plan draft was completed by the NLTE steering committee to set goals and direction for the NLTE over the next 3-5 years.
- The NLTRA Board approved the Plan at its November 4th meeting.
- A competitive procurement process (RFQ) for operator selection was issued on December 23rd, based on new B & O Plan.
- There will be a pre-proposal conference on January 21st, with a proposal submittal date of February 3rd.

3. Tahoe Truckee Area Regional Transportation

- The new branding for the regional transportation services has been with a new logo appearing on schedules and other information.
- It will be appearing on new buses and existing buses as painting can be accomplished.

4. North Tahoe and Donner Summit Ski Shuttles

- Both of these shuttles will run throughout the ski season on separate schedules as posted in the TART transportation brochure

5. Winter Night Rider

- Service is being provided by TART starting this winter season.

- There will be an increased cost of \$61,000 with expectation of improved service.

6. Status of All On-Going Capital Investment Projects

- Project list as of December 30th is attached. These status reports contain scheduled project completion dates.
- December project invoices received for payment include:
 - NCSD (3) for Northstar/Martis Valley Bike Trail
 - SVBA Gateway Holiday Lighting
 - TCDA Gateway Holiday Lighting
 - DPW Kings Beach Gateway Boardwalk planning project
 - SVPSPD Winter Bike Trail Snow Clearing

7. Wayfinding Signage

- Caltrans has still not given full approval for design and location of 1st phase of right-of-way signage to be installed.
- The NTPUD has received Placer County go-ahead for the wayfinding signage at Tahoe Vista Recreation Area.
- Staff met with NTBA design committee and DPW to determine necessary wayfinding through the Kings Beach commercial corridor

11. Annual “Call for Projects” Capital Investment TOT Funding Process

- The CI/T Committee reviewed and made recommendations on 12 TOT Funding Applications at its November 16 meeting.
- Committee recommended funding for 9 of the 12 projects for a total of \$1,381,000.
- The NLTRA Board approved the Committee recommendation at its December 2nd meeting, and recommended formal grant approval from the Board of Supervisors.
- If possible, this item will be placed on the BOS agenda for its January meeting at North Lake Tahoe.

14. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting is scheduled for Monday, **January 25, 2016, 1:30 p.m. until 4:00 p.m., at the Tahoe City PUD.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club
- NLTRA Board
- NLTRA Hospitality Holidays
- TMA Board/Resort Triangle Transportation Vision Coalition
- *The Stages at Northstar* Reception
- LAFCo Board Meeting
- Winter Sports Park Opening Night

- NLTRA Executive Committee
- Tahoe Transportation District Board
- Placer County Finance Meeting
- Olympic Museum Board Meeting
- Donner Summit Winter Ski Shuttle Partners Meeting
- PCTPA Board Meeting
- NLTRA Winter Solstice Mixer
- Tahoe Maritime Museum Reception

2015-2016 Project Funding Needs Status
As of December 30, 2015

Approved Projects Expected Invoices	Project	Completion Date	15/16 inv
Wayfinding Signage Installation	A-3	Summer 2016	\$85,158
North Tahoe Regional Park Trails and	A-8*	End of 2016	\$135,000
Tahoe City Field Station Wayfinding	A-10*	End of 2016	\$6,500
Dollar Creek Shared-use Construction	B-2	Fall 16-17	\$265,000
Northstar Community Multi-Purpose Trail	B-4*	phase 3 end of 2016	\$424,798
Truckee River Corridor Access Plan	B-5	DPW has no date	\$111,123
Homewood Bike Trail Design	B-6	Design done 2015	\$11,261
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	end of 15	\$24,622
Truckee River Trail Restoration	B-15*	End of 2018 3yr	\$355,193
Squaw Valley Bike Trail Rehabilitation	B-18*	End of 17 2yr	\$246,500
North Tahoe Shared-Use Trail	B-3*	Planning start 15-16	\$98,768
The Stages for Performing Arts Center	D-3	Complete end of 15	\$2,293
Tahoe Public Art Program	D-4	End of 2016	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-4*	Complete fall 16	\$50,000
Community House	G-2	Awaiting TAU trans	\$400,000
Fanny Bridge Hwy SR 89 Match	G-4	End of 2018 3yr	\$496,667
North Tahoe Parking Analysis	G-8	Fall 2015	\$14,798
King's Beach Pier Concept Plan	G-9	E.A. spring 2016	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13	Plan comp 2016	\$117,646
Tahoe City Parking Project Plan	G-16*	Plan comp 2016	\$85,000
Tahoe City Mobility Improvement Plan	G-15*	Plan comp 2016	\$83,671
Signage-Mile Markers	H-1	Summer 2016	\$1,500
Tahoe Pedestrian Safety Program	H-2	Maintain as necess	\$11,908
Regional Transit System Branding	J-2	summer 2016	\$88,500
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5*	Spring 15-16	\$50,169
Gateway Holiday Lighting (Maint)	G-3*	Completed	\$0
<u>North Tahoe Barge Repair (Maint)</u>	<u>H-7*</u>	<u>Spring 15-16</u>	<u>\$10,075</u>
Approved Projects Totals:			\$3,600,302

*Projects to be Started During 15-16

KEY METRICS FOR NOVEMBER 31, 2015 FINANCIAL STATEMENTS

Total TOT Collections by Quarter 2010 - 2016 (through November 30, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234
2015-16	\$ 4,654,641	\$ 120,650	\$ -	\$ -	\$ 4,775,291

Visitor Information Statistics For Fiscal YTD 2012 - 2016 as of November 30					
Referrals -	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Tahoe City:					
Walk In	21,956	26,628	26,845	22,586	-15.87%
Phone	1,391	1,647	1,342	1,214	-9.54%
Kings Beach (Walk In Only)	3,014	5,278	3,472	4,782	37.73%
Reno (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

Sales Tax Revenue by Fiscal Year Quarter - North Lake Tahoe					
Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

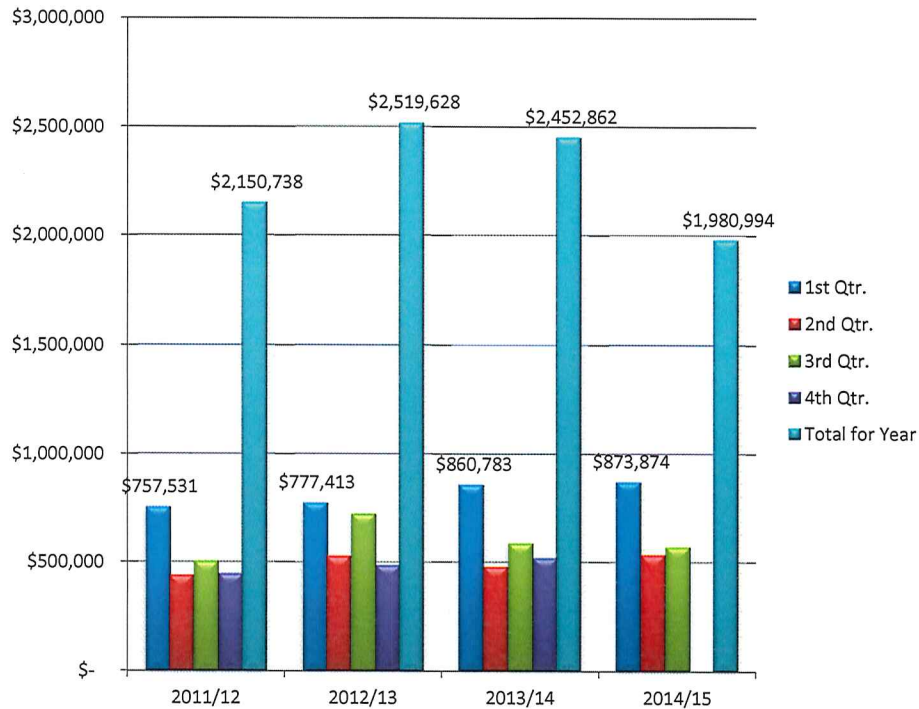
Unemployment Rates	December 2013	June 2014	July 2015	EDD October 2015
California (pop. 38,332,521)	7.9%	7.1%	6.7%	5.8%
Placer County (367,309)	6.5%	6.0%	5.2%	4.8%
Dollar Point (1,215)	7.6%	7.1%	6.1%	1.1%
Kings Beach (3,893)	6.5%	6.0%	6.8%	6.2%
Sunnyside/Tahoe City (1,557)	7.6%	7.0%	5.7%	5.2%
Tahoe Vista (1,433)	11.0%	10.1%	8.9%	4.4%

Destimetrics Reservations Activity	FY 14/15	FY 15/16	Change
Occupancy during November	26.7%	30.8%	15.4%
ADR November (Average Daily Rate)	\$ 164	\$ 157	-4.3%
RevPAR Nov (Rev per Available Room)	\$ 44	\$ 48	9.1%
Occupancy Forecast December	36.2%	40.6%	12.2%
ADR December (Average Daily Rate)	\$ 313	\$ 312	-0.3%
RevPAR Dec. (Rev per Available Room)	\$ 113	\$ 127	12.4%
Occupancy (prior 6 months)	51.6%	56.1%	8.7%
ADR (prior 6 months)	\$ 235	\$ 227	-3.4%
RevPAR (prior 6 months)	\$ 121	\$ 127	5.0%
Occupancy (next 6 months)	22.3%	23.5%	5.4%
ADR (next 6 months)	\$ 254	\$ 246	-3.1%
RevPAR (next 6 months)	\$ 57	\$ 58	1.8%

Infrastructure Fund Balances Held by Placer County as of 9/30/15 (Reported Quarterly)		Total Chamber Membership	
		June 2012	510
FY 2013-14 Contract	\$ 326,923	June 2013	465
FY 2014-15 Contract	\$ 1,642,074	June 2014	457
FY 2015-16 Contract	\$ 2,327,310	June 2015	474
Total Fund Balances	\$ 4,296,307	Nov 2015	483

Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16			
	2014-15	2015-16	YOY % Change
FORWARD LOOKING (2015/16)	Actuals	Forecasted	
Total Revenue Booked through October	\$ 2,920,398	\$ 2,808,838	-3.82%
Forecasted Commission for this Revenue	155,074	146,600	-5.46%
Number of Room Nights	16,377	15,439	-5.73%
Number of Tentative Bookings	99	62	-37.37%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 76% in '16)	\$ 1,935,953	\$ 2,015,438	4.11%
Washoe ('15; 5%, '16; 19%)	\$ 139,002	\$ 656,199	372.08%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 114,885	-84.41%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 22,317	-79.41%
Total Conference Revenue	\$ 2,920,398	\$ 2,808,838	-3.82%

Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)

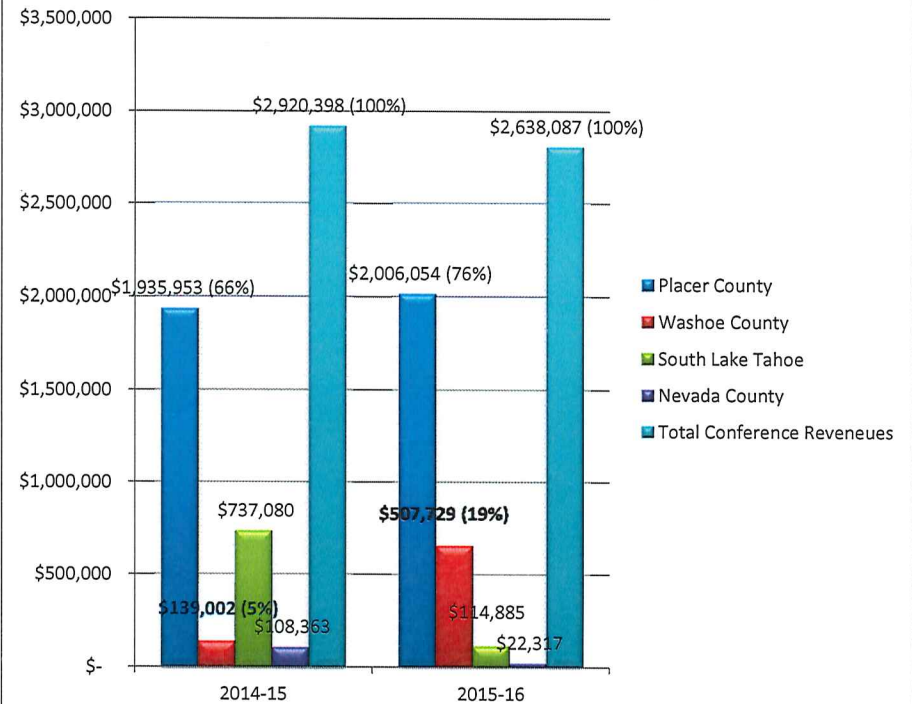


Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

Conference Revenue Statistics & Revenue Share by County

56

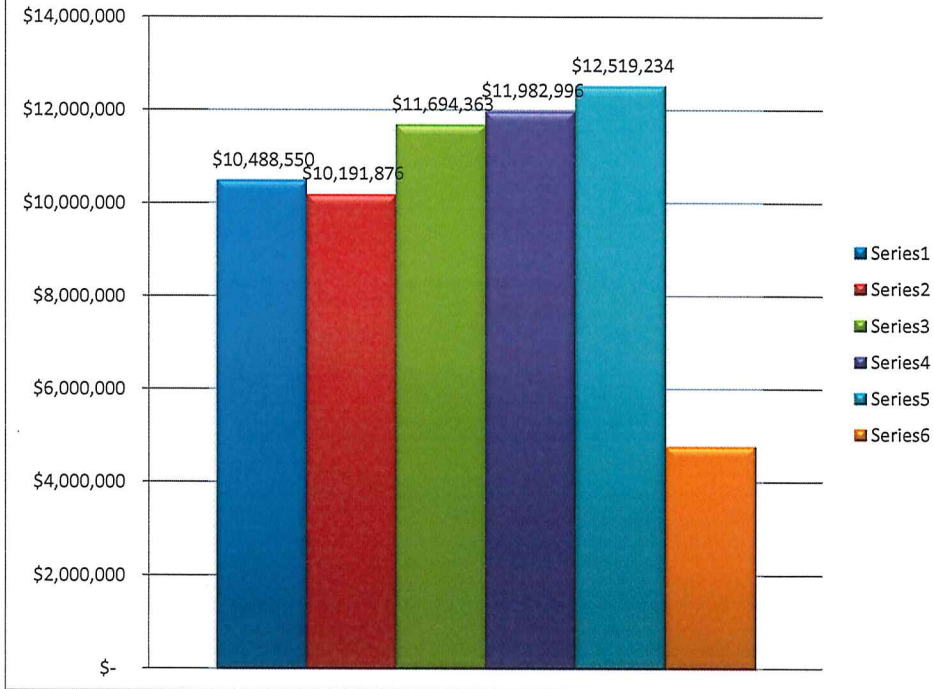


Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

	2014-15	2015-16	YOY % Change
FORWARD LOOKING (2015/16)			
	Actuals	Forecasted	
Total Revenue Booked through October	\$ 2,920,398	\$ 2,808,838	-3.82%
Forecasted Commission for this Revenue	155,074	146,600	-5.46%
Number of Room Nights	16,377	15,439	-5.73%
Number of Tentative Bookings	99	62	-37.37%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 76% in '16)	\$ 1,935,953	\$ 2,015,438	4.11%
Washoe ('15; 5%, '16; 19%)	\$ 139,002	\$ 656,199	372.08%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 114,885	-84.41%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 22,317	-79.41%
Total Conference Revenue	\$ 2,920,398	\$ 2,808,838	-3.82%

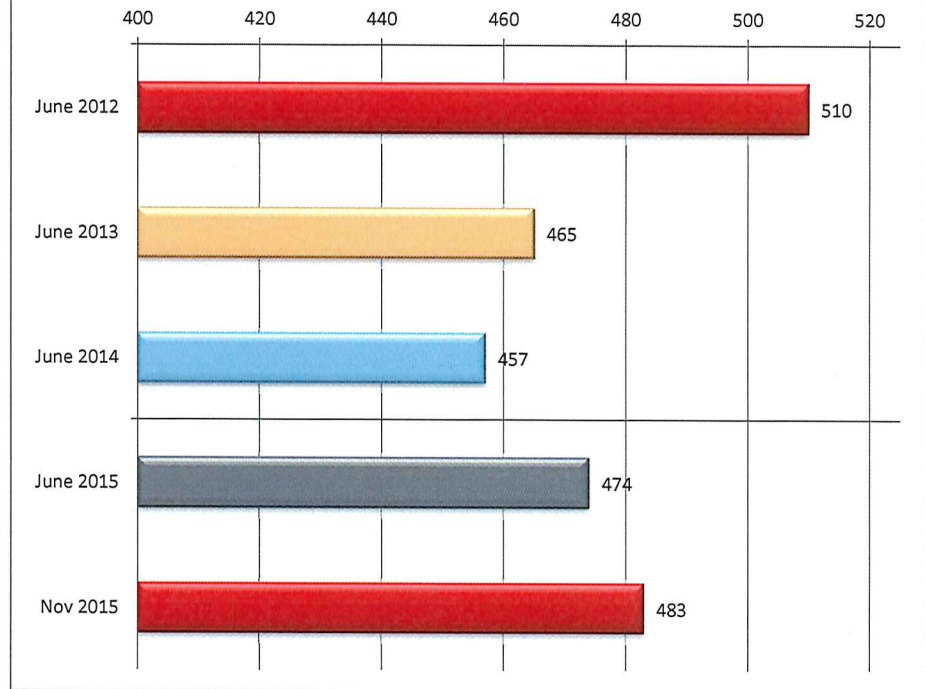
56

5-Year Annual TOT Collections (Fiscal Year Basis)



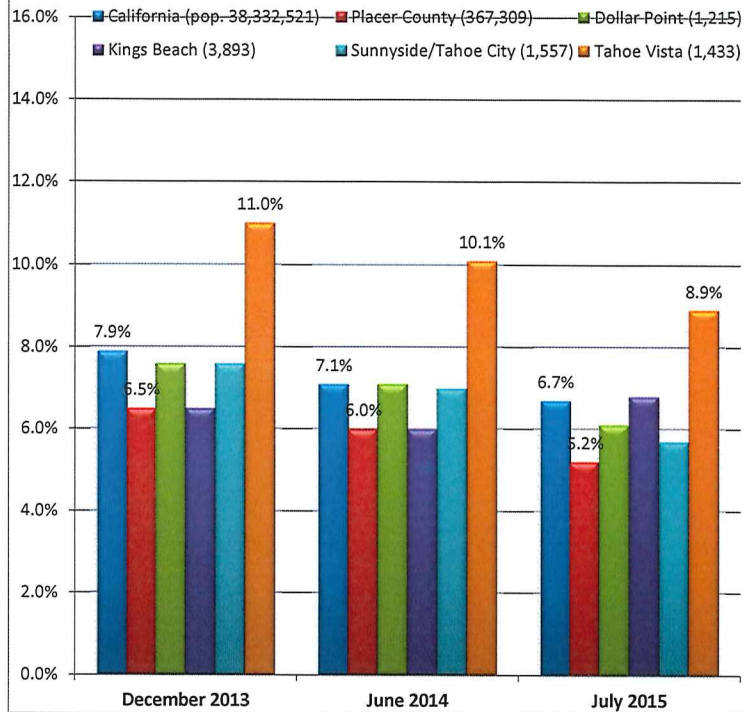
Total TOT Collections by Quarter 2010 - 2016 (through November 30, 2015)						
	Quarter 1	Quarter 2	Quarter 3	Quarter 4		Total
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$	10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$	10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$	11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$	11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$	12,519,234
2015-16	\$ 4,654,641	\$ 120,650	\$ -	\$ -	\$	4,775,291

Chamber Membership (# of Members)



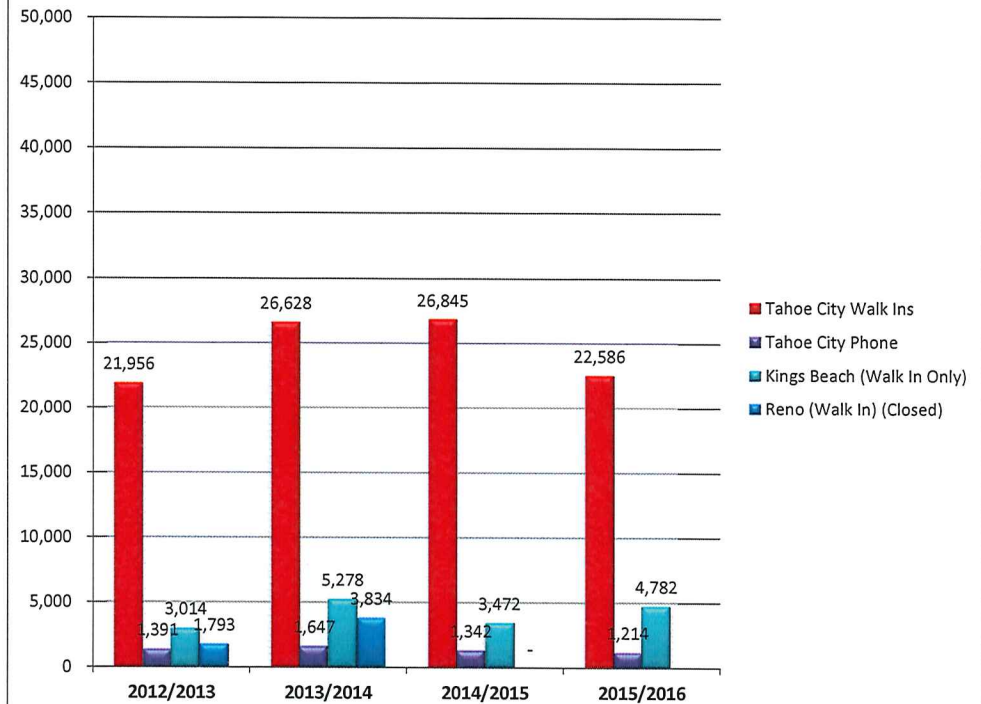
Chamber Of Commerce Total Membership	
June 2012	510
June 2014	457
June 2015	474
November 2015	483

Unemployment Rates by Region



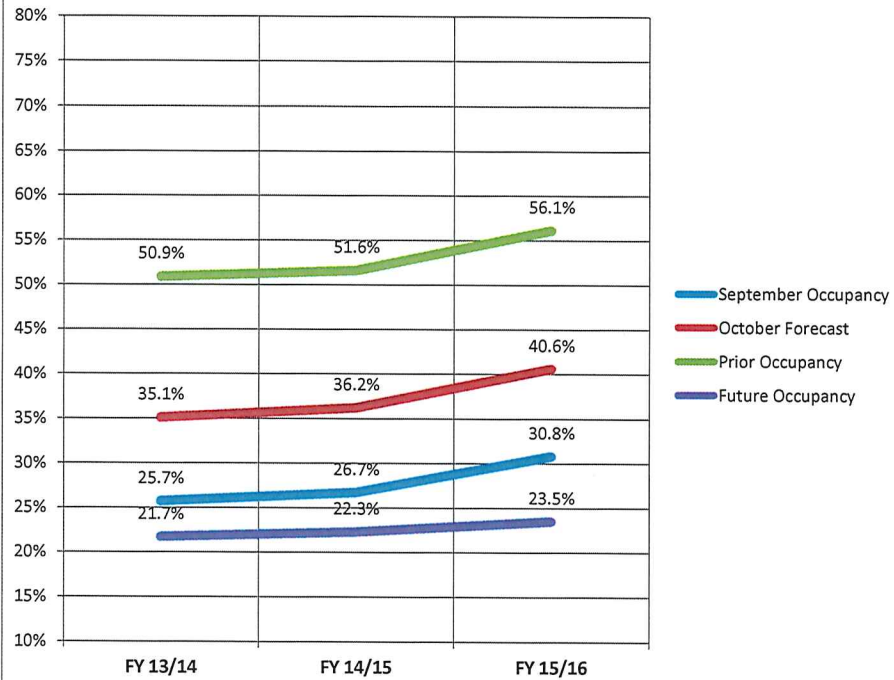
Unemployment Rates	December 2013	June 2014	July 2015
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	6.8%
Sunnyside/Tahoe City	7.6%	7.0%	5.7%
Tahoe Vista	11.0%	10.1%	8.9%

Visitor Information - July - October YOY



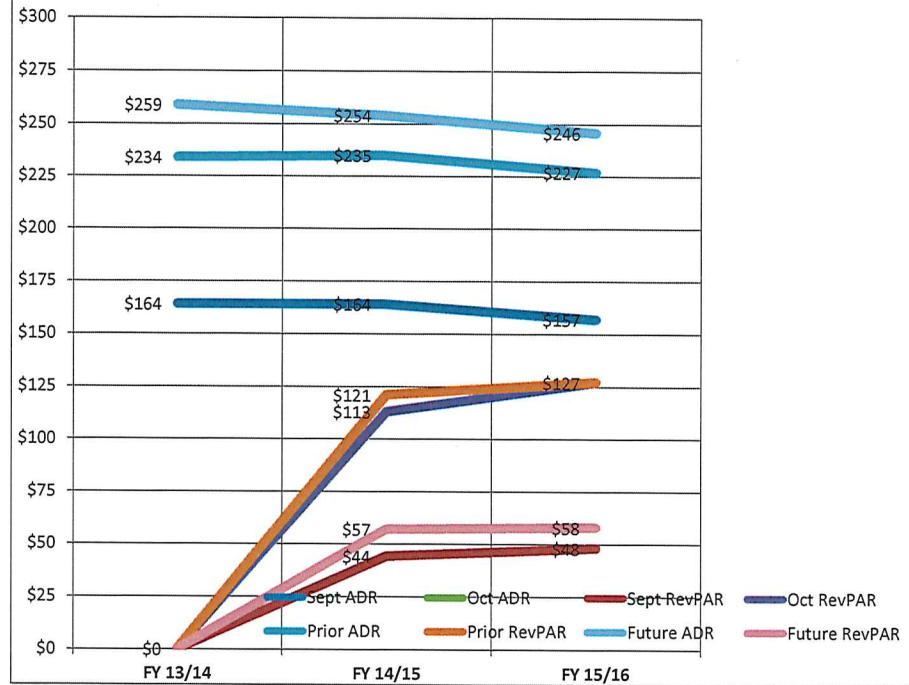
Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	21,956	26,628	26,845	22,586	-15.87%
Phone	1,391	1,647	1,342	1,214	-9.54%
Kings Beach (Walk In Only, Jun-Sep)	3,014	5,278	3,472	4,782	37.73%
Reno (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
Occupancy during November	25.7%	26.7%	30.8%	15.4%
Occupancy Forecast December	35.1%	36.2%	40.6%	12.2%
Occupancy (prior 6 months)	50.9%	51.6%	56.1%	8.7%
Occupancy (next 6 months)	21.7%	22.3%	23.5%	5.4%

Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
ADR November (Average Daily Rate)	\$164	\$164	\$157	-4.3%
RevPAR Nov (Rev per Available Room)	\$0	\$44	\$48	9.1%
ADR December (Average Daily Rate)	\$314	\$313	\$312	-0.3%
RevPAR Dec. (Rev per Available Room)	\$0	\$113	\$127	12.4%
ADR (prior 6 months)	\$234	\$235	\$227	-3.4%
RevPAR (prior 6 months)	\$0	\$121	\$127	5.0%
ADR (next 6 months)	\$259	\$254	\$246	-3.1%
RevPAR (next 6 months)	\$0	\$57	\$58	1.8%