



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, June 3, 2015 at 8:30 am
Tahoe City Public Utilities Board Room

NLTRA Mission

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

2015 Board of Directors

Wally Auerbach
(Treasurer)

Auerbach Engineering

Kali Kopley

Uncorked/Petra/Soupa

Brett Williams

Agate Bay Realty

Phil GilanFarr

CB's Pizza & Grill

Adam Wilson
(Secretary)

Northstar California

Brendan Madigan
(Chair)

Alpenglow Sports

Joseph Mattioli

The Ritz-Carlton

David Tirman (Vice-Chair)

JMA Ventures, LLC

Jennifer Merchant

Placer County Rep

Sue Busby

Placer County BOS Appointee
Castle Peak Property Mgmt.

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

- A. Call to Order-Establish Quorum
- B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.

C. Agenda Amendments and Approval

D. Consent Calendar-**MOTION** (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

1. Board Meeting Minutes –May 6, 2015

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

2. Capital Investment/Transportation Committee- May 13, 2015

3. Marketing Committee – May 20 and May 26, 2015

4. Business Association and Chamber Collaborative – May 14, 2015

5. Lodging Committee – No meeting in April

6. Conference Sales Directors Committee – No Meeting in April

7. Finance Committee – May 28, 2015

8. Financial Reports – April

8.1. Dashboard and project reports

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

9. Conference Sales Reports

10. Executive Committee Report – May 19, 2015

11. CEO Report – May, 2015

12. Capital Investment/Transportation Activity Report – April

12.1 TTD Contract Amendment with Airport MiniBus to operate Summer Night Rider service

- E. Strategic Discussion Items (1 hour) – **Tourism Development Master Plan: community input, prioritization survey, end product – Sandy Evans Hall, Seana Doherty, Kevin Lyons**

- F. Contract Compliance Audit – Jennifer Merchant, Cadence Matjevich, and VTD representatives (20 minutes)
- G. Action Items (20 minutes)
1. **MOTION:** Approval of proposed Attachment A (Scope of Work) and proposed Attachment C (Contract Budget) for 2015/16 fiscal year – Sandy Evans Hall
Budget: CI/T Committee vote: 11-0; Marketing Committee vote: 8-0; Finance Committee vote: 4-0-1 (Jennifer Merchant abstained)
Scope of Work: CI/T Committee vote: 8-0; Marketing Committee vote: 8-0-1 Cadence abstained
 2. **MOTION:** Approval of Membership Investment Increase of 4% for FY 2015/16 – Ginger Karl
 3. **MOTION:** Approval of Agreement with IVCBVB for the North Lake Tahoe Marketing Cooperative – JT Thompson/Sandy Evans Hall
Marketing Committee vote: 7-0
 4. **MOTION:** Approval of Funding Agreement with North Lake Tahoe partners for the North Lake Tahoe Express – Ron Treabess
 5. **MOTION:** Approval of Marketing Reserve Policy – JT Thompson
Marketing Committee vote: 6-0-1 Cadence abstained
- H. Staff Reports (40 minutes)
1. Membership – Ginger Karl (5 minutes)
 - a. Performance Metrics
 - b. New Members
 - c. Upcoming Events
 2. Marketing – JT Thompson (30 minutes)
 - a. Destimetrics
 - b. Website – GoTahoeNorth.com
 3. CEO – Sandy Evans Hall (5 minutes)
 - a. Golf Course Oversight Committee opening to replace Valli Murnane
 - b. Retreat Date and Program June 24
 - c. Special meeting with County on contract – Jennifer Merchant
 - d. Draft organization budgets
- I. Director’s Comments (5 minutes)
- J. Meeting Review and Staff Direction (5 minutes)
- K. Closed Session (if necessary)/Reconvene to Open Session:
- L. Adjournment



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, May 6, 2015 – 8:30 am
Tahoe City Public Utilities Board District – Board Room
MINUTES

BOARD MEMBERS IN ATTENDANCE: Brendan Madigan, Adam Wilson, David Tirman, Jennifer Merchant, Sue Busby, Tom Lotshaw, Wally Auerbach, Brett Williams

BOARD MEMBERS NOT PRESENT: Kali Kopley, Joseph Mattioli, Phil GilanFarr

RESORT ASSOCIATION STAFF: Ron Treabess, Sandy Evans Hall, Marc Sabella, Ginger Karl, JT Thompson, Judy Laverty, Valerie Lomeli

OTHERS IN ATTENDANCE: Cadence Matijeovich, Andy Sisk, Joy Doyle, Stacie Lyans

A. CALL TO ORDER

- The meeting was called to order at 8:31 am by Brendan Madigan and a quorum was established

B. Public Forum:

C. AGENDA AMENDMENTS AND APPROVAL

M/S/C (Jennifer Merchant/Wally Auerbach) (7/0/0) Motion to Approve Items on Agenda

D. Consent Calendar-MOTION

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by committee, and approved by one motion. There will be not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions. All Committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

M/S/C (Jennifer Merchant/Adam Wilson) (7/0/0) Motion to Approve Consent Calendar

1. Board Meeting Minutes – April 1st, 2015 & March 1st, 2015

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

2. Capital Investment/Transportation Committee- April 27, 2015

3. Marketing Committee – April 28, 2015

4. Business Association and Chamber Collaborative – April 9, 2015

5. Lodging Committee – No meeting in April

6. Conference Sales Directors Committee – No Meeting in April

7. Finance Committee – April 29, 2015

8. Financial Reports – March

8.1. Dashboard and project reports

DI-1

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

9. Conference Sales Reports

10. Executive Committee Report – April 21, 2015

11. Capital Investment/Transportation Activity Report – April

E. Strategic Discussion Items

1. TOT Audit of N. Lake Tahoe Properties – Andy Sisk

- Andy Sisk gave a presentation on TOT program overview, audit and communications strategy – topics included:
 - Audit Strategy of the Western and Eastern Slope. Communication strategy, notice to operators, community meetings, and training "How to Prepare for an Audit"
 - Conduct 10-25 field audits, identify high risk indicators
 - Desk audits, target more frequent smaller engagements
 - RFP, consulting firm
 - SB 593, online rentals, such as AirBnB
 - Andy requested, to have resources from the Board to help get the message about the strategy process of notifying local community, homeowners who rent their home, but do not pay TOT

Action for Sandy: Sandy will have Andy Sisk at the next Lodging Committee meeting to discuss collections of TOT

2. Discussion of project approval process – Board Members

- Following the Board of Supervisor's meeting where the Water Shuttle funding request was denied, some of board members questioned the current process, seeking understanding and perhaps some improvements going forward
- On the rare occasion where there is disagreement between CEO Staff and a Board or Committee decision. IT was suggested that there might be more collaboration in providing information to the Supervisors in their packet to include arguments from both sides, equal time with presentations and clear communication to all board members in advance.

Action: Sandy and Jennifer will discuss how this process can be improved for the future

F. Action Items

1. MOTION: Approval of proposed Attachment A (Scope of Work) and proposed Attachment C (Contract Budget) for 2015/16 fiscal year – Sandy Evans Hall

CI/T Committee vote: 11-0; Marketing Committee vote: 8-0; Finance Committee vote: 4-0-1 (Jennifer Merchant abstained)

- NLTRA staff went over a few of the changes that were made in the new scope of work
- Group discussion from Board
 - Request from Jennifer to have the scope of work and new items have a redline
 - Request from David to NLTRA staff, he would like an executive summary of items in the packet
 - Jennifer requested that the scope of work needed to go through the Committees for approval, before the Board can approve

Action to Staff: Provide a summation or executive summary for action items, especially those that are lengthy and complex

DI-2

M/S/C (Wally Auerbach/Brett Williams) (7/0/1) Moving the budget forward only, to come back next month with any changes from the Committee of the scope of work and budget

G. Staff Reports

1. Membership – Ginger Karl
 - Performance Metrics
 - Chamber budget is now at a positive
 - New Members
 - 43 New members, with 6 new members in the month of April
 - Community Awards and Silent Auction final P & L
 - \$15,437 profit and next Awards Dinner will be April 7, 2016
 - Upcoming Events
 - Ambassador Luncheon on May 27th and Membership 101 on May 28th
2. Marketing – JT Thompson
 - Destimetrics: positive for the upcoming months
 - USA Cycling – Cost Benefit Analysis
 - JT reviewed the cost benefits and analysis for the USA Cycling
 - Jennifer requested the BOD review and recommend any changes in advance and same process for future events. Jennifer requested that Placer County be made aware of any USA Cycling marketing material

Action: Judy Lavery will send over the USA Cycling contract to Jennifer Merchant

3. CEO – Sandy Evans Hall (10 minutes)
 - Master Plan Update
 - Five completed workshops, with high and low attendance. Great responses from the community and their excitement of potential new projects
 - Golf Course Oversight Committee opening to replace Valli Murnane
 - Suggestion from Jennifer, if a NLTRA staff member could fill Valli's position, instead of a Board member

Action for Sandy: Check to see if a NLTRA staff could replace Valli Murnane's position on the committee

H. Director's Comments

- Jennifer informed the Board that Placer County is completing an audit for NLTRA contract compliance. A draft audit report was submitted to NLTRA on Tuesday, April 7th and will be due back Thursday, April 9th. Jennifer will send out the audit report to the entire Board.
- Jennifer reported that the Town of Truckee agreed to work with Placer County for Highway 267 service They will put a joint funding package together for a year round service program
- Tom Lotshaw, informed the Board about the Fanny Bridge for North Lake Tahoe, and Governing Board direction to staff for two pilot commodity conversion programs. That may be of some interest in North Lake Tahoe, to help convert commercial floor area into tourist accommodation units

I. Meeting Review and Staff Direction

- Set up a lodging meeting and provide training on the TOT collections
- Sandy will work with Jennifer, on processes of the NLTRA
- Provide an executive summary of items in the packet, to highlight the differences
- Scope of work to be sent out to the Committees, as well as a sit-down meeting discourse
- Provide USA Cycling contract to Jennifer Merchant
- Check to see if NLTRA staff could replace Valli Murnane's position on the committee

DI-3

J. Closed Session (if necessary)/Reconvene to Open Session: NONE

K. ADJOURNMENT

- The meeting adjourned at 11:30 am

Submitted by
Valerie Lomeli
Executive Assistant
NLT Chamber/CVB/Resort Association

DI-4



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COMMITTEE: Capital Investment/Transportation

MEETING DATE: May 13, 2015

BOARD MEMBERS PRESENT: Wally Auerbach

COMMITTEE MEMBERS PRESENT: Jaime Wright, John Bergmann, Will Garner, Rob Kronkhyte, Wyatt Ogilvy, Tony Karwowski, Adrian Tieslau

COMMITTEE MEMBERS NOT PRESENT: Phil GilanFarr, John Pang, Andrew Ryan, Bryan Stewart, Mike Staudenmayer, Dan Wilkins, Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

None

MOTIONS MADE/VOTE:

- **M/S/C (Wally Auerbach/Rob Kronkhyte) (8/0/0) Motion to Approve Agenda and Amendments**
- **M/S/C (Wyatt Ogilvy/John Bergmann) (8/0/0) Motion to Approve the Draft FY 2015-16 Capital Investment/Transportation Scope of Work for inclusion in NLTRA/Placer 2015-16 Agreement**

D2



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COMMITTEE: Marketing
MEETING DATE: May 26, 2015
BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

MOTIONS MADE/VOTE:

- 3.1 M/S/C (Williams/Moore) (6/0) to approve the agenda as presented.
- 4.1 M/S/C (Matjevich/Williams) (6/0) to approve the Marketing Committee Meeting Minutes from April 28, 2015 and May 20, 2015.
- 5.2 M/S/C (Raymore/Priestland) (7/0) to approve BACC Marketing Grant request for \$20,000 for Shop Local Program.

BOARD APPROVAL/DIRECTION REQUESTED:

- 7.2 M/S/C (Williams/Priestland) (6/0/1 – Matjevich abstained) recommend for Board approval a three-year average and lower the reserve percentage to 10%.
- 8.2. M/S/C (Williams/Moore) (7/0) to recommend for Board approval the North Lake Tahoe Marketing Cooperative Agreement with the changes stated.

D3



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: May 14, 2015

BOARD MEMBERS PRESENT: Adam Wilson

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Vote to be made on videography on 5/15/15
- Request from Committee for Ginger to reach out to Abbi Agency for more photos from the Touch the Lake Campaign
- Action for Stacie Lyans to reach out to other sub-committees and organizations for assistance in funding for the 4th of July Fireworks
- BACC Committee agreed to use the \$1,025 of remaining funding to be used for photos and videography

MOTIONS MADE/VOTE:

- **M/S/C (Amber Burke/Stacie Lyans) (9/0/0) Motion to change order of items I, E first, with an addition item F to be added for TCDA discussion of the 4th of July fireworks**
- **M/S/C (Joy Doyle/Stacie Lyans) (9/0/0) Motion to approve Business Association and Chamber Collaborative Committee minutes for April 9, 2015**
- **M/S/C (Caroline Ross/Stacie Lyans) (6/0/3) Motion to Approve Northstar Grant of \$10,000**
- **M/S/C (Joy Doyle/Rob Weston) (8/0/1) Motion to Approve Squaw Grant of \$10,000**

D4



COMMITTEE BRIEFS: Finance

MEETING DATE: May 28, 2015

BOARD MEMBERS PRESENT: Wally Auerbach and Jennifer Merchant

ACTION ITEMS TAKEN:

None

MOTIONS MADE / VOTE:

M/S/C (Ron Parson, Ramona Cruz) (5/0) to recommend the Board of Directors approve the April 2015 Financial Statements

D7



May 28, 2015

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the April 2015 Financial Statements

As of April 30th, 83.33% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE:**

Profit/Loss:

- Organizational Revenues are over forecast in total. Membership Revenues are over the re-forecasted year-to-date projections and are almost at the original budget amount. This was due to a strong January renewal of memberships and a good collection effort of longer-dated receivables by the Accounting Department. Membership Activities is over forecast as the Membership Department had a successful Annual Community Awards Dinner.
- Special Events revenue came in lighter compared to budget and will finish lower than reforecast as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number due to the cancellation of the race.
- Conference Commissions are over reforecast but still remain below the year-to-date budget. Actual revenue for billing participating properties has caught up to a normal pace in the past quarter and collections of past due accounts are starting to come in due to a good collection effort by the Accounting Department. The 4th quarter projects to have large commissions recorded.
- Salary expense is under forecast as several salary items were forecasted but will not be realized.
- Community Marketing Programs, Non-NLT Co-Op Marketing and Special Events/Sponsorships are under budget and reforecast as amounts were expected to be expended at this time but will now be expended later in the year as per the reforecast.
- Membership Activities Expense is over reforecast and budget but after netting the actual expenses against actual Membership Activities Revenues net activities shows a gain for the year.
- Classified advertising costs were not budgeted this year and will remain a deficit variance for the remainder of the fiscal year.
- Transportation Projects is over forecast through April but will come into the final budget amount by the end of the fiscal year.

D8-1

Balance Sheet:

- A/R balances included large receivable amounts from one resort in the prior year. In the current year, there are no such balances with this resort, thus a decrease to the overall A/R balance.
- Membership A/R is now up-to-date with a strong collection effort on delinquent amounts and is now showing a decrease to the balance year over year.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30th. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- Accrued expenses from previous months were expensed in January. The result is a lower balance than one year ago.
- Deferred Support is the balance of net activity of the BACC programs and will be removed from the NLTRA books by fiscal year end.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing. Per a previous finance committee meeting, this amount has been rolled into the Designated Marketing Reserves in November.
- All net asset accounts are now matching the net asset balances reported in the audit report for the 2013/14 fiscal year including the new "Designated Visitor Support and Transportation" reserve.

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Consolidated Departments

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 302,552	\$ 302,552	\$ 302,551	\$ 3,087,020	\$ 3,087,020	\$ 3,087,019	\$ -	\$ 3,083,630	\$ 3,692,124	\$ 3,692,120	84%
Membership	13,695	11,233	10,233	115,292	92,490	104,112	22,802	101,280	116,314	124,574	99%
New Member Fees	450	375	383	2,325	2,700	4,483	(375)	1,775	3,450	5,250	67%
Membership Activities	260	4,400	4,400	50,055	47,076	46,898	2,979	28,842	55,876	55,698	90%
Tuesday Morning Breakfast Club	915	800	800	8,931	8,001	8,000	930	10,130	9,601	9,600	93%
Sponsorships	-	1,000	-	3,000	5,750	6,100	(2,750)	87,708	81,000	8,100	37%
Special Events	4,992	-	-	40,162	51,000	86,500	(10,838)	87,708	51,000	86,500	79%
Non-Retail VIC Sales	-	637	637	8,625	8,948	6,370	(323)	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	-	-	3,000	3,000	0%
Commissions	-	7,500	5,108	61,888	56,125	106,127	5,763	78,009	115,868	115,868	53%
Merchandise Sales	4,999	4,449	4,449	79,302	78,083	80,619	1,219	85,336	106,328	108,864	75%
Total Revenue	327,863	332,946	328,561	3,456,600	3,437,193	3,539,228	19,407	3,485,776	4,171,883	4,217,218	83%
Cost of Goods Sold/Discounts	2,305	2,418	2,418	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
Total Cost of Goods Sold	2,305	2,418	2,418	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
Gross Margin	325,558	330,528	326,143	3,414,386	3,394,975	3,494,991	19,411	3,439,637	4,115,596	4,158,912	83%
Operating Expenses											
Salaries & Wages	93,834	146,486	147,785	1,086,674	1,158,284	1,216,884	71,610	1,013,954	1,357,221	1,413,948	80%
Rent	12,855	13,663	13,515	133,317	134,022	141,971	705	154,848	161,810	169,522	82%
Telephone	2,503	3,042	3,136	27,105	29,166	31,363	2,061	26,809	35,250	37,636	77%
Mail - USPS	649	415	349	3,083	3,437	3,539	354	3,296	4,317	4,286	71%
Insurance/Bonding	1,428	1,253	1,238	13,590	12,363	12,380	(1,227)	13,209	14,869	14,856	91%
Supplies	1,243	1,226	1,196	15,443	13,940	11,987	(1,503)	10,384	16,404	14,380	94%
Visitor Communications - Other	-	-	-	98	358	460	260	373	460	460	21%
Equipment Support & Maintenance	-	978	973	4,593	8,384	9,729	3,791	11,036	10,518	11,674	44%
Taxes, Licenses & Fees	439	600	324	4,764	4,744	3,267	(20)	3,150	5,903	3,977	81%
Equipment Rental/Leasing	1,890	1,785	1,786	15,154	14,676	17,857	(478)	15,769	18,246	21,228	83%
Training Seminars	-	-	-	2,738	1,948	4,050	(1,390)	2,755	2,382	4,484	115%
Public Outreach	-	-	-	-	1,130	2,129	1,130	1,092	2,130	2,129	0%
Professional Fees	2,100	-	-	23,327	21,220	18,350	(2,107)	18,120	21,220	18,350	110%
Community Marketing Programs	2,895	-	-	42,764	60,000	60,000	17,236	46,162	80,000	80,000	53%
Special Events/Sponsorships	2,610	-	-	382,971	411,968	452,753	28,997	454,148	512,753	517,753	75%
Membership Activities	841	750	-	35,076	31,558	23,685	(3,518)	30,517	33,158	24,085	106%
Tuesday Morning Breakfast Club	611	737	737	7,812	8,122	7,370	310	8,219	9,596	8,844	81%
Marketing Cooperative/Media	20,000	20,000	20,000	838,747	838,747	838,747	0	962,500	888,747	888,747	94%
Media/Collateral/Production	-	-	-	-	826	826	826	1,676	826	826	0%
Non-NLT Co-Op Marketing Programs	-	415	415	13,120	46,538	48,076	33,418	51,898	123,138	124,492	11%

D8.1-1

North Lake Tahoe Resort Association
BUDGET TO ACTUAL

Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Reforecast	Current Month Budget	Revenue	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
\$ 218,898	\$ 218,898	\$ 218,897	Placer County TOT Funding	\$ 2,235,480	\$ 2,235,478	\$ 2,235,478	\$ -	\$ 2,303,510	\$ 2,673,276	\$ 2,673,272	84%
13,695	11,233	10,233	Membership	115,292	92,490	104,112	22,802	101,280	116,314	124,574	99%
450	375	383	New Member Fees	2,325	2,700	4,483	(375)	1,775	3,450	5,250	67%
260	4,400	4,400	Membership Activities	50,055	47,076	46,898	2,979	28,842	55,876	55,698	90%
915	800	800	Tuesday Morning Breakfast Club	8,931	8,001	8,000	930	10,130	9,601	9,600	93%
-	1,000	-	Sponsorships	3,000	5,750	6,100	(2,750)	2,750	8,100	8,100	37%
4,992	-	-	Special Events	40,162	51,000	86,500	(10,838)	87,708	51,000	86,500	79%
-	637	637	Non-Retail VIC Sales	8,625	8,948	6,370	(323)	6,316	10,222	7,644	84%
-	-	-	Visitor Guide Income	-	-	3,000	-	-	3,000	3,000	0%
-	7,500	5,108	Commissions	61,888	56,125	106,127	5,763	78,009	115,868	115,868	59%
4,999	4,449	4,449	Merchandise Sales	79,302	78,083	80,619	1,219	85,386	106,328	108,864	75%
244,209	249,292	244,907	Total Revenue	2,605,060	2,585,653	2,687,687	19,407	2,705,706	3,153,035	3,198,370	83%
2,305	2,418	2,418	Cost of Goods Sold/Discounts	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
2,305	2,418	2,418	Total Cost of Goods Sold	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
241,904	246,874	242,489	Gross Margin	2,562,846	2,543,435	2,643,450	19,411	2,659,567	3,096,748	3,140,064	83%
81,064	126,503	127,802	Salaries & Wages	930,412	995,923	1,049,612	65,511	887,333	1,168,296	1,220,113	80%
11,534	11,925	11,877	Rent	120,018	119,600	124,932	(418)	142,011	143,912	149,204	83%
1,960	2,590	2,711	Telephone	22,717	24,871	27,113	2,154	22,578	30,051	32,536	76%
549	415	349	Mail - USPS	2,939	3,315	3,489	376	3,248	4,145	4,186	71%
1,005	1,157	1,142	Insurance/Bonding	12,435	11,555	11,420	(900)	12,416	13,849	13,704	90%
1,099	1,062	1,072	Supplies	13,961	12,389	10,727	(1,572)	9,458	14,513	12,872	96%
-	-	-	Visitor Communications - Other	97	358	460	261	373	460	460	21%
-	876	871	Equipment Support & Maintenance	4,127	7,526	8,708	3,399	9,704	9,356	10,449	44%
439	500	295	Taxes, Licenses & Fees	4,529	4,204	2,953	(325)	2,970	5,184	3,545	87%
1,550	1,494	1,494	Equipment Rental/Leasing	12,438	11,898	14,946	(540)	13,187	14,886	17,936	84%
-	-	-	Training Seminars	2,738	1,348	4,050	(1,390)	2,755	2,382	4,484	115%
-	-	-	Public Outreach	-	180	179	180	179	180	179	0%
2,100	-	-	Professional Fees	23,327	21,220	18,350	(2,107)	18,120	21,220	18,350	110%
2,895	-	-	Community Marketing Programs	42,764	60,000	60,000	17,236	46,162	80,000	80,000	53%
2,610	-	-	Special Events/Sponsorships	382,971	411,988	452,753	28,997	454,148	512,753	517,753	75%
841	750	-	Membership Activities	35,076	31,558	23,685	(3,518)	30,517	33,158	24,085	106%
611	737	737	Tuesday Morning Breakfast Club	7,812	8,122	7,370	310	8,219	9,596	8,844	81%
20,000	20,000	20,000	Marketing Cooperative/Media	838,747	838,747	838,747	0	962,500	888,747	888,747	94%
-	-	-	Media/Collateral/Production	-	826	826	826	1,676	826	826	0%
-	415	415	Non-NLT Co-Op Marketing Programs	13,120	46,538	48,076	33,418	51,898	123,138	124,492	11%
1,113	-	-	Research & Planning	11,324	17,000	17,000	5,676	11,100	17,000	17,000	67%

D8.1-3

118	-	-	-	-	-	-	-	-	-	-	-	8,000	0%
721	450	-	-	2,854	3,766	2,425	-	0	-	2,142	2,142	4,379	65%
126	484	384	2,177	2,177	3,579	3,837	3,837	1,402	4,463	4,463	4,547	4,604	48%
60	577	454	5,507	5,507	5,660	4,540	4,540	153	5,154	5,154	6,815	5,449	81%
319	648	573	5,270	5,270	5,699	6,009	6,009	429	5,854	5,854	7,045	7,247	75%
1,245	380	345	6,910	6,910	5,386	3,698	3,698	(1,224)	3,473	3,473	6,256	4,487	106%
513	205	205	6,428	6,428	3,593	3,061	3,061	(2,835)	4,000	4,000	4,613	4,080	139%
132,472	2,688	1,488	3,511	3,511	5,963	7,136	7,136	2,452	4,352	4,352	8,791	8,664	40%
109,432	-	-	3,384	3,384	920	-	-	(2,464)	1,781	1,781	920	-	100%
	505	652	4,997	4,997	4,963	6,439	6,439	(34)	4,723	4,723	5,973	7,743	84%
	<u>174,361</u>	<u>172,866</u>	<u>2,522,290</u>	<u>2,522,290</u>	<u>2,668,655</u>	<u>2,762,541</u>	<u>2,762,541</u>	<u>146,365</u>	<u>2,726,489</u>	<u>2,726,489</u>	<u>3,150,991</u>	<u>3,202,477</u>	<u>80%</u>
	69,623	69,623	40,556	40,556	(125,220)	(119,091)	(119,091)	165,776	(66,922)	(66,922)	(54,243)	(62,413)	
	-	4	Investment Income/Interest	36	34	40	40	2	49	49	34	48	
	1,750	1,750	17,500	17,500	17,500	17,500	17,500	0	-	-	21,000	21,000	
	(6,410)	(7,835)	(77,706)	(77,706)	(80,594)	(91,143)	(91,143)	(2,888)	(66,130)	(66,130)	(96,264)	(94,024)	
	(4,660)	(6,085)	(60,206)	(60,206)	(63,094)	(73,643)	(73,643)	(2,888)	(66,130)	(66,130)	(75,264)	(73,024)	
	<u>114,092</u>	<u>81,097</u>	<u>100,798</u>	<u>100,798</u>	<u>(62,092)</u>	<u>(45,408)</u>	<u>(45,408)</u>	<u>162,890</u>	<u>(743)</u>	<u>(743)</u>	<u>21,055</u>	<u>10,659</u>	

D8.1-4

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Marketing

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 168,433	\$ 168,433	\$ 168,432	\$ 1,730,830	\$ 1,730,830	\$ 1,730,826	\$ -	\$ 1,789,420	\$ 2,067,696	\$ 2,067,692	84%
Special Events	4,992	-	-	40,162	51,000	86,500	(10,838)	87,708	51,000	86,500	79%
Total Revenue	173,425	168,433	168,432	1,770,992	1,781,830	1,817,326	(10,838)	1,877,128	2,118,696	2,154,192	84%
Operating Expenses											
Salaries & Wages	20,578	32,908	35,108	244,058	272,397	295,118	28,339	232,817	315,907	341,628	77%
Rent	1,861	1,979	1,979	18,595	18,454	19,792	(141)	18,075	22,412	23,750	83%
Telephone	650	884	884	7,639	8,542	8,840	903	8,306	10,310	10,608	74%
Mail - USPS	66	96	96	214	511	960	297	201	703	1,152	30%
Insurance/Bonding	(1,276)	241	241	1,036	2,361	2,410	1,325	2,510	2,843	2,892	36%
Supplies	348	276	276	2,701	2,529	2,760	(172)	1,520	3,081	3,312	88%
Equipment Support & Maintenance	-	200	200	1,071	1,844	2,000	773	2,374	2,244	2,400	48%
Taxes, Licenses & Fees	-	60	60	430	535	600	105	281	655	720	66%
Equipment Rental/Leasing	189	220	220	1,708	1,927	2,200	119	1,878	2,267	2,640	75%
Training Seminars	-	-	-	723	-	2,000	(723)	1,800	334	2,334	216%
Community Marketing Programs	2,895	-	-	42,764	60,000	60,000	17,236	46,162	80,000	80,000	53%
Special Events/Sponsorships	2,610	-	-	382,971	411,968	452,753	28,997	453,920	512,753	517,753	75%
Marketing Cooperative/Media	10,000	10,000	-	738,747	738,747	738,747	0	862,500	778,747	778,747	95%
Non-NLT Co-Op Marketing Programs	-	-	-	12,971	45,000	45,000	32,029	51,898	121,000	121,000	11%
Research & Planning	1,113	-	-	11,324	17,000	17,000	5,676	11,100	17,000	17,000	67%
Employee Relations	-	25	-	443	368	200	(75)	262	418	200	106%
Credit Card Fees	-	16	16	-	64	161	64	-	97	193	0%
Automobile Expenses	157	183	183	2,387	2,272	1,830	(115)	2,809	2,638	2,196	90%
Meals/Meetings	60	194	194	4,471	3,253	1,939	(1,218)	2,157	3,641	2,326	123%
Dues & Subscriptions	-	100	100	3,282	1,742	1,700	(1,540)	2,406	2,642	2,600	124%
Travel	-	1,288	1,288	2,261	2,502	4,963	241	2,623	3,752	6,213	60%
Classified Advertising	1,245	-	-	2,464	-	-	(2,464)	-	-	-	100%
Depreciation	153	150	301	1,487	1,476	3,009	(11)	1,406	1,776	3,612	84%
Total Operating Expenses	40,649	48,820	51,146	1,483,747	1,593,392	1,663,982	109,645	1,707,005	1,885,220	1,923,276	79%
Operating Income (Loss)	132,776	119,613	117,286	287,245	188,438	153,344	98,807	170,123	233,476	230,916	
Additions to Marketing Reserves	1,750	1,750	1,750	17,500	17,500	17,500	0	-	21,000	21,000	
Allocated Expenses	13,985	17,493	17,493	169,540	177,435	174,930	7,895	157,504	212,421	209,916	
Net Income (Loss)	117,041	100,370	98,043	100,205	(6,497)	(39,086)	106,702	12,619	55	-	

D8.1-5

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Conference

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 26,715	\$ 26,715	\$ 26,715	\$ 267,150	\$ 267,150	\$ 267,150	\$ -	\$ 249,510	\$ 320,580	\$ 320,580	83%
Membership	458	1,641	641	5,363	4,410	6,410	953	5,555	7,690	7,690	70%
Commissions	-	7,500	5,108	61,888	56,125	106,127	5,763	78,008	115,868	115,868	53%
Total Revenue	27,173	35,856	32,464	334,401	327,685	379,687	6,716	333,073	444,138	444,138	75%
Operating Expenses											
Salaries & Wages	16,315	26,433	26,433	205,799	216,638	215,277	10,839	186,734	252,581	251,219	81%
Rent	934	991	991	9,957	9,235	9,914	(122)	9,057	11,217	11,898	83%
Telephone	212	180	281	2,039	2,135	2,810	96	2,183	2,495	3,372	82%
Mail - USPS	118	66	66	390	481	660	91	880	613	792	64%
Insurance/Bonding	1,338	223	223	3,650	2,289	2,230	(1,361)	2,510	2,735	2,676	133%
Supplies	314	77	77	1,469	1,223	770	(246)	767	1,377	924	107%
Equipment Support & Maintenance	-	138	138	340	878	1,380	538	1,806	1,154	1,656	29%
Taxes, Licenses & Fees	-	15	15	243	213	150	(30)	146	243	180	100%
Equipment Rental/Leasing	189	188	188	1,734	1,662	1,880	(72)	1,951	2,038	2,256	85%
Marketing Cooperative/Media	10,000	10,000	10,000	100,000	100,000	100,000	0	100,000	110,000	110,000	91%
Conference - PUD	-	-	-	-	-	-	0	-	8,000	8,000	0%
Employee Relations	-	-	-	351	385	425	34	535	398	437	88%
Automobile Expenses	-	90	90	432	792	900	360	1,037	972	1,080	44%
Meals/Meetings	-	31	31	276	324	310	48	98	386	372	72%
Dues & Subscriptions	-	45	45	855	510	601	(345)	425	510	601	168%
Depreciation	79	77	77	773	764	770	(9)	731	918	924	84%
Total Operating Expenses	29,499	38,554	38,655	327,708	337,529	338,077	9,821	310,860	395,637	396,387	83%
Operating Income (Loss)	(2,326)	(2,698)	(6,191)	6,693	(9,844)	41,610	16,537	22,213	48,501	47,751	
Allocated Expenses	3,205	3,979	3,979	38,853	40,543	39,792	1,690	36,615	48,501	47,751	
Net Income (Loss)	(5,531)	(6,677)	(10,170)	(32,160)	(50,387)	1,818	18,227	(14,402)	-	-	

D8.1 -6

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Visitor Information

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
Placer County TOT Funding	\$ 23,750	\$ 23,750	\$ 23,750	\$ 237,500	\$ 237,500	\$ 237,500	\$ -	\$ 264,580	\$ 285,000	\$ 285,000	83%
Non-Retail VIC Sales	-	637	637	8,625	8,948	6,370	(323)	6,316	10,222	7,644	84%
Visitor Guide Income	-	-	-	-	-	3,000	0	-	3,000	3,000	0%
Merchandise Sales	4,999	4,449	4,449	79,302	78,083	80,619	1,219	85,386	106,328	108,864	75%
Total Revenue	28,749	28,836	28,836	325,427	324,531	327,489	896	356,282	404,550	404,508	80%
Cost of Goods Sold	2,305	2,418	2,418	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
Total Cost of Goods Sold	2,305	2,418	2,418	42,214	42,218	44,237	4	46,139	56,287	58,306	75%
Gross Margin	26,444	26,418	26,418	283,213	282,313	283,252	900	310,143	348,263	346,202	81%
Operating Expenses											
Salaries & Wages	14,474	19,483	19,483	146,392	153,073	157,039	6,681	146,605	182,047	182,942	80%
Rent	5,995	6,225	6,225	64,733	65,220	68,418	487	88,593	78,190	81,389	83%
Telephone	154	500	520	3,844	4,524	5,200	680	2,945	5,524	6,240	70%
Mail - USPS	177	99	66	955	976	660	21	1,136	1,174	792	81%
Insurance/Bonding	261	303	288	3,284	3,035	2,880	(249)	3,302	3,641	3,456	90%
Supplies	209	377	377	3,049	3,197	3,770	148	3,278	3,951	4,524	77%
Visitor Communications Other	-	-	-	97	358	460	261	373	460	460	21%
Equipment Support & Maintenance	-	175	175	669	1,355	1,750	686	1,326	1,705	2,100	39%
Taxes, Licenses & Fees	400	125	93	598	686	930	88	204	936	1,116	64%
Equipment Rental/Leasing	566	500	500	3,881	3,170	5,000	(711)	4,381	4,170	6,000	93%
Training Seminars	-	-	-	924	848	1,400	(76)	-	1,448	1,400	64%
Media/Collateral/Production	-	-	-	-	826	826	826	1,676	826	826	0%
Non-NLT Co-Op Marketing Programs	-	415	415	150	1,538	3,076	1,388	-	2,138	3,492	7%
Employee Relations	-	50	-	439	450	300	11	361	550	300	80%
Credit Card Fees	299	361	238	2,969	3,450	2,380	481	2,906	4,172	2,856	71%
Automobile Expenses	(82)	300	300	1,099	1,401	2,100	302	978	2,001	2,700	55%
Meals/Meetings	-	60	60	715	555	600	(160)	346	720	720	99%
Travel	-	200	-	333	401	550	68	181	579	628	58%
Depreciation	79	80	77	773	775	696	2	731	935	851	83%
Total Operating Expenses	22,532	29,253	28,817	234,904	245,838	258,035	10,934	259,322	295,167	302,792	80%
Operating Income (Loss)	3,912	(2,835)	(2,399)	48,309	36,475	25,217	11,834	50,821	53,096	43,410	
Allocated Expenses	2,914	3,618	3,618	35,321	36,860	36,176	1,539	33,625	44,096	43,410	
Net Income (Loss)	998	(6,453)	(6,017)	12,988	(385)	(10,959)	13,373	17,196	9,000	-	

D8.1-7

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Infrastructure

	Current Month Actual	Current Month Reforecast	Current Month Budget	Revenue	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 Reforecast	Total 2014 Budget	Percent of YTD Reforecast Consumed
	\$ 18,034	\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 195,340	\$ 195,340	\$ 195,338	\$ -	\$ 175,020	\$ 231,408	\$ 231,406	84%
	18,034	18,034	18,034	Total Revenue	195,340	195,340	195,338	-	175,020	231,408	231,406	84%
				Operating Expenses								
6,089	9,973	9,973	9,973	Salaries & Wages	75,661	79,025	81,923	3,364	68,335	92,307	95,205	82%
661	819	919	819	Rent	6,649	7,161	7,942	512	6,419	8,999	9,582	74%
272	200	220	200	Telephone	2,195	2,125	2,000	(70)	2,116	2,565	2,400	86%
50	-	-	-	Mail - USPS	72	50	50	(22)	23	50	50	144%
211	40	40	40	Insurance/Bonding	577	382	400	(195)	396	462	480	125%
72	71	71	71	Supplies	700	718	730	18	445	872	872	80%
-	55	55	55	Equipment Support & Maintenance	233	445	550	212	665	655	660	36%
-	50	29	29	Taxes, Licenses & Fees	117	295	314	178	90	372	372	31%
169	146	146	146	Equipment Rental/Leasing	1,358	1,391	1,460	33	1,291	1,683	1,552	81%
-	-	-	-	Public Outreach	-	-	1,000	0	913	1,000	1,000	0%
375	7,515	7,515	2,515	Research & Planning	32,643	43,981	59,000	11,338	45,900	64,000	64,000	51%
-	25	25	-	Employee Relations	151	250	125	99	131	300	125	50%
96	117	117	117	Automobile Expenses	858	828	1,170	(30)	1,039	1,127	1,216	76%
30	50	50	31	Meals/Meetings	728	586	310	(142)	436	736	372	99%
-	-	-	-	Dues & Subscriptions	-	-	-	0	45	-	-	0%
-	-	-	-	Classified Advertising	128	128	-	0	-	128	-	100%
49	49	49	48	Depreciation	476	476	480	0	450	575	576	83%
8,074	19,230	19,230	14,044	Total Operating Expenses	122,546	137,841	157,454	15,295	128,694	175,831	178,462	70%
9,960	(1,196)	(1,196)	3,990	Operating Income (Loss)	72,794	57,499	37,884	15,295	48,326	55,577	52,944	
3,788	4,412	4,412	4,412	Allocated Expenses	45,917	46,753	44,120	836	42,438	55,577	52,944	
6,172	(5,608)	(5,608)	(422)	Net Income (Loss)	26,877	10,746	(6,236)	16,131	3,888	-	-	

Infrastructure Projects to be Recorded by Placer County:
Year-to-date Summary:
Capital Improvement Funding - Placer Held
Infrastructure Projects

1,388,590
(622,795)
1,388,590
(891,803)
393,981
(393,981)
1,642,074
(1,642,074)
69,008

D8.1-8

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Transportation

Current Month Actual	Current Month Reforecast	Current Month Budget	Revenue		Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 Reforecast	Total 2014 Budget	Percent of YTD Reforecast Consumed
			Placer County TOT Funding	Total Revenue								
\$ 65,620	\$ 65,620	\$ 65,620	\$ 65,620	\$ 656,202	\$ 656,200	\$ 656,202	\$ -	\$ 605,100	\$ 787,440	\$ 787,442	83%	
65,620	65,620	65,620	65,620	656,202	656,200	656,202	-	605,100	787,440	787,442	83%	
Operating Expenses												
6,681	10,010	10,010	80,601	83,336	83,336	85,348	2,735	58,286	96,618	98,630	83%	
661	819	819	6,649	7,261	7,261	9,098	612	6,419	8,899	10,737	75%	
272	232	225	2,193	2,170	2,170	2,250	(23)	2,116	2,634	2,700	83%	
50	-	-	72	72	72	-	0	26	122	50	59%	
211	56	56	577	446	446	560	(131)	396	558	672	103%	
72	93	53	782	833	833	531	51	486	1,019	636	77%	
-	47	47	233	413	471	471	180	665	507	565	46%	
-	50	-	117	245	-	-	128	90	347	60	34%	
170	145	145	1,357	1,387	1,450	1,450	30	1,291	1,677	1,740	81%	
-	-	-	-	950	950	950	950	-	950	950	0%	
-	-	-	4,000	4,000	3,000	3,000	0	3,000	5,000	5,000	80%	
445	2,219	2,000	25,494	22,000	32,000	32,000	(3,494)	27,555	32,000	32,000	80%	
98,970	24,475	20,475	515,790	497,677	578,508	578,508	(18,113)	489,680	589,420	589,420	88%	
-	25	-	221	321	125	125	100	82	371	125	60%	
96	300	192	909	1,610	1,920	1,920	701	1,039	2,304	2,304	39%	
30	25	25	752	474	100	100	(278)	12	524	109	144%	
-	100	45	-	100	90	90	100	45	1	90	0%	
-	-	-	129	129	-	-	0	-	228	-	100%	
49	49	48	476	476	480	480	0	450	574	576	83%	
107,707	38,645	34,140	640,352	623,900	716,881	716,881	(16,452)	591,638	743,753	746,364	86%	
(42,087)	26,975	31,480	15,848	32,300	(60,679)	(60,679)	(16,452)	13,462	43,687	41,078		
2,622	3,423	3,423	31,789	33,841	34,230	34,230	2,052	29,655	40,687	41,078		
(44,709)	23,552	28,057	(15,941)	(1,541)	(94,909)	(94,909)	(14,400)	(16,193)	3,000	-	-	

DB.1-9

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Membership

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Revenue											
\$	13,237	9,592	9,592	109,930	88,080	97,702	21,850	95,725	108,624	116,886	101%
	450	375	383	2,325	2,700	4,483	(375)	1,775	3,450	5,250	67%
	260	4,400	4,400	50,055	47,076	46,898	2,979	28,842	55,876	55,898	90%
	915	800	800	8,931	8,001	8,000	930	10,130	9,601	9,600	93%
	-	1,000	-	3,000	5,750	6,100	(2,750)	2,750	8,100	8,100	37%
	14,862	16,167	15,175	174,241	151,607	163,183	22,634	139,222	185,651	195,534	94%
Operating Expenses											
6,510	10,783	702	9,883	57,790	63,622	74,436	5,832	59,135	77,428	86,442	75%
661	702	310	6,699	6,757	7,022	8,427	58	6,419	8,161	8,427	82%
233	310	66	2,316	2,609	3,100	3,720	293	2,447	3,229	3,720	72%
102	66	116	670	467	660	792	(203)	573	599	792	112%
634	116	57	1,739	1,136	1,160	1,392	(603)	1,189	1,368	1,392	127%
53	47	60	985	731	570	684	(254)	1,356	845	684	117%
-	100	331	251	431	470	565	180	1,070	525	565	48%
-	331	-	215	520	600	720	305	90	700	720	31%
378	737	-	3,016	3,087	3,313	3,975	71	1,926	3,749	3,975	80%
-	-	-	46	-	200	200	(46)	405	-	200	0%
841	750	-	35,076	31,558	23,686	33,158	(3,518)	30,845	33,158	24,085	106%
611	737	-	7,812	8,122	7,370	8,844	310	8,219	9,596	8,844	81%
-	-	-	341	341	-	-	0	545	341	-	0%
-	25	-	365	465	250	515	100	220	515	250	71%
421	200	200	2,538	2,146	2,000	2,400	(392)	2,248	2,546	2,400	100%
51	25	-	975	843	900	900	(132)	852	900	900	108%
-	60	60	832	832	600	720	0	219	952	720	87%
-	60	60	484	600	600	720	116	774	720	720	67%
-	-	-	60	60	390	60	0	390	60	390	100%
49	48	-	476	472	476	568	(4)	450	568	571	84%
10,544	14,417	12,677	122,686	124,799	127,803	145,960	2,113	119,372	145,960	145,797	84%
4,318	1,750	2,498	51,555	26,808	35,380	49,737	24,747	19,850	39,691	49,737	
2,622	3,257	3,256	31,789	33,177	32,564	39,691	1,388	29,654	39,691	39,078	
1,696	(1,507)	(758)	19,766	(6,369)	2,816	(9,804)	26,135	(9,804)	-	10,659	
										3,000	
Use of Gain for Addition to EOY Net Assets Unrestricted Reserves											

D8.1-10

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended April 30, 2015
Administration

	Current Month Actual	Current Month Reforecast	Current Month Budget	Year to Date Actual	Year to Date Reforecast	Year to Date Budget	Variance Actual vs. Reforecast	2013 Year To Date Actual	Total 2014 2015 Reforecast	Total 2014 2015 Budget	Percent of YTD Reforecast Consumed
Operating Expenses											
Salaries & Wages	\$23,686	\$36,896	\$36,896	\$276,373	\$290,193	\$307,744	\$13,820	\$260,042	\$340,333	\$357,884	81%
Rent	2,085	2,028	1,977	20,633	19,934	19,782	(699)	19,868	23,932	23,740	86%
Telephone	710	716	716	6,878	7,061	7,163	183	6,696	8,493	8,596	81%
Mail - USPS	86	88	55	710	880	549	170	457	1,056	659	67%
Insurance/Bonding	49	274	274	2,727	2,714	2,740	(13)	2,906	3,262	3,288	84%
Supplies	175	275	285	5,758	4,709	2,857	(1,049)	2,532	5,259	3,427	109%
Equipment Support & Maintenance	-	316	311	1,796	3,018	3,107	1,222	3,129	3,728	3,728	48%
Taxes, Licenses & Fees	39	200	67	3,042	2,250	674	(792)	2,248	2,650	809	115%
Equipment Rental/Leasing	227	255	255	2,099	2,152	2,553	53	3,050	2,662	3,064	79%
Training Seminars	-	-	-	1,045	500	450	(545)	550	600	550	174%
Public Outreach	-	-	-	-	180	179	180	179	180	179	0%
Professional Fees	2,100	-	-	23,327	21,220	18,350	(2,107)	18,020	21,220	18,350	110%
Employee Relations	-	350	-	1,257	2,098	1,250	841	764	2,498	1,250	50%
Board Functions	118	484	384	2,177	3,579	3,837	1,402	4,002	4,547	4,604	48%
Automobile Expenses	-	50	-	377	391	278	14	178	534	371	71%
Meals/Meetings	-	35	-	317	422	250	105	654	557	350	57%
Dues & Subscriptions	320	-	-	1,806	741	160	(1,065)	395	741	160	244%
Travel	-	1,200	200	857	3,000	1,233	2,143	1,158	4,400	1,433	19%
Classified Advertising	-	-	-	579	579	-	0	1,235	579	-	100%
Depreciation	153	150	150	1,487	1,476	1,489	(11)	1,406	1,776	1,785	84%
Total Operating Expenses	29,748	43,317	41,570	353,245	367,097	374,645	13,852	329,469	429,007	434,227	82%
Operating Income (Loss)	(29,748)	(43,317)	(41,570)	(353,245)	(367,097)	(374,645)	13,852	(329,469)	(429,007)	(434,227)	
Investment Income/Interest	-	-	4	36	34	40	2	49	34	48	
Allocated Expenses	(29,135)	(36,182)	(41,566)	(353,209)	(368,609)	(374,605)	(15,400)	(329,420)	(440,973)	(434,179)	
Net Income (Loss)	(613)	(7,135)	-	-	1,546	-	(1,546)	-	12,000	-	

De 1 - 11

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 1,730,830	\$ 267,150	\$ 237,500	\$ 2,235,480	\$ -	\$ -	\$ 2,235,480	\$ 195,340	\$ 656,200	\$ 3,087,020
Membership	-	5,363	-	5,363	109,930	-	115,293	-	-	115,293
New Member Fees	-	-	-	-	2,325	-	2,325	-	-	2,325
Membership Activities	-	-	-	-	50,055	-	50,055	-	-	50,055
Tuesday Morning Breakfast Club	-	-	-	-	8,931	-	8,931	-	-	8,931
Sponsorships	-	-	-	-	3,000	-	3,000	-	-	3,000
Special Events	40,162	-	-	40,162	-	-	40,162	-	-	40,162
Non-Retail VIC Sales	-	-	8,625	8,625	-	-	8,625	-	-	8,625
Commissions	-	61,888	-	61,888	-	-	61,888	-	-	61,888
Merchandise Sales	-	-	79,302	79,302	-	-	79,302	-	-	79,302
Total Revenue	1,770,992	334,401	325,427	2,430,820	174,241	-	2,605,061	195,340	656,200	3,456,601
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	42,214	42,214	-	-	42,214	-	-	42,214
Gross Profit	1,770,992	334,401	283,213	2,388,606	174,241	-	2,562,847	195,340	656,200	3,414,387
Operating Expenses										
Salaries & Wages	244,058	205,799	146,392	596,249	57,790	276,373	930,412	75,661	80,601	1,086,674
Rent	18,595	9,357	64,733	92,685	6,699	20,633	120,017	6,649	6,649	133,315
Telephone	7,639	2,039	3,844	13,522	2,816	6,878	22,716	2,195	2,193	27,104
Mail - USPS	214	390	1,569	2,173	670	710	2,939	72	72	3,083
Insurance/Bonding	1,036	3,650	3,284	7,970	1,739	2,727	12,436	577	577	13,590
Supplies	2,701	1,469	3,049	7,219	985	5,758	13,962	700	782	15,444
Equipment Support & Maintenance	1,071	1,071	669	2,811	251	1,796	4,127	233	233	4,593
Taxes, Licenses & Fees	430	243	598	1,271	215	3,042	4,528	117	117	4,762
Equipment Rental/Leasing	1,708	1,734	3,881	7,323	3,016	2,099	12,438	1,358	1,357	15,153
Training Seminars	723	-	924	1,647	46	1,045	2,738	-	-	2,738
Professional Fees	-	-	-	-	-	23,327	23,327	-	-	23,327
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	4,000	4,000
Research & Planning Membership Dues	11,324	-	-	11,324	-	-	11,324	32,643	25,494	69,461
Transportation Projects	-	-	-	-	-	-	-	-	515,790	515,790
Community Marketing Programs	42,764	-	-	42,764	-	-	42,764	-	-	42,764
Special Events/Sponsorships	382,971	-	-	382,971	-	-	382,971	-	-	382,971
Membership Activities	-	-	-	-	35,076	-	35,076	-	-	35,076
Tuesday Morning Breakfast Club	-	-	-	-	7,812	-	7,812	-	-	7,812
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	738,747	100,000	-	838,747	-	-	838,747	-	-	838,747
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	12,971	-	150	13,121	-	-	13,121	-	-	13,121
Employee Relations	443	351	439	1,233	365	1,257	2,855	151	221	3,227
Board Functions	-	-	-	-	-	2,177	2,177	-	-	2,177
Credit Card Fees	-	-	2,969	2,969	2,538	-	5,507	-	-	5,507
Automobile Expenses	2,387	432	1,099	3,918	975	377	5,270	868	909	7,037
Meals/Meetings	4,471	276	715	5,462	832	317	6,611	728	752	8,091
Dues & Subscriptions	3,282	855	-	4,137	484	1,806	6,427	-	-	6,427
Travel	2,261	-	333	2,594	60	857	3,511	-	-	3,511
Depreciation	1,487	773	773	3,033	476	1,487	4,986	476	476	5,948
Miscellaneous/Classified Advertising	2,464	-	98	2,562	341	579	3,482	128	129	3,739
Total Operating Expenses	1,483,747	327,708	234,905	2,046,360	122,686	353,245	2,522,291	122,546	640,352	3,285,189
Operating Income (Loss)	287,245	6,693	48,308	342,246	51,555	(353,245)	40,556	72,794	15,848	129,198
Other Income										
Revenues-Interest & Investment	-	-	-	-	-	36	36	-	-	36
Additions to Marketing Reserves	17,500	-	-	17,500	-	-	17,500	-	-	17,500
Other Expenses										
Allocated	169,540	38,853	35,321	243,714	31,789	(353,209)	(77,706)	45,917	31,789	(15,941)
Net Income (Loss)	100,205	(32,160)	12,987	81,032	19,766	-	100,798	26,877	(15,941)	111,734

D81-12

North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At April 30, 2015

	April 30 2015	April 30 2014	<i>Audited</i> June 30 2014
Assets			
Current Assets			
Petty Cash	1,000	500	1,000
Cash - Operations Acct #6712	245,173	392,601	368,544
Cash - Payroll Account #7421	8,528	41,055	7,958
Marketing Cooperative Cash	0	0	0
Other Cash Accounts	96,323	311	221
UBS Cash	0	8,894	0
Cash in Drawer	292	599	1,545
Quickbooks Accounts Receivable	10,433	38,243	105,516
A/R - Sales Estimates	652	0	13,701
A/R - TOT Funding	437,796	116,311	381,702
Undeposited Funds	284	4,773	427
WebLink Accounts Receivable	15,695	36,321	19,756
Intracompany Receivables	21,434	(6,907)	1,248
Inventories	26,711	23,971	29,302
AR TOT Transportation NLTRA	131,242	891,460	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	36,070	1,335,847	35,006
AR TOT Infrastructure NLTRA Held	0	258,536	0
AR TOT Infra Maintenance County	0	150,000	0
Total Current Assets	1,031,633	3,292,515	1,086,948
Property and Equipment			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(65,441)	(63,714)	(63,948)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(40,260)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(31,926)	(27,164)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,834)	(23,634)	(23,668)
Total Property and Equipment	6,809	13,818	12,757
Other Assets			
Prepaid Expenses	131,632	123,105	128,828
Prepaid Insurance	3,698	3,915	3,656
Total Other Assets	135,330	127,020	132,484
Total Assets	1,173,772	3,433,353	1,232,189
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	0	160,635	156,869
Salaries / Wages Payable	92,323	41,908	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
401(k) Plan	(2,883)	1,989	1,784
Estimated PTO	56,974	62,415	56,974
Sales and Use Tax Payable	476	675	1,685
Accrued Expenses	756	19,106	54,324
Marketing Cooperative Liabilities	(3,745)	41,876	0
Payroll Liabilities	(10,051)	1,078	2,833
Deferred Rev - Membership Dues	64,780	90,905	72,400
Deferred Revenue - Conference	8,170	13,708	14,732
Deferred Support	(5,331)	381,707	6
Deferred Transportation Support	0	121,018	0
Deferred Infrastructure Support	0	1,404,785	0
Deferred Support- Infra Maint. Reserve	0	292,096	0
Total Liabilities	203,013	2,635,444	385,872
Net Assets			
Unrestricted Net Assets	392,909	368,805	509,348
Designated Marketing Reserve	309,401	337,694	295,694
Designated Infra Maint Reserve	0	98,544	0
Designated Visitor Support & Transportation	156,715	0	0
Net Income/(Loss)	111,734	(7,134)	41,275
Total Net Assets	970,759	797,909	846,317
Total Liabilities and Net Assets	1,173,772	3,433,353	1,232,189

D8c 1-13

April 2015 Quickbooks Accounts Receivable											
Total	Customer/Business Name	Conf Dues		Group Comm		Misc.		For	Status		
		age	amount	age	amount	age	amount				
150.00	Northstar California					150	150.00	Kiosk Rental Dec 14 VIC	Resent Invoice April 2015		
1,650.00	Conference Dues		1,650.00			120		2015 Conference dues	Resent Invoice April 2015		
545.10	Northstar California: CAMAC				545.10	120		Sept - Dec Commissions	Resent Invoice April 2015		
1,163.80	The Ritz-Carlton: IronMan				1,163.80	120		Sept - Dec Commissions	Resent Invoice April 2015		
1,512.00	The Ritz-Carlton: Superior Farms				1,512.00	120		Sept - Dec Commissions	Resent Invoice April 2015		
411.75	Squaw Valley Resort: Elevation Lake				411.75	120		Elevation Lake Tahoe	Resent Invoice April 2015		
1,000.00	Tahoe Tech Group					30	1,000.00	Sponsorship for Community Awards Dinner			
4,000.00	Town of Truckee					30	4,000.00	Town of Truckee EPS Report Share			
10,432.65	Paid in May 2015		1,650.00		3,632.65		5,150.00				

D8.1-14

April 2015 WebLink Accounts Receivable									
Total	Business Name	Chamber Dues			Membership Activities			For	Status
		age	amount	% O/S	age	amount			
75.00	Squaw Valley Institute				150	75.00		Email Blast Dec 2014	Resent invoice April 2015
100.00	silent A Photography				90	100.00		Bridal Faire Booth 2/15	Will pay late per Ginger Karl
30.00	Homewood Mountain Resorts				30	30.00		Community Awards Dinner	
90.00	Resort @ Squaw Creek				30	90.00		Community Awards Dinner	
500.00	Resort @ Squaw Creek				30	500.00		Community Awards Dinner	
40.00	Ta-Hoe Nalu				30	40.00		Community Awards Dinner	
160.00	Liberty Utilities				30	160.00		Community Award Sponsor	
60.00	silent A Photography				30	60.00		Community Awards Dinner	
50.00	Tahoe Tech Group				30	50.00		Ernie Dambach Auction Awards	
1,375.00	June membership billing	330	1,375.00	24.00%				6/1/14 Chamber dues	Ginger and Valerie are calling
135.00	November membership billing	150	135.00	3.00%				11/1/14 Chamber dues	Ginger and Valerie are calling
495.00	December membership billing	120	495.00	10.00%				12/1/14 Chamber dues	Ginger and Valerie are calling
3,875.00	January membership billings	90	3,875.00	6.00%				1/1/2015 Chamber dues	Emailed all outstanding invoices
2,610.00	February membership billings	60	2,610.00	45.00%				2/1/2015 Chamber dues	Emailed all outstanding invoices
2,040.00	March membership billings	30	2,040.00	36.00%				3/1/2015 Chamber dues	New
4,060.00	April membership billings	New	4,060.00	61.00%				4/1/2015 Chamber dues	New
15,695.00			14,590.00						
	Amounts paid in May		14,590.00			1,105.00			

D8.1 - 15

Monthly Infrastructure Payments FY 14/15 Through March 31, 2015

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	388.24	112	153,900.00	64,412.42	
	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	3,994.03	113	153,900.00	60,418.39	
July Total				4,382.27				
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	3,106.06	T-NL-17	44,400.00	-	314,472.05
	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	68,014.59	TB0006	153,632.00	86,118.41	311,965.99
	08/15/14	FALLON MULTIMEDIA	Regional Transit System Branding	7,750.00	1101	100,000.00	92,250.00	
	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	6,090.00	1115	153,900.00	54,328.39	
	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,492.93	T-NL-19	150,000.00	135,618.14	
August Total				94,452.58				
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,828.44	TB0007	153,632.00	34,289.97	
	09/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter bike trail snow clearing program	366.29	00200514	70,000.00	26,856.45	310,999.70
	09/15/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	Not Paid	117	153,900.00	54,418.39	
	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	118	153,900.00	53,934.11	
September Total				52,679.01				
October	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Snow Creek Restoration Project Wayfinding Signs	5,712.00	T-NL21	12,000.00	2,688.00	
	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	15,656.16	T-NL20	65,000.00	49,793.95	
	10/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	28,263.59	TB0008	153,632.00	5526.12??	
	10/09/14	LSC TRANSPORTATION CONSULTANTS	North Lake Tahoe Water Shuttle Service	2,449.39	48767	153,632.00	3076.73??	308,960.27
	10/17/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Truckee River Trail 2014 Clean Up	2,039.43				
	10/28/14	TRUCKEE NORTH UTILITY DISTRICT (TMA)	North Lake Tahoe Water Shuttle Service	3,076.00	16602	153,632.00	0.73??	
	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	36,540.00	119	96,000.00	59,450.00	
	10/28/14	TAHOE CITY PUBLIC UTILITY DISTRICT	HomeWood Bike Trail Design & Environmental	17,171.25	13894	144,500.00	39,932.02	
October Total				110,907.82				
November	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	35,000.00	13904	118,000.00	83,000.00	
	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	83,000.00	13905	118,000.00	-	
	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	KBCOJP Public Arts Project	5,848.00	J. Transfer	25,000.00	9,152.00	
	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	10,109.36	T-NL22	65,000.00	39,684.59	
November Total				133,957.36				
December	12/16/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	19,524.92	00200559	70,000.00	50,475.08	289,435.35
	12/16/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	121	96,000.00	47,280.00	
	12/16/14	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	37,757.50	141072	45,900.00	8,142.50	
December Total				69,462.42				
Total Infrastructure Payments			Total Infrastructure Expenditures through 12/31/14	465,842.46				
January 2015	01/06/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	120	96,000.00	35,100.00	
	01/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	2,186.59	00200571	70,000.00	48,286.49	287,246.76
	01/06/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	14,774.98	T-NL23	65,000.00	24,909.61	
	01/08/15	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	11,591.25	141072-2	45,900.00	-	
January Total				40,734.82				
February 2015	02/05/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	4,713.28	T-NL24	150,000.00	130,504.86	????
	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	761.25	124	153,900.00	52,464.01	????
	02/05/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	122	96,000.00	22,920.00	
	02/10/15	NORTH LAKE TAHOE RESORT ASSN INC	In-market marketing effort supporting High Notes	500.00	Placer			
	02/10/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	In-market marketing effort Peak Your Adventure	850.00	Placer			
	02/05/15	TAHOE CITY PUBLIC UTILITY DISTRICT	HomeWood Bike Trail Design & Environmental	20,294.83	13960	144,500.00	19,637.19	
February Total				39,299.36				
March 2015	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	338.13	0020584	70,000.00	47,948.36	286,908.63
	03/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	511.39	0020592	70,000.00	47,436.97	286,397.24
	03/10/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	125	96,000.00	10,740.00	
	03/18/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	5,200.14	T-NL26	150,000.00	125,704.72	????
	03/30/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	291.86	126	96,000.00	10,448.14	

D8.1-16

KEY METRICS FOR MAY 31, 2015

	Total TOT Collections by Quarter 2009 - 2015 (through March 31, 2015)				Total
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
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	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 20XX - 20XX					
Referrals (July - April) Tahoe City:	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
	Walk In	12,188	36,819	39,291	
Phone	2,912	2,997	2,513	2,144	-14.68%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

Infrastructure Fund Balances Held by Placer County as of 6/30/14	
Contracts In: FY 2013-14	\$ 1,348,042
Total Fund Balances	\$ 1,348,042

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
May 2015	465

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,763	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-23.0%
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	

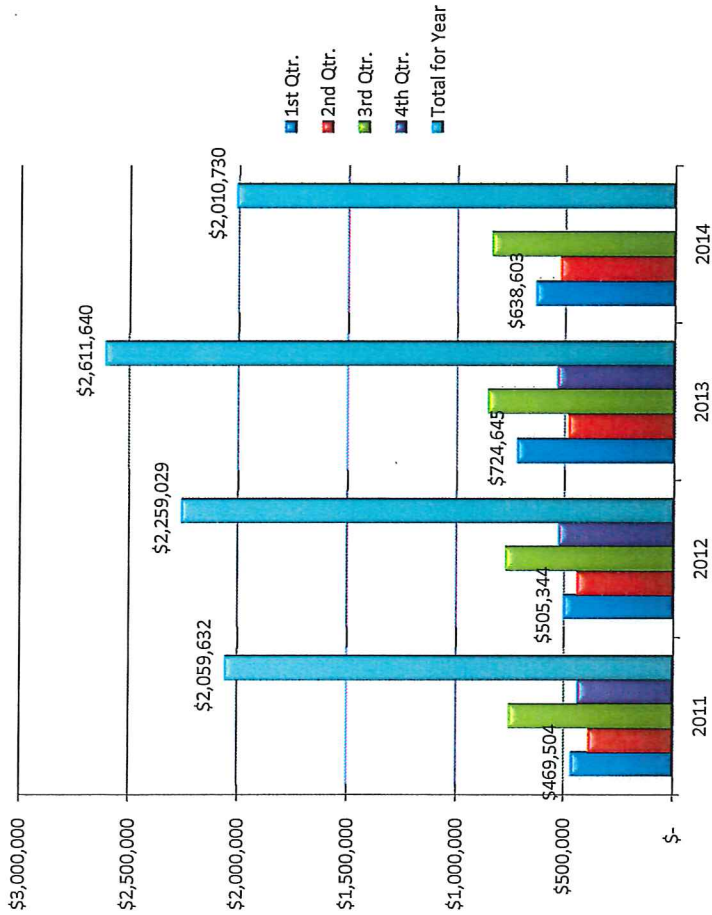
Destimetrics Reservations Activity		FY 13/14	FY 14/15	Change
Occupancy during April		36.5%	32.2%	-11.8%
ADR April (Average Daily Rate)	\$	178	\$ 157	-11.8%
Occupancy Forecast May	\$	23.8%	28.5%	19.7%
ADR May (Average Daily Rate)	\$	162	\$ 168	3.7%
Occupancy (prior 6 months)	\$	41.4%	41.1%	-0.7%
ADR (prior 6 months)	\$	259	\$ 246	-5.0%
Occupancy (next 6 months)	\$	27.9%	32.4%	16.1%
ADR (next 6 months)	\$	225	\$ 223	-0.9%

Unemployment		December 2013	June 2014	December 2014
California (pop. 38,332,521)		7.9%	7.1%	6.7%
Placer County (367,309)		6.5%	6.0%	5.2%
Dollar Point (1,215)		7.6%	7.1%	6.1%
Kings Beach (3,893)		6.5%	6.0%	5.2%
Sunnyside/Tahoe City (1,557)		7.6%	7.0%	6.1%
Tahoe Vista (1,433)		11.0%	10.1%	8.9%

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX				
	2013-14		2014-15	YOY % Change
	Actuals	Forecasted	Forecasted	
FORWARD LOOKING (2014/15)				
Total Revenue Booked through February	\$ 2,807,318	\$ 2,869,810	\$ 2,869,810	2%
Forecasted Commission for this Revenue	151,069	144,438	144,438	-4%
Number of Room Nights	15,289	16,947	16,947	11%
Number of Tentative Bookings	96	105	105	9%
CURRENT				
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	\$ 170,000	6%
Conference Revenue And Percentage by County:				
Placer (70% of revs in '14, 67% in '15)	\$ 1,981,316	\$ 1,932,513	\$ 1,932,513	-2%
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	\$ 147,082	-45%
South Lake ('14; 17%; '15; 26%)	\$ 462,174	\$ 736,926	\$ 736,926	59%
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 53,289	\$ 53,289	-45%
Total Conference Revenue	\$ 2,807,318	\$ 2,869,810	\$ 2,869,810	2%

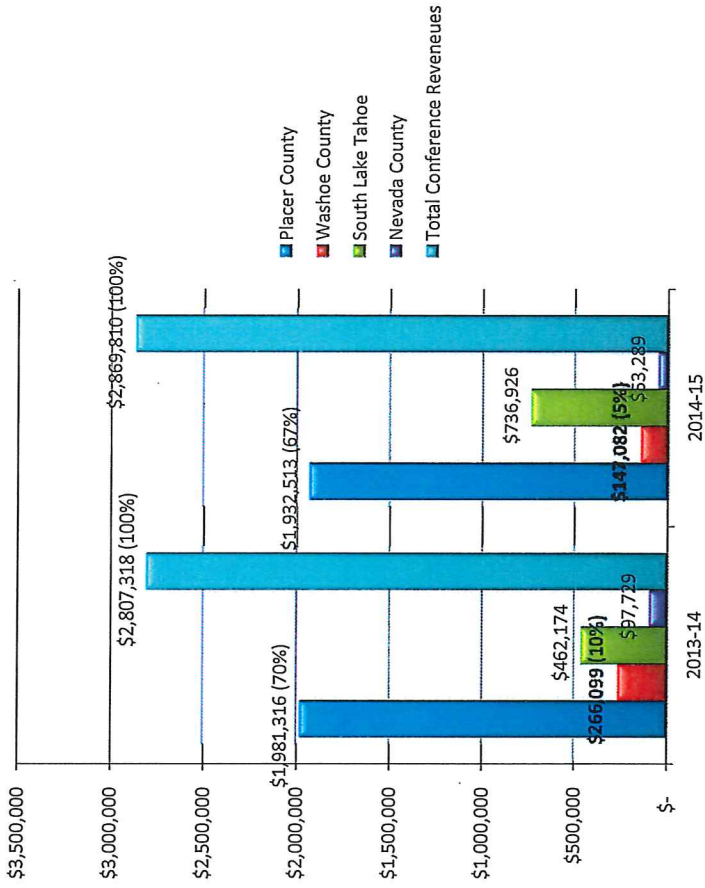
D8-1-18

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



Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	-23.0%

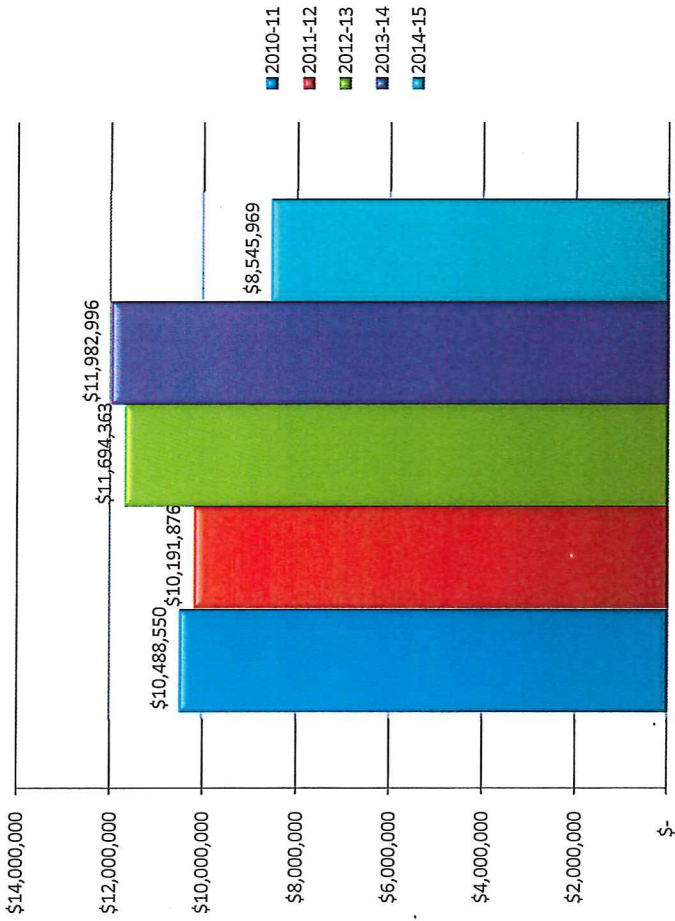
Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
	Actuals	Forecasted	
FORWARD LOOKING (2014/15)			
Total Revenue Booked through February	\$ 2,807,318	\$ 2,869,810	2%
Forecasted Commission for this Revenue	151,069	144,438	-4%
Number of Room Nights	15,289	16,947	11%
Number of Tentative Bookings	96	105	9%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%
Conference Revenue And Percentage by County:			
Placer (70% of revs in '14, 67% in '15)	\$ 1,981,316	\$ 1,932,513	-2%
Washoe ('14; 10%; '15; 5%)	\$ 462,174	\$ 147,082	-45%
South Lake ('14; 17%; '15; 26%)	\$ 97,729	\$ 736,926	59%
Nevada ('14; 3%; '15; 2%)	\$ 266,099	\$ 53,289	-45%
Total Conference Revenue	\$ 2,807,318	\$ 2,869,810	2%

D8.1-19

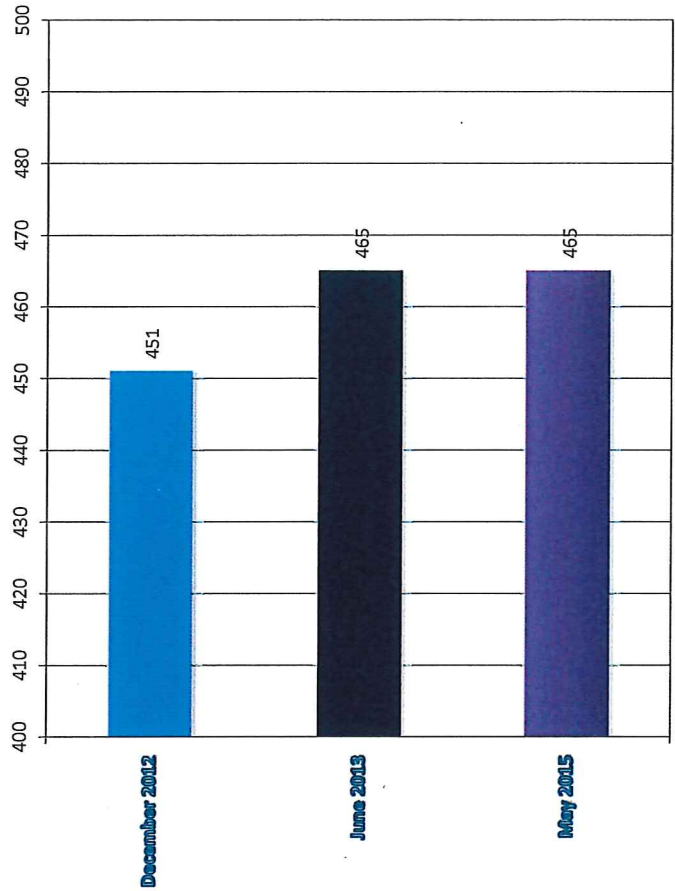
5-Year Annual TOT Collections (Fiscal Year Basis)



Total TOT Collections by Quarter 2009 - 2015 (through March 31, 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	\$ 4,680,472	\$ 2,513,935	\$ 1,351,562	\$ -	\$ 8,545,969

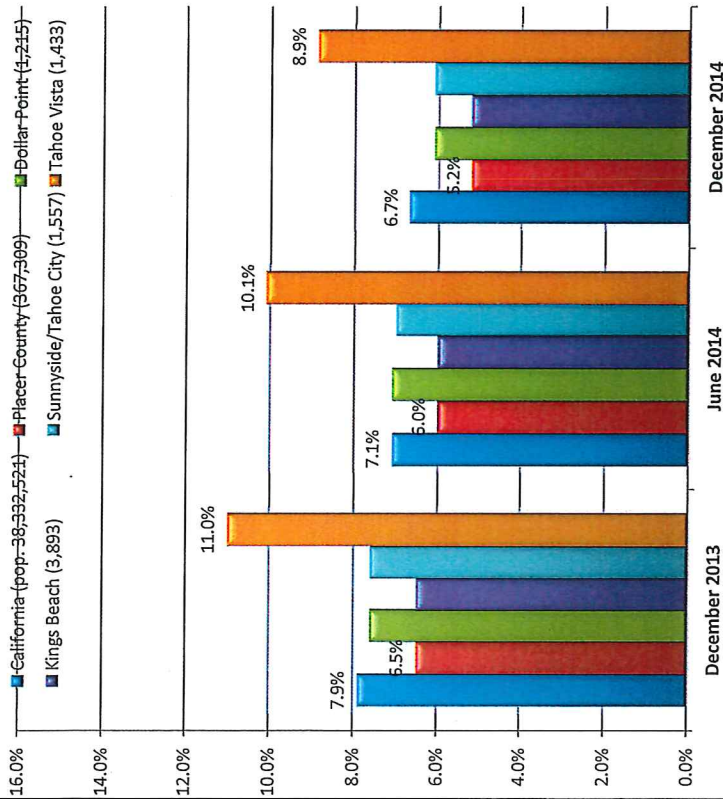
Chamber Membership (# of Members)



Chamber Of Commerce Total Membership

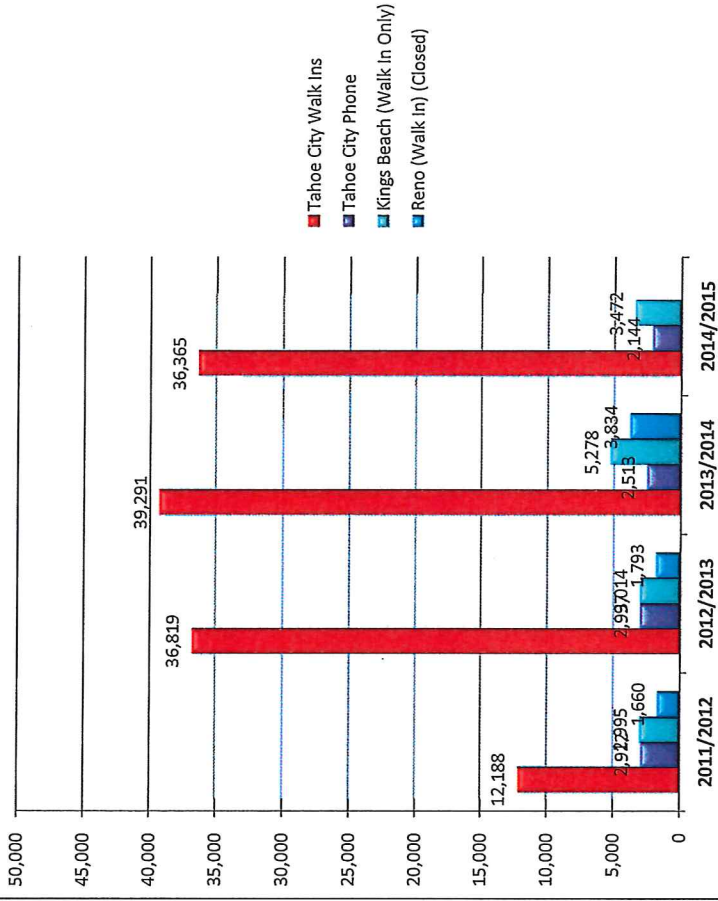
December 2012	451
June 2013	465
May 2015	465

Unemployment Rates by Region



Unemployment	December 2013	June 2014	December 2014
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%	5.2%
Sunnyside/Tahoe City	7.6%	7.0%	6.1%
Tahoe Vista	11.0%	10.1%	8.9%

Visitor Information - Fiscal YTD through April

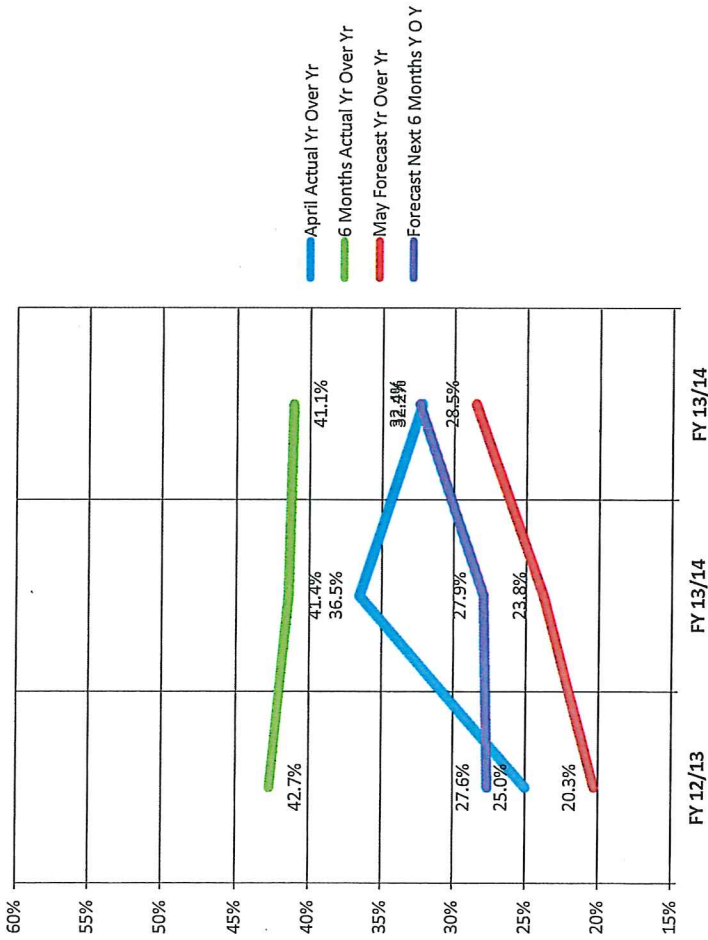


VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July - April)	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:				
Walk In	36,819	39,291	36,365	-7.45%
Phone	2,997	2,513	2,144	-14.68%
Kings Beach (Walk in Only)	3,014	5,278	3,472	-34.22%
Reno (Walk in) (Closed)	1,793	3,834	Closed	N/A

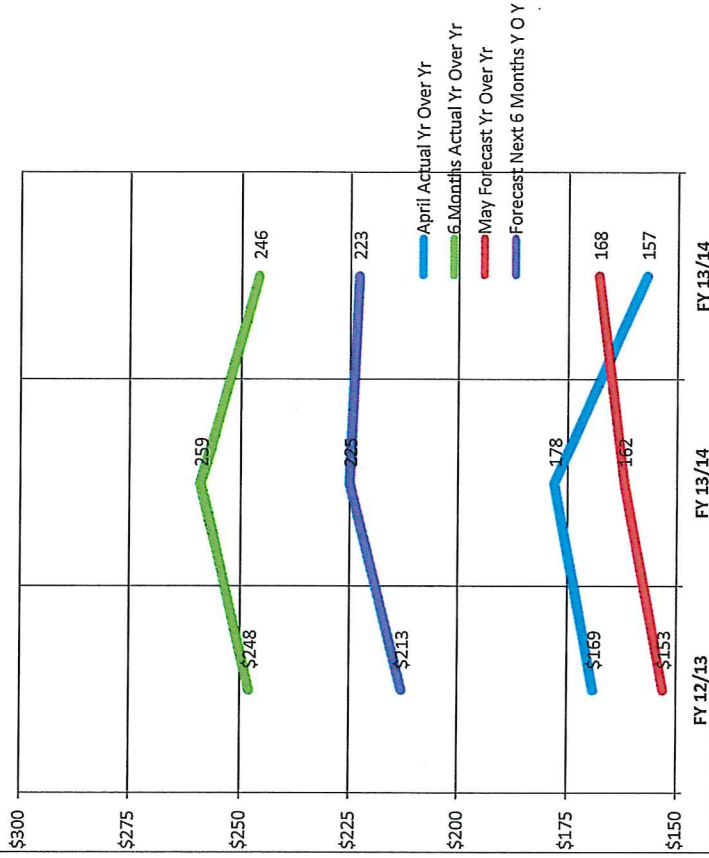
D8.1-21

Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during April	36.5%	32.2%	-11.8%
ADR April (Average Daily Rate)	178	157	-11.8%
Occupancy Forecast May	23.8%	28.5%	19.7%
ADR May (Average Daily Rate)	162	168	3.7%
Occupancy (prior 6 months)	41.4%	41.1%	-0.7%
ADR (prior 6 months)	259	246	-5.0%
Occupancy (next 6 months)	27.9%	32.4%	16.1%
ADR (next 6 months)	225	223	-0.9%

Destimetrics RevPar in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during April	36.5%	32.2%	-11.8%
ADR April (Average Daily Rate)	178	157	-11.8%
Occupancy Forecast May	23.8%	28.5%	19.7%
ADR May (Average Daily Rate)	162	168	3.7%
Occupancy (prior 6 months)	41.4%	41.1%	-0.7%
ADR (prior 6 months)	259	246	-5.0%
Occupancy (next 6 months)	27.9%	32.4%	16.1%
ADR (next 6 months)	225	223	-0.9%

D8.1-22

Monthly Report April 2015

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 14/15</u>	<u>FY 13/14</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/15:	\$2,147,810	\$2,348,276	-9%
Forecasted Commission for this Revenue:	\$115,852	\$173,894	-33%
Number of Room Nights:	11819	12425	-5%
Number of Delegates:	7073	7284	-3%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	105	115	-9%

<u>Monthly Detail/Activity</u>	<u>April-15</u>	<u>April-14</u>	
<u>Number of Groups Booked:</u>	5	9	
Revenue Booked:	\$166,965	\$118,979	40%
Projected Commission:	\$6,031	\$13,085	-54%
Room Nights:	972	876	11%
Number of Delegates:	565	643	-12%

Booked Group Types:	1 Corp, 1 Assn, 1 Smf, 1 Govt and 1 Society	2 Corp., 1 Assn, 3 Smf and 1 Society
Lost Business, # of Groups:	7	0

<u>Arrived in the month</u>	<u>April-15</u>	* Est.	<u>April-14</u>	
Number of Groups:	5		2	
Revenue Arrived:	\$276,862		\$10,740	2478%
Projected Commission:	\$9,698		\$1,074	803%
Room Nights:	1648		179	821%
Number of Delegates:	875		170	415%
Arrived Group Types:	4 Assn, 1 Society		2 Tour Operator	

<u>Monthly Detail/Activity</u>	<u>March-15</u>	<u>March-14</u>	
<u>Number of Groups Booked:</u>	3	2	
Revenue Booked:	\$33,498	\$32,263	4%
Projected Commission:	\$3,350	\$913	267%
Room Nights:	280	143	96%
Number of Delegates:	285	100	185%

Booked Group Types:	2 Assoc, 1 Non-Profit	2 Corp.
Lost Business, # of Groups:	7	0

<u>Arrived in the month</u>	<u>March-15</u>	* Est.	<u>March-14</u>	
Number of Groups:	3		3	
Revenue Arrived:	\$28,588		\$5,847	389%
Projected Commission:	\$2,858		\$222	1187%
Room Nights:	139		69	101%

D9-1

Number of Delegates:	69	58	19%
Arrived Group Types:	2 Corp, 1 Smf	2 Corp, 1 Smf	

Monthly Detail/Activity

	<u>February-15</u>	<u>February-14</u>	
<u>Number of Groups Booked:</u>	5	3	
Revenue Booked:	\$416,981	\$58,460	613%
Projected Commission:	\$32,217	\$6,098	428%
Room Nights:	2223	288	672%
Number of Delegates:	902	154	486%
	2 Corp, 2 Smf,		
Booked Group Types:	1 Assn.	2 Corp, 1 Film	
Lost Business, # of Groups:	2	3	

	<u>February-15</u>	<u>February-14</u>	
<u>Arrived in the month</u>	1	3	
Number of Groups:			
Revenue Arrived:	\$19,368	\$21,833	-11%
Projected Commission:	\$1,936	\$927	109%
Room Nights:	82	119	-31%
Number of Delegates:	100	61	64%
Arrived Group Types:	1 Smf	1 Corp, 1 Smf, 1 Film	

Monthly Detail/Activity

	<u>January-15</u>	<u>January-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$109,861	\$52,456	109%
Projected Commission:	\$6,498	\$4,173	56%
Room Nights:	833	435	91%
Number of Delegates:	325	346	-6%
		1 Corp, 6 Smf,	
Booked Group Types:	2 Assn.	1 Assn.	
Lost Business, # of Groups:	9	4	

	<u>January-15</u>	* Est.	<u>January-14</u>	
<u>Arrived in the month</u>	3		7	
Number of Groups:				
Revenue Arrived:	\$28,082		\$159,033	-82%
Projected Commission:	\$241		\$9,815	-98%
Room Nights:	137		758	-82%
Number of Delegates:	90		368	-76%
Arrived Group Types:	1 Corp, 2 Assn.		3 Corp, 3 Assn, 1 Govt.	

Monthly Detail/Activity

	<u>December-14</u>	<u>December-13</u>	
<u>Number of Groups Booked:</u>	3	12	
Revenue Booked:	\$96,912	\$672,078	-86%
Projected Commission:	\$4,564	\$47,775	-90%
Room Nights:	740	5038	-85%
Number of Delegates:	540	3225	-83%
		1 Corp, 6 Assn,	
		2 Tour Oper., 2	
Booked Group Types:	3 Smf	Smf, 1 Govt	
Lost Business, # of Groups:	5	5	

D9-2

<u>Arrived in the month</u>	<u>December-14</u>	<u>December-13</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			
Arrived Group Types:			

<u>Monthly Detail/Activity</u>	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	5	3	
Revenue Booked:	\$225,094	\$10,800	1984%
Projected Commission:	\$9,249	\$459	1915%
Room Nights:	1360	90	1411%
Number of Delegates:	1533	80	1816%
	1 Film, 1 Corp,		
Booked Group Types:	1 Smf, 2 Assn.	3 smf	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$11,520	\$13,351	-14%
Projected Commission:	\$1,728	\$0	
Room Nights:	80	75	7%
Number of Delegates:	18	40	-55%
Arrived Group Types:	1 Film crew	1 Corp	

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	4	7	
Revenue Booked:	\$44,208	\$163,439	-73%
Projected Commission:	\$895	\$12,807	-93%
Room Nights:	260	1080	-76%
Number of Delegates:	180	473	-62%
		5 Corp, 1 Smf,	
Booked Group Types:	1 Corp, 3 Smf	1 Corp	
Lost Business, # of Groups:	6	2	

<u>Arrived in the month</u>	<u>October-14</u>	<u>October-13</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$74,408	\$158,725	-53%
Projected Commission:	\$1,160	\$13,718	-92%
Room Nights:	510	980	-48%
Number of Delegates:	568	675	-16%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc, 1 Smf, 1 Non-Profit, 1 TA	

D9-3

Monthly Detail/Activity	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	8	6	
Revenue Booked:	\$367,511	\$59,226	521%
Projected Commission:	\$28,336	\$5,421	423%
Room Nights:	3417	347	885%
Number of Delegates:	2115	265	698%
		1 Corp, 2	
Booked Group Types:	2 Corp, 6 Assoc	Assoc, 3 Smf	
Lost Business, # of Groups:	5	9	

<u>Arrived in the month</u>	<u>September-14</u>	<u>September-13</u>	
Number of Groups:	9	12	
Revenue Arrived:	\$537,101	\$848,564	-37%
Projected Commission:	\$7,879	\$17,455	-55%
Room Nights:	2782	4052	-31%
Number of Delegates:	1675	2148	-22%
Arrived Group Types:	4 Assoc, 1 Corp, 3 Smf and 1 Society	4 Corp, 2 Assoc, 1 Govt, 1 Film, 4 Smf	

Monthly Detail/Activity	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$328,584	\$106,808	208%
Projected Commission:	\$14,879	\$6,248	138%
Room Nights:	1452	767	89%
Number of Delegates:	723	359	101%
	4 Smf, 2 Corp,	2 Seminar, 2	
Booked Group Types:	1 Assn, 1 Govt.	Film, 1 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	8	15	
Revenue Arrived:	\$44,210	\$552,037	-92%
Projected Commission:	\$1,739	\$31,949	-95%
Room Nights:	252	2457	-90%
Number of Delegates:	278	1064	-74%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

Monthly Detail/Activity	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	4	6	
Revenue Booked:	\$156,104	\$45,413	244%
Projected Commission:	\$1,075	\$2,247	-52%
Room Nights:	636	369	72%
Number of Delegates:	390	328	19%
Booked Group Types:	2 Assoc., 2	4 Assn, 6 Smf,	
Lost Business, # of Groups:	1	4	

D9-4

<u>Arrived in the month</u>	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	12	10	
Revenue Arrived:	\$546,907	\$177,016	209%
Projected Commission:	\$23,673	\$5,685	316%
Room Nights:	2103	1256	67%
Number of Delegates:	898	1086	-17%
Arrived Group Types:	6 Smf, 2 Corp, 2 Assoc., 2 Sem.	3 Assoc, 5 Smf, 1 Govt 1 Corp.	
For 2015/16:	\$1,988,833	\$1,500,000	
For 2016/17:	\$2,359,842	\$2,000,000	

NUMBER OF LEADS Generated as o 4/30/15: 120

Total Number of Leads Generated in Previous Years:

2013/14	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report April 2015
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>14/15</u>	<u>13/14</u>	<u>Variance</u>
Total Revenue Booked as of 4/30/15:	\$738,015	\$475,963	55%
Forecasted Commission for this Revenue:	\$30,292	\$7,410	309%
Number of Room Nights:	5149	4270	21%
Number of Delegates:	2421	1327	82%
Annual Commission Projection:	\$30,000	\$16,000	

<u>Monthly Detail/Activity</u>	<u>April-15</u>	<u>April-14</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$3,245
Projected Commission:	\$0	\$487
Room Nights:	0	35
Number of Delegates:	0	10
Booked Group Types:		1 Smf

<u>Arrived in the month</u>	<u>April-15</u>	* Est.	<u>April-14</u>
Number of Groups:	1		0
Revenue Arrived:	\$21,096		\$0
Projected Commission:	\$0		\$0
Room Nights:	218		0
Number of Delegates:	190		0
Arrived Group Types:	1 Assn.		

<u>Monthly Detail/Activity</u>	<u>March-15</u>	<u>March-14</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>March-15</u>	<u>March-14</u>
Number of Groups:	1	1
Revenue Arrived:	\$15,198	\$1,875
Projected Commission:	\$760	\$202
Room Nights:	88	25
Number of Delegates:	50	25
Arrived Group Types:	1 Smf	1Smf

D9-6

Monthly Detail/Activity	<u>February-15</u>	<u>February-14</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$43,804	\$0
Projected Commission:	\$0	\$0
Room Nights:	345	0
Number of Delegates:	235	0
Booked Group Types:	1 Corp., 1 Assn.	

<u>Arrived in the month</u>	<u>February-15</u>	<u>February-14</u>
Number of Groups:	2	0
Revenue Arrived:	\$9,973	\$0
Projected Commission:	\$368	\$0
Room Nights:	56	0
Number of Delegates:	19	0
Arrived Group Types:	1 Corp., 1 Smf	0

Monthly Detail/Activity	<u>January-15</u>	<u>January-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$21,882	\$1,350	1521%
Projected Commission:	\$1,289	\$202	538%
Room Nights:	175	20	775%
Number of Delegates:	118	25	372%
Booked Group Types:	1 Corp., 1 Assn.	1 Corp.	

<u>Arrived in the month</u>	<u>January-15</u>	Est.	<u>January-14</u>
Number of Groups:	1		0
Revenue Arrived:	\$4,230		\$0
Projected Commission:	\$212		\$0
Room Nights:	50		0
Number of Delegates:	20		0
Arrived Group Types:	1 Smf		0

Monthly Detail/Activity	<u>December-14</u>	<u>December-13</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:		

<u>Arrived in the month</u>	<u>December-14</u>	<u>December-13</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$382,681
Projected Commission:	\$0	\$0
Room Nights:	0	3769
Number of Delegates:	0	1000
Arrived Group Types:		1 Corp.

Monthly Detail/Activity	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$20,898	\$28,800	-27%
Projected Commission:	\$0	\$4,320	
Room Nights:	180	93	94%
Number of Delegates:	60	30	100%
Booked Group Types:	1 Corp.	1 smf.	

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

Monthly Detail/Activity	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$9,841	
Projected Commission:	\$0	\$1,476	
Room Nights:	0	105	
Number of Delegates:	0	35	
Booked Group Types:		1 Corp.	

<u>Arrived in the month</u>	<u>October-14</u>	<u>October-13</u>	
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

Monthly Detail/Activity	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,493	\$36,900	4%
Projected Commission:	\$1,925	\$1,800	7%
Room Nights:	230	490	-53%
Number of Delegates:	200	220	-9%
Booked Group Types:	1 Smf	1 Assoc.	

<u>Arrived in the month</u>	<u>September-14</u>	<u>September-13</u>	
Number of Groups:	4	1	
Revenue Arrived:	\$521,681	\$8,792	5834%
Projected Commission:	\$27,677	\$1,318	2000%
Room Nights:	3664	48	7533%
Number of Delegates:	1645	40	4013%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc.	

D9-8

Monthly Detail/Activity	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	2	0	
Revenue Booked:	\$9,603	\$0	
Projected Commission:	\$481	\$0	
Room Nights:	80	0	
Number of Delegates:	30	0	
Booked Group Types:	2 Smf	1 Corp, 1 Assoc.	
<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$39,794	\$8,792	353%
Projected Commission:	\$0	\$1,318	
Room Nights:	217	48	352%
Number of Delegates:	75	40	88%
Arrived Group Types:	1 Corp.	1 Assoc.	

Monthly Detail/Activity	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$10,800	\$490,297	-98%
Projected Commission:	\$0	\$24,010	
Room Nights:	55	1525	-96%
Number of Delegates:	40	3666	-99%
Booked Group Types:	1 Smf	1 Corp, 1 Assoc.	
<u>Arrived in the month</u>	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$111,391	\$10,103	1003%
Projected Commission:	\$825	\$1,515	-46%
Room Nights:	760	60	1167%
Number of Delegates:	320	40	700%
Arrived Group Types:	2 Assn.	1 Smf	

NUMBER OF LEADS Generated as of 4/30/15: 120

Total Number of Leads Generated in Previous Years:

2013/2014 172
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2006/2007: 205

D9-9



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NLTRA Executive Committee

Tuesday, May 19, 2015

7:30 a.m.

NLTRA Offices

Report

A. Open Session

1. Items for Board Agenda – June 3

We discussed the upcoming Board Agenda – it was determined to focus our strategic discussion on the Tourism Development Master Plan, bringing the board up to speed on the public outreach process, what we are hearing, the Flash Vote survey tool, and the end product.

Ron asked the EC if the board should be voting on all contracts even though they have approved the funding in a prior vote. It was decided that it would be a good idea to bring contracts to the board and we would follow the consent agenda policy by putting those under \$50K on Consent Agenda. It was suggested that we find a way to put our contract compliance language requiring competitive bidding and federal transportation regulations in transportation contracts even if they are through a second party such as TTD. Ron will look into how this can be accomplished.

2. Strategic Discussion ideas

- a. Strategy for increasing Destination Visitor segment of market
- b. David Boesch – E. Placer revenues and expenses
- c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision

3. Contract Budget, Scope of Work, Attachment A-1 – A-3

Sandy shared that special meetings have been called for CI/T and Marketing so that the Scope of Work can be approved by the committees and also be open to the public for comment. Once this is complete (Wednesday morning), the amended Scope of Work and Attachment A-3 will be forwarded to the County for contract purposes.

4. Contract Compliance Audit – VTD – Meeting May 26 10 a.m.

- a. Marketing Reserve – Attachment F: 15% or Flat Amount, include G & A/Personnel or not

D10-1

Sandy reviewed the current Contract Attachment F regarding the marketing reserve which was written by the Board of Directors in February 2003. The objective of this memorandum was to “eventually accumulate a fund representing 15% of the average annual marketing budget, over several years.” The Contract Compliance Audit reviewed this and found that we were not in compliance. To come into compliance for 2015/16 an amount of \$115,000 would need to be added to the existing \$309,000 reserve. Is this the best use of our TOT funds? How much of a reserve is necessary? Should this be a percentage or a flat amount, should there be a floor or ceiling? This issue will go to the Marketing Committee and to the Cooperative Board for a recommendation before coming to the Board of Directors. In the meantime, Sandy will discuss with Jennifer Merchant and perhaps some interim language could be used in the contract for 2015/16 that reflects the requested change.

The EC will meet with Jennifer Merchant on Tuesday, May 26 at 10 a.m. to go over the audit findings. Sandy is hoping to meet with Jennifer on Friday, May 22 to discuss the findings and proposed consequences. Final presentation will be at the Board of Directors meeting on June 3, 2015.

5. **Revise Supplemental Operating Procedures and Policies to reflect the new Conflict of Interest form 700;- Have spoken with Steve Gross and he is reviewing our policy and will get back with recommended amendment.**
6. **Agreement with IVCBVB for North Lake Tahoe Marketing Cooperative**
Sandy shared the there are two proposed changes to the agreement for the NLTMC: 1) a financial review instead of audit to be done by an independent accountant annually, and 2) creating a perpetual agreement that allows for modifications by either party with 60 days written notice rather than having a specific term of agreement. This would allow greater flexibility with changes while still keeping a 12 month dissolution clause in place. Sandy will discuss with Jennifer prior to the board meeting. Sandy will identify the difference in cost for a review vs. audit and will ask for a recommendation from our independent auditor on which would be most appropriate in his opinion.
7. **Board Retreat – June 24, 2015 8:30 a.m. – 1:30 p.m. – Establish new Strategic Goals for 2016 – 2022 using Master Plan Recommendations, Member Surveys, Existing Goals and Action Plan Report Card**
Sandy is talking to Lauren O’Brien to facilitate the meeting and David Tirman volunteered to check into the availability of the West Shore Café for the location. If that is not available, Sandy said she would check with Northstar or The Ritz Carlton.
8. **Master Plan Update**
 - a. **Survey Tool – Flash Vote to prioritize**
 - b. **End Product – Master Plan Action Matrix to identify top priorities with overall cost, potential partners and alternative funding; Annual Work Plan to identify specific TOT investments and capitalization**
These items will be presented and discussed during the strategic discussion hour on the June board agenda.

D10-2

9. Succession plan for board: end of year – Kali, Phil, Joseph; Valli's position? Wally?
**Sent past prospective board member list to Wally; Golf Course Oversight position
Wally will work with Ron Parson to develop a list of potential candidates. Brendan
will talk to Valli to see what she would like to do. Everyone agreed that we would
love to have her continue in her board seat but would honor her request.**



CEO Update – April/May 2015

Here are a few projects that I have been involved with during the past month:

Transportation Vision

- Met with members of the Transit Vision Coalition and David Boesch to identify next steps. A sub group will meet with David, Celia McAdam with PCTPA to determine how to work together on the Placer County sales tax increase initiative. At the same time, key stakeholders will convene to identify funding participation. Vision costs will be re-examined due to proposed 267 year round service and bus branding/consolidation of services both of which were included in the costs of the original transit vision.

Master Plan Review

- Held 5 workshops and 12 presentations to local groups of business associations, public districts, and advisory councils were conducted with over 200 participants. A survey tool has been identified to engage the communities of North Lake Tahoe called Flash Vote, which will be implemented for participation in late May.

Amgen Ladies Tour

- Participated with Amgen Women's Race by assisting with volunteer recruitment in all of North Lake Tahoe.

Orthopedic Advisory Council

- Attended a meeting of the OAC to further discuss public outreach strategies and business plan, and begin to develop marketing and outreach plans

Cal Chamber Legislative Event

- Attended the CalChamber Legislative event in Sacramento and visited with Senator Gaines office, Bill Craven, and Brian Anis with the Department of Transportation. Also attended the annual Host Breakfast with Governor Brown.

Mountain Travel Symposium

- Attended the Forum and Destination event at MTS in Whistler, learning about marketing and consumer behaviors focusing on the winter snow markets.

D11-1

Tahoe Truckee Leadership Program

Coordinated a transportation panel for the Leadership class in April and attended the graduation ceremony in May.

Tahoe Prosperity Center

Contracted with AED to compile the socio-economic indicators for the Lake Tahoe Basin. The goal is to have a completed report for the August Lake Tahoe Summit to better tell the story of what is going on in the basin.

Connect Tahoe program is moving forward with grants for infrastructure to provide better fiber in the basin and the cell tower consolidation is also progressing through the USFS and TRPA.



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June 3, 2015

Subject: Monthly Activity Report—May, 2015

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The following are receiving further research
 - Funding techniques of other resort areas
 - Sales Tax survey for Placer County
- Staff discussed strategy for advancing the vision with Placer County
- Placer direction to investigate other funding efforts underway (PCTPA County-wide sales tax) before initiating separate new efforts
- Coalition steering committee will meet with PCTPA to discuss
- Coalition will then start to develop a suggested funding process

2. North Lake Tahoe Express

- A new Business and Operational Plan Consultant will be solicited to give goals and direction for the NLTE over the next 3-5 years.
- A RFP process for operator selection will be conducted during 15/16 based on new B & O Plan.
- An amended contract between TTD and the current contractor has been approved for 2015/16.
- It can be terminated at any time if a new direction is taken.
- At any time a new contract is proposed using TOT funding, TTD acknowledges that an acceptable competitive bid process must be utilized.
- All funding partners have approved their level of funding for the service.
- TTD is circulating a Funding Agreement for all of the partners to sign verifying each funding commitment. (Item G.4 in this Board packet)

3. Summer Night Rider

- An amended contract between TTD and the current contractor, Airport Mini Bus, has been approved by the TTD Board for the 2015 summer season. (Attached)
- TNT/TMA will continue to provide admin/contract management, marketing/public outreach, and signage.
- Night Rider funding for summer, 2015, has been approved by CIT Committee, NLTRA Board, and Placer Board of Supervisors.

D12-1

- TNT/TMA will submit invoices with support documentation to NLTRA for payment not to exceed approved funding.

4. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Public outreach is now underway for April and May, 2015, and the meeting schedule is posted on NLTRA website.
- Five public workshops and twelve presentations to organizations have been conducted.
- An on-line survey is now being prepared to further solicit opinions on priority setting of Master Plan proposals

5. SR28/Fanny Bridge Community Revitalization Project

- The draft environmental documents for the SR 89/Fanny Bridge project have been prepared and public hearings held.
- The TTD Board met on April 10th and approved the adequacy of the Draft EIR/EIS/EA, and selected Alternative 1, Option 2.
- The Placer County Board of Supervisors approved same on May 12th.
- The TRPA Governing Board unanimously approved the adequacy of the Draft EIR/EIS/EA, and selected Alternative 1, Option 2.
- All approvals are now in place and project design will move forward
- Construction work is anticipated to begin in spring of 2016.

6. North Tahoe Parking Study

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners have completed the study
- The goal of the study is to provide an overview of existing parking capacity and utilization
- The study provides project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It analyzes the development of a parking management strategy and new parking standards such as an in-lieu fee parking program for North Lake Tahoe.
- Placer County held a public workshop to discuss the results
- Comments from the workshop will be incorporated as appropriate.

7. Kings Beach Commercial Core Improvement Project.

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- The project is now underway for the 2015 construction season.
- This has been the largest single project allocation of TOT funds,

8. Wayfinding Signage

- Caltrans has given tentative approval for design and location of 1st phase of right-of-way signage to be installed

D.12-2

- DPW received approval from Supervisors on March 10th to start preparing scope of work to issue bid documents for construction and installation of 1st phase.
- Roadside mile markers are being accessed for necessary repairs to be done this spring.
- Staff met with NTBA design committee and DPW to determine necessary wayfinding through the Kings Beach commercial corridor

9. Tahoe City Ped/Bike Road Safety Audit

- Staff participated in the Federal Highway Administration audit of pedestrian/bike and auto conflict locations within the Tahoe City commercial core
- Several agencies, organizations, business owners, and residents participated in this April 28-30 study.
- Considerations include signage, lighting, signals, striping, and curb, parking, and driveway adjustments.
- FHWA suggested recommendations will be compiled in a report and shared with the community by mid-June

10. Placer County Board of Supervisors April 28th Actions

- Approved transportation project recommendations with exception of North Lake Tahoe Water Shuttle
- The Supervisors unanimously agreed that the TOT investment was not justified by the amount of ridership served
- The Supervisors did approve \$22,000 toward the Business Associations' repair of the 4th of July fireworks barge.
- It was determined these TOT funds should be from the maintenance reserve account

11. Next Capital Investment/Transportation Committee Meeting

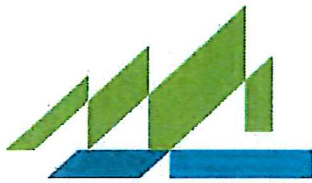
- The next Committee meeting is scheduled for Monday, **June 22, 2015, 1:30 p.m. until 3:30 p.m., at the Tahoe City PUD.**
- The main agenda item in June will be preparation of the FY2015-16 Capital Investment and Transportation Work Plan
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club
- Squaw Valley Park and Recreation Workshop
- Kings Beach Pier Reconstruction Committee
- NLTRA Board
- Resort Triangle Transportation Vision Coalition
- TMA Board
- Squaw Valley MAC Master Plan Presentation

D12-3

- Tahoe Transportation District Board
- Lake Forest Boat Ramp Ribbon Cutting
- North Tahoe Parking Study Presentation
- North Tahoe Public Utility District Master Plan Presentation
- LAFCo Board Meeting
- NTRAC Master Plan Presentation
- NLTRA Clean-up Day Kings Beach
- TCDA Master Plan Presentation
- Squaw Valley PSD Master Plan Presentation
- NLTRA Executive Committee
- Placer County Transportation Planning Agency Board
- TRPA Governing Board/Fanny Bridge Hearing



MEMORANDUM

Date: May 4, 2015

To: Tahoe Transportation District (TTD) Board of Directors

From: TTD Staff

Subject: Approve Execution of a Contract Amendment with Airport Mini Bus for the Night Rider Shuttle Service for the 2015 Summer Season

Action Requested:

Staff requests that the Board approve execution of a contract amendment with Airport Mini Bus to operate the Night Rider service on the North Shore for summer 2015 (Attachment A).

Fiscal Analysis:

All expenditures associated with the Night Rider are expected to be paid by the TNT-TMA through subsidy commitments from NLTRA. TTD does not fund the Night Rider, but there is some budget impact to TTD in terms of staff time and costs.

Work Program Analysis:

This project falls under the work element for liaison with other transit provider services and is not expected to require a significant amount of TTD staff time. TNT-TMA is the project manager.

Background:

TTD has an agreement with Airport Mini Bus to operate the Night Rider on the North Shore. The Night Rider is a free, fixed route shuttle service that operates after Tahoe Area Regional Transit (TART) ends service each night. The Night Rider is managed by the Truckee/North Tahoe Transportation Management Association (TNT-TMA) and funded with Placer County TOT funds through the North Lake Tahoe Resort Association (NLTRA).

Discussion:

TNT-TMA staff recommends the same service level for the 2015 summer season as was provided during the 2014 summer season. Airport Mini Bus will be paid \$2,082.50 per night of service. The service will run from July 1 to September 6, for a total of 68 nights of service. The total cost for the 2015 summer season will be \$141,610, which includes administration, marketing, and the cost of the operator. NLTRA has pledged sufficient Placer County TOT funds to pay for those costs.

Additional Information:

If you have any questions or comments regarding this item, please contact George Fink at (775) 589-5325.

Attachment:

- A. Night Rider Contract Amendment

AS/jw

AGENDA ITEM: VII.C.

D12.1-1

Tahoe Transportation District Contract Amendment

Contract: Airport Mini Bus

Project Title: North Shore Peak Season Transit Services AKA The Night Rider

Description: Amendment of the contract to extend service through the 2015 summer season

Dated: June 1, 2015

This Amendment is entered into by and between the Tahoe Transportation District, hereinafter referred to as the "District", and Airport Mini Bus, hereinafter referred to as "Airport Mini Bus", this December 15, 2013, and affects Section 1, "SERVICE"; Section 3, "COSTS OF PROVIDING SERVICE"; Section 7, "TERM"; and Section 10, "INDEMNITY; INSURANCE" of the original contract dated October 27, 2011, and previous amendments dated June 27, 2012, June 27, 2013, December 9, 2013, June 13, 2014, and December 12, 2014. The contract is hereby amended as follows:

1. SERVICE: Airport Mini Bus agrees to provide the service as specifically described in the service schedule attached as Exhibit A. It is understood that the schedule may be altered by the addition or deletion of stops. Airport Mini Bus agrees to advise the TNT/TMA if any service is suspended or missed due to inclement weather, highway travel restrictions, mechanical failures, or "full" bus capacity for each of the four routes. Airport Mini Bus agrees to consult with and obtain consent from the TNT/TMA for any permanent alteration of the schedule, including any alteration of stops along the way. Payment will not be rendered for services not rendered; excluding passenger capacity.

3. COST OF PROVIDING SERVICE: The maximum amount charged by Airport Mini Bus for providing the service as described in this Agreement is set forth below:

Total of \$2,082.50 per night for service by four buses on the following routes:

1. Squaw Valley to Crystal Bay
2. Crystal Bay to Squaw Valley
3. Northstar to Crystal Bay
4. Tahoe City to Tahoma

Service will begin on July 1, 2015 and end on September 6, 2015, for a maximum 68 nights of service at a maximum contract price of \$141,610. These amounts cannot be changed during the term of this Agreement, except as may be agreed to, in writing, by the parties, in consultation with the TNT/TMA and NLTRA. The TNT/TMA will provide administration, marketing/public outreach and signage to be funded by the NLTRA directly to the TNT/TMA.

D12.1-2

7. TERM: The term of this Agreement shall be consistent with the identified period of operations in the service schedule and is hereby modified through September 6, 2015.

10. INDEMNITY; INSURANCE

A. Prior to providing the Service, Airport Mini Bus shall provide the District and TNT/TMA with certificates of insurance with original endorsements and copies of policies of the following insurance, with Best's Class A – or better carriers and provided by insurers with a rating of A VIII or greater:

1. Workers compensation insurance covering all employees and principals of Airport Mini Bus as required by law and per statutory limits, including employers liability of \$1 million each accident, \$1 million each disease (employee), and \$1 million each disease (aggregate), with an endorsement waiving any rights of subrogation, if any, that the insurer may have against the District, TNT/TMA, NLTRA, and their respective members, officers and employees.

2. Commercial general liability insurance in an amount and scope at least equal to Insurance Service Office form CB 00 01 covering third party liability risks, including, without limitation, contractual liability, and a minimum amount of \$5 million combined single limit per occurrence for bodily injury, personal injury, and property damage in Nevada and California. If commercial general liability insurance or other form with a general aggregate limit is used, either the general aggregate shall apply separately to this Agreement, or the general aggregate limit shall be twice the occurrence limit. The District, TNT/TMA, NLTRA, Placer County, and their respective members, officers and employees shall be listed as additional insured under such policy; and

3. Commercial auto liability insurance covering the vehicle fleet in a minimum amount of \$5 million combined single limit per accident for bodily injury and property damage; and

B. All insurance described above shall be primary and there shall be no right to contributions by insurance purchased for or on behalf of the District, TNT/TMA, NLTRA or Placer County.

C. Airport Mini Bus shall disclose any self-insured retention amount on Airport Mini Bus's insurance policies to the District, TNT/TMA, NLTRA, and Placer County, and shall disclosure information and documentation regarding their rights to pay any such self-insured retention amount. It shall be Airport Mini Bus's responsibility to secure written approval of such self-insured retention amount from the District and TNT/TMA prior to providing the Service.

D12.1-3

D. Airport Mini Bus agrees to pay, protect, indemnify, and defend the District, TNT/TMA, NLTRA, and their respective agents, employees, attorneys, officers, directors, and representatives from and against all claims, suits, judgments, costs, and expenses including, without limitation, attorneys' fees and/or damages, to person or property, caused by or resulting from any negligent act or omission of Airport Mini Bus, its agents, or employees.

15. MINIMUM EMPLOYEE REQUIREMENTS

Airport Mini Bus will implement, and ensure that employees successfully complete, controlled substances and alcohol use and testing per 49 CFR Part 382. In addition, Airport Mini Bus will perform a motor vehicle record check on all employees at the time of hire, and at least annually thereafter; with an appropriate rating system to determine whether employees qualify to drive or continue driving vehicles used in service.

All bus operators will be trained to proficiency by Airport Mini Bus before being allowed to operate vehicles or work with the public. Training will include, but not be limited to: Commercial Driver License of the appropriate class and endorsement, vehicle orientation, vehicle inspection, vehicle operations, defensive driving, customer relations (including dealing with difficult passengers), sensitivity to the elderly and persons with disabilities, elder abuse training (required by NADSD), street operations, radio protocol, safety and security, driving in inclement weather, accident and incident procedures, emergency management, and use of wheelchair lifts and securement.

Except as modified by this Amendment, all other sections of the original contract remain unchanged and in full force and effect. The parties acknowledge that there is no executed copy of the original contract in the files of either of the parties. Nevertheless, the original contract has been in effect since October 27, 2011, and was attached as Exhibit A to the amendment in December 2013.

IN WITNESS WHEREOF, the parties have executed this Amendment, the day and year first written above.

TAHOE TRANSPORTATION DISTRICT

AIRPORT MINI BUS

By: _____
Carl Hasty, District Manager
Tahoe Transportation District

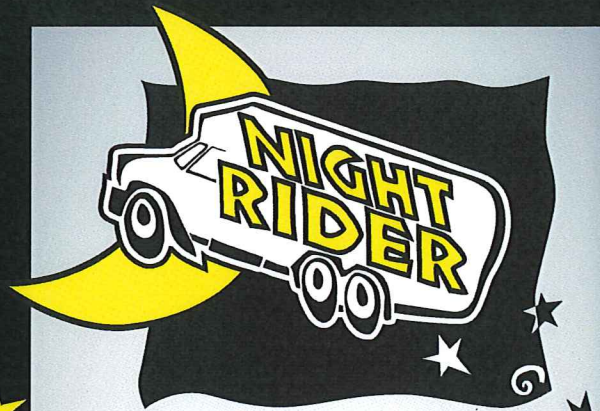
By: _____
Chip Bell, President
Airport Mini Bus

Date: _____

Date: _____

D12.1-4

FREE Night Service!



July 1 - September 6, 2015

4th of July— Runs until 2am with additional service between 10pm and 1am. Please don't drink and drive!

Squaw Valley
Tahoe City
Crystal Bay

Northstar
Kings Beach
Crystal Bay

Tahoma
Homewood
Granlibakken
Tahoe City

(866) 216-5222



LakeTahoeTransit.com

D12.1-5

SQUAW VALLEY TO TAHOE CITY TRANSIT CENTER TO KINGS BEACH TO CRYSTAL BAY

Squaw Valley Clock Twr	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am
Village at Squaw Valley	7:05pm	8:05pm	9:05pm	10:05pm	11:05pm	12:05am	1:05am
Resort at Squaw Creek	7:13pm	8:13pm	9:13pm	10:13pm	11:13pm	12:13am	1:13am
Squaw Vily Rd/Hwy 89	7:20pm	8:20pm	9:20pm	10:20pm	11:20pm	12:20am	1:20am
River Ranch	7:23pm	8:23pm	9:23pm	10:23pm	11:23pm	12:23am	1:23am
Tahoe City Transit Ctr	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	12:30am	1:30am
Swigard's Hrdware	7:33pm	8:33pm	9:33pm	10:33pm	11:33pm	12:33am	1:33am
Boatworks Mall★	7:35pm	8:35pm	9:35pm	10:35pm	11:35pm	12:35am	1:35am
Lighthouse Shopping Ctr**	7:37pm	8:37pm	9:37pm	10:37pm	11:37pm	12:37am	1:37am
Lake Forest	7:40pm	8:40pm	9:40pm	10:40pm	11:40pm	12:40am	1:40am
Dollar Hill	7:42pm	8:42pm	9:42pm	10:42pm	11:42pm	12:42am	1:42am
Carnelian Bay	7:48pm	8:48pm	9:48pm	10:48pm	11:48pm	12:48am	1:48am
Tahoe Vista	7:53pm	8:53pm	9:53pm	10:53pm	11:53pm	12:53am	1:53am
Kings Beach	7:57pm	8:57pm	9:57pm	10:57pm	11:57pm	12:57am	1:57am
Crystal Bay	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am

CRYSTAL BAY TO KINGS BEACH TO TAHOE CITY TRANSIT CENTER TO SQUAW VALLEY

Crystal Bay	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am
Kings Beach	7:03pm	8:03pm	9:03pm	10:03pm	11:03pm	12:03am	1:03am
Tahoe Vista	7:07pm	8:07pm	9:07pm	10:07pm	11:07pm	12:07am	1:07am
Carnelian Bay	7:12pm	8:12pm	9:12pm	10:12pm	11:12pm	12:12am	1:12am
Dollar Hill	7:18pm	8:18pm	9:18pm	10:18pm	11:18pm	12:18am	1:18am
Lake Forest	7:20pm	8:20pm	9:20pm	10:20pm	11:20pm	12:20am	1:20am
Lighthouse Shp Ctr**	7:23pm	8:23pm	9:23pm	10:23pm	11:23pm	12:23am	1:23am
Boatworks★	7:25pm	8:25pm	9:25pm	10:25pm	11:25pm	12:25am	1:25am
Bank of America	7:27pm	8:27pm	9:27pm	10:27pm	11:27pm	12:27am	1:27am
TC Transit Center	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	12:30am	1:30am
River Ranch	7:37pm	8:37pm	9:37pm	10:37pm	11:37pm	12:37am	1:37am
Squaw Vily Rd/Hwy 89	7:40pm	8:40pm	9:40pm	10:40pm	11:40pm	12:40am	1:40am
Resort at Squaw Creek	7:47pm	8:47pm	9:47pm	10:47pm	11:47pm	12:47am	1:47am
Village at Squaw Valley	7:55pm	8:55pm	9:55pm	10:55pm	11:55pm	12:55am	1:55am
Squaw Valley Clock Twr	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am	2:00am

TAHOE CITY TRANSIT CENTER TO GRANLIBAKKEN TO SUNNYSIDE TO TAHOMA

Tahoe City Transit Ctr	6:30pm	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	12:30am
Granlibakken	6:35pm	7:35pm	8:35pm	9:35pm	10:35pm	11:35pm	12:35am
Sunnyside	6:45pm	7:45pm	8:45pm	9:45pm	10:45pm	11:45pm	12:45am
Rideout School	6:47pm	7:47pm	8:47pm	n/a	n/a	n/a	n/a
Homewood	6:50pm	7:50pm	8:50pm	9:50pm	10:50pm	11:50pm	12:50am
Tahoma P.O.	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am

TAHOMA TO HOMEWOOD TO SUNNYSIDE TO GRANLIBAKKEN TO TAHOE CITY TRANSIT CTR

Tahoma PO	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	1:00am
Homewood	7:10pm	8:10pm	9:10pm	10:10pm	11:10pm	12:10am	1:10am
Rideout	7:12pm	8:12pm	9:12pm	n/a	n/a	n/a	n/a
Sunnyside	7:15pm	8:15pm	9:15pm	10:15pm	11:15pm	12:15am	1:15am
Granlibakken	7:25pm	8:25pm	9:25pm	10:25pm	11:25pm	12:25am	1:25am
Boatworks★	7:28pm	8:28pm	9:28pm	10:28pm	11:28pm	12:28am	1:28am
Lighthouse Shopping Ctr**	7:29pm	8:29pm	9:29pm	10:29pm	11:29pm	12:29am	1:29am
Tahoe City Transit Ctr	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	12:30am	1:30am

NORTHSTAR TO KINGS BEACH TO CRYSTAL BAY

Northstar Village	6:30pm	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	n/a
Sawmill	6:40pm	7:40pm	8:40pm	9:40pm	10:40pm	11:40pm	n/a
Hwy 267 Stewart	6:50pm	7:50pm	8:50pm	9:50pm	10:50pm	11:50pm	n/a
Hwy 267 Commwlth	6:53pm	7:53pm	8:53pm	9:53pm	10:53pm	11:53pm	n/a
Kings Beach Crown	6:55pm	7:55pm	8:55pm	9:55pm	10:55pm	11:55pm	n/a
Crystal Bay	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	n/a

CRYSTAL BAY TO KINGS BEACH TO NORTHSTAR

Crystal Bay	7:00pm	8:00pm	9:00pm	10:00pm	11:00pm	12:00am	n/a
Kings Beach Dave's	7:05pm	8:05pm	9:05pm	10:05pm	11:05pm	12:05am	n/a
Hwy 267 Commwlth	7:10pm	8:10pm	9:10pm	10:10pm	11:10pm	12:10am	n/a
Sawmill	7:20pm	8:20pm	9:20pm	10:20pm	11:20pm	12:20am	n/a
Northstar Village	7:30pm	8:30pm	9:30pm	10:30pm	11:30pm	12:30am	n/a

★ In front of Boatworks Mall at Jake's ** In rear by Lakeside Pizza

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D12.1-6

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

EXECUTIVE SUMMARY

North Lake Tahoe is a tourism-driven economy. Annually, visitors spend over \$500 million in North Lake Tahoe. Over 60% of employment and 51% of all earnings can be attributed to tourism.¹

It has been this way for years and will continue to be so into the future. Lake Tahoe is at the center of the area's economy, and the health of the economy depends on ensuring the health of Lake Tahoe, supporting a thriving local community and winning the visitors' hearts.

The North Lake Tahoe Resort Association's (NLTRA) role is to be a principal advisor for Placer County's investment in a tourism strategy that builds on what is great about North Lake Tahoe, supports the precious Lake and the area's vital communities and capitalizes on the spectacular environment and year round destination. Having a strong, healthy, thriving work force is also critical to the economy and tourism works to support infrastructure that promotes strong communities. Winning the hearts of visitors, from both international and national markets, is at the center of NLTRA's work. The environmental health of Lake Tahoe comes under the umbrella of several non-profit and government agencies and tourism works in concert with those organizations to ensure rigorous standards of care.

Located close to large population areas like Sacramento and the San Francisco Bay area, North Lake Tahoe has long been a place to retreat for its tremendous natural beauty and recreational opportunities. The combination of high mountain peaks, a 125,000-acre lake and charming small communities make North Lake Tahoe a place loved by many. Yet, despite the region's popularity, it is falling behind comparable destinations. Travelers are looking for unique, high quality opportunities to recreate, shop, stay and play, and North Lake Tahoe comes up short when measured against our competition.² Currently, almost 45% of visitors come from the Bay Area and other northern California areas.³ Visitation is concentrated on weekends and peak holiday periods and 42% of visitors are

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

day visitors.¹ Only eight percent of visitors are international.¹ Attracting more national and international visitors can move the region towards more of a year-round destination rather than the current peak season/off season cycle. To compete at the national and international levels and attain the vision outlined in the 2015 Tourism Master Plan, the communities in the North Lake Tahoe need to continue to invest in tourism and visitor experience infrastructure such as the recent investments in the Kings Beach commercial center.

The 2015 North Tahoe Tourism Master Plan (Tourism Master Plan) lays out a framework of tourism investment strategies that work in concert to transform North Lake Tahoe into an international and national destination.

Purpose of the Plan

The purpose of the 2015 Tourism Master Plan is to provide a roadmap for Transient Occupancy Tax (TOT) investment in the tourism industry and the community of North Lake Tahoe to improve the tourism experience by defining a long-term vision and investment plan for the area over the next ten years that will continue to transform the region into an international and national recreation destination. NLTRA serves as a principal advisor to the Placer County Board of Supervisors for tourism investments in Eastern Placer County. The Tourism Master Plan lays out strategies and tactics as well as potential funding opportunities that NLTRA can use to recommend policy and decision making over the next 10 years.

Specifically, the Tourism Master Plan aims to:

- Develop guidance for future tourism investment strategies in North Lake Tahoe based on best available current market data and conditions as well as anticipated trends in the tourism industry
- Outline implementation strategies and actions to assist Placer County, the North Lake Tahoe community, partner agencies and NLTRA in aligning visions and reaching goals
- Align with other plans currently in place that are working to strengthen the tourism economy in North Lake Tahoe

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- Incorporate robust public outreach into the planning process to define investment priorities over the next 10 years
- Continue to transform North Lake Tahoe into an international and national recreational destination

Methodology + Process

Planning and development of the 2015 Tourism Master Plan occurred over the past few years. In addition to reviewing the previous plans and other pertinent planning documents, years of research and analysis was conducted. Surveys were conducted during 2012 and 2014 to better understand who the North Lake Tahoe visitor is, where they are from and what their activities are. An analysis of the economic significance of travel to the North Lake Tahoe area provided insight on travel spending and the varying economic contribution of different types of visitors. Research of comparable summer and winter destinations identified current trends and revealed North Lake Tahoe's strengths and weaknesses in relationship to the comparable set. Additional research was conducted to understand international, national and regional tourism trends and their impact for North Lake Tahoe.

A Tourism Master Plan Task Force of community leaders and Placer County representation was formed to assist in the development and review of the Tourism Master Plan. Through their input and study of the research and analysis, a set of draft investment goals and objectives were created to move North Lake Tahoe toward the vision set in this Tourism Master Plan.

During the spring of 2015 a series of public workshops will be held around the North Shore to share the vision and strategic focus areas of the draft North Lake Tahoe Tourism Master Plan. In addition to public meetings, an interactive website will be developed that offers information and an avenue for providing feedback.

A summary of the feedback collected will be shared in the final version of the Tourism Master Plan and the draft goals and vision will be refined accordingly. The resulting Tourism Master Plan will be presented for Placer County Board of Supervisors approval and will serve as a guide for long-term tourism investments in North Lake Tahoe's communities and visitor experiences.

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

Achieving the Tourism Master Plan’s vision requires more than what the NLTRA or Placer County can accomplish individually. Indeed, NLTRA and Placer County may not be the lead for some of the goals and objectives but may serve as proponents or advocates to help realize the objectives. More specific strategies and plans will be developed in the future by the appropriate entities to identify funding needs to achieve each objective and realize the vision.

Organization of the Plan

The North Tahoe Tourism Plan is organized in the following manner:

Chapter 1: North Lake Tahoe Today

Provides an overview of the North Lake Tahoe area, a history of tourism planning in the region and a summary of accomplishments since the adoption of the 2004 Tourism and Community Investment Master Plan.

The permanent population base in North Lake Tahoe has been shrinking for many years, declining by 17% between 2000 and 2010.⁴ Tourism is the primary economic driver for North Lake Tahoe and the Tourism Master Plan will serve as a guide for long-term tourism investments to win the hearts of the visitors and grow area’s the tourism economy in order to help keep and attract full-time residents.

Chapter 2: Market Conditions

Provides an overview of international, national and regional trends and a summary of a competitive analysis and describes demographics, visitor attractions and facilities, transportation and visitor information opportunities and issues facing the region today.

Some of the significant findings influencing Tahoe Tourism Master Plan’s goals and objectives include the following:

Desired Experiences

- Recreation is a primary driver of North Lake Tahoe visitor activities – 36% of visitors identify it as their primary purpose¹⁷ and it accounts for the largest sector of expenditure at an average of 34% (\$167 million) of a vacation spend.¹ In 2013, over

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

300,000 people participated in North Lake Tahoe events.¹⁸ Human powered sport events are a driver of visitation and have helped fill hotel rooms and attract visitor spending – often increasing occupancy in the spring and fall. Human powered sport events fit the local culture, have relatively low environmental impact, are popular with visitors and locals alike and tend to foster “multiple” visits as some visitors may desire to train in the high-altitude environment while others enjoy training where past athletes have competed.

- The Outdoor Industry Foundation estimates outdoor recreation (including human powered sport events) contributes \$646 billion annually to the U.S. economy. Between 2005 and 2011 the market segment grew approximately five percent annually while other sectors contracted.¹⁰
- According to the Global Wellness Institute, the global Health and Wellness tourism market (including spas, health resorts, national and state parks, fitness centers, yoga studios and retreats, specialty restaurants, and complementary medical centers) grossed \$439 billion in 2014 and is expected to grow by 55% to \$678.5 billion by 2017. Wellness tourists spend, on average, 130% more than the average tourist.¹¹
- Since the recession in 2008 destinations have increasingly focused efforts on special events to increase visitation. To be competitive and set North Lake Tahoe apart from other destinations a range of events and supporting facilities must be developed.
- Trails support the types of recreation activities visitors’ desire.
- NLTRA has noted the increased demand for multi-use, large group venues at the Lake.
- Destinations are looking for ways to distinguish themselves from competitors through niche markets, providing a variety of authentic attractions and gathering spaces and identifying target visitor segments to create carefully calibrated messages.

Quality Lodging and Infrastructure

- Nationwide, visitors have increased expectations for lodging, experiences and value and are more critical of aging infrastructure.⁹

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- Although Transient Occupancy Tax (TOT) revenues for the Tahoe Basin and mountain areas were comparable in 2003/2004, TOT revenues for Squaw Valley and Northstar were almost \$2M more than the Tahoe Basin in 2013/2014 due to private investment and construction of new lodging. The discrepancy illustrates the demand for new or redeveloped quality lodging.²⁹
- North Lake Tahoe’s supply of mid-range or branded hotels, which provide global distribution, is limited and puts the destination at a disadvantage against most of its winter and summer competitive sets. Despite the limited, aged lodging stock at the lakeshore, occupancy rates are generally healthy showing a desire to stay at the lakeshore notwithstanding the older accommodations.

Visitors and Economic Impact

- Although 42% of visitors are day visitors, they comprise only 14% of all visitor-days and 11% (\$55 million) of total visitor spending. In contrast, overnight visitation accounts for the remaining 89% (\$432 million) of visitor spending and only overnight guests generate Transient Occupancy Tax (TOT).¹
- Almost 68% of North Lake Tahoe’s visitors come from California and Nevada with a majority driving to North Lake Tahoe from northern California, the Central Valley, and northern Nevada.¹⁷ Growth projections in this drive market suggest the need to reinvest in infrastructure and ensure high levels of customer service to satisfy expectations.
- The national and international visitor segment tends to stay longer, has a greater economic impact and arrives by air. From 2003 to 2012, nearly one-third (32%) of total visitor spending was attributable to those who traveled by air.¹

Transportation

- Trends show, a high level of quality transit service has become a key element of the destination resort experience, with comparable destination resorts developing “fun, frequent and free” transit services. A review of six comparable western resort areas shows several destinations provide a substantially greater level of transit service than North Lake Tahoe, allowing for higher levels of ridership and economic and environmental benefits.²³

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- The importance of a convenient, clear and easy to navigate transportation system is growing. Increasingly, resort visitors are expecting that they will not need a car to enjoy a well-rounded vacation experience and expect to be able to easily walk, bike or take transit to attractions and destinations.²²
- Since 2004/2005 Reno-Tahoe's air service capacity decreased 45% and the total passenger count declined 39%. This has led to domestic out-of-region visits to Tahoe being down 40% since 2004/2005 in comparison to a four percent decrease to out-of-region visits for other western resorts.²⁰ Recent efforts to increase air service capacity have added direct flights from the east coast, Mexico and Europe.

Visitor Information

- Travelers demand consumer-friendly technology that provides easy, on-site control over travel planning and booking.
- Social media has become a major channel of communication in the tourism industry. As consumers look more and more toward word of mouth recommendations, this communication method has become ingrained in the travel industry tool kit.
- From 2010 to 2013 visitation to North Lake Tahoe visitor centers increased 123% from 17,000 to 53,000.¹⁸

Chapter 3: Funding Conditions

Describes economic trends, current funding sources and revenue source alternatives.

Key emerging trends in fiscal and organizational resources that influence the draft Tourism Master Plan include the following:

- The burden on local funding and the private sector to support tourism infrastructure has increased over the years due to reduced state budgets and the elimination of redevelopment agencies. This has increased dependency on TOT. Growth of existing TOT is not keeping pace with the increasing demand for the funding source.
- Many comparable destinations have equal or greater TOT percentages and sales tax rates and alternative funding sources that do not exist in North Lake Tahoe.

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

Chapter 4: Public Outreach Process

Outlines the public process and feedback received from the community on the draft Tourism Master Plan. (To be developed after public outreach process completion.)

Chapter 5: 2015 North Tahoe Tourism Master Plan DRAFT

Describes the Tourism Master Plan vision and five focus areas put in place to reach this vision. Based on the research and data summarized in Chapter One through Chapter Three, the Tourism Master Plan identifies five key focus areas and supporting goals and objectives to build the tourism economy of North Lake Tahoe.

2015 North Tahoe Tourism Master Plan Vision

The framework outlined in this Tourism Master Plan strives to position the region to achieve the following vision:

North Lake Tahoe is known as the premier international mountain resort destination of the West. Visitors and residents alike enjoy Lake Tahoe's iconic natural environment, exceptional built amenities, and diverse and world-class experiences.

2015 Tourism Master Plan Focus Areas + Goals

Focus Area: Visitor Facilities

Goal: Create, maintain and support great attractions, fun things to do and quality places to stay so target audiences want to come here from around the nation and the world

Draft Objectives:

- 1) Support North Lake Tahoe to be the premier location for high altitude human powered sport events
- 2) Encourage investment in North Lake Tahoe's arts, culture and historic amenities, including visual and performing arts venues, heritage facilities, interpretive centers and public art
- 3) Support investment in gathering spaces such as plazas in Town Centers and enhanced parklands and vistas

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- 4) Encourage increased digital connectivity in the Lake Tahoe Basin to enhance visitor experience and meet visitor expectations
- 5) Promote environmentally responsible investment in commercial and lodging redevelopment at the Lake
- 6) Encourage investment in multi-use, large group venues and gathering spaces near the Lake
- 7) Assess existing resources to meet goals and fund the maintenance of existing facilities

Focus Area: Transportation

Goal: Get people where they want and need to go while reducing congestion and dependency on the private automobile through development and promotion of a multi-modal transportation network

Draft Objectives:

- 1) Advocate for funding and implementation of the North Lake Tahoe/Truckee Transit Vision to create a “fun, free, and frequent” service
- 2) Advocate for increased air service capacity into local airports such as Reno and Sacramento from desirable markets
- 3) Encourage convenient connections, circulation and pedestrian safety in commercial areas
- 4) Encourage reduced congestion and improved traffic flow through short and long-range transportation infrastructure and circulation improvements
- 5) Support and promote the expansion of water transportation services to support visitor activities
- 6) Encourage the use of technology to communicate transit schedules and transportation opportunities
- 7) Support and promote investment in region-wide transportation connections around the Lake, from major metropolitan areas and from airports such as Reno, Sacramento and San Francisco

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

Focus Area: Marketing & Sales

Goal: Bring more visitors to North Lake Tahoe who stay longer, return often and travel during the off-peak periods, while maintaining affinity with the northern California/Bay Area consumer and continuing to expand group business

Draft Objectives:

- 1) Expand awareness of the human powered sport events brand and position
- 2) Invest in world class events that showcase North Lake Tahoe's assets
- 3) Identify and develop niche markets such as health and wellness, eco/geo tourism, cultural and historic tourism and culinary tourism
- 4) Continue to pursue the core drive market in the northern California/Bay Area
- 5) Increase the number of domestic destination visitors traveling from greater distances
- 6) Maintain current international marketing efforts while expanding into emerging markets
- 7) Increase group, conference, reunion and wedding related visitation
- 8) Grow visitation to the lakeshore in the winter and mountains in the summer
- 9) Identify and match visitor demographic profiles with off-peak seasons
- 10) Encourage financial participation in the North Lake Tahoe Marketing Cooperative from other regional partners

Focus Area: Visitor Information

Goal: Enhance the visitor experience by connecting guests to North Lake Tahoe's many great places and adventures

Draft Objectives:

- 1) Continue implementing the Wayfinding Signage Program throughout North Lake Tahoe, providing easy navigation from accommodation to adventure

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- 2) Utilize technology such as mobile, web and social media to enhance the visitor experience
- 3) Develop alternative Visitor Information Distribution opportunities such as kiosks, mobile visitor information sources and shared centers with other partners in North Lake Tahoe
- 4) Implement Customer Service training programs to teach area employees how to use visitor information that enhances the visitor experience
- 5) Continue local marketing campaigns to cross-promote all communities and attractions in North Lake Tahoe

Focus Area: Resource Development

Goal: Compete nationally and internationally by increasing, leveraging and/or reprioritizing resources for tourism development and destination marketing

Draft Objectives:

- 1) Continue NLTRA's role of advisor to the Placer County Board of Supervisors in regards to investment of TOT for tourism development in the North Lake Tahoe region because of NLTRA's expertise, direct connection to local community and business leaders, and ability to engage the greater community
- 2) Build and strengthen partnerships throughout the Tahoe Basin and Placer County by collaborating in tourism development, economic development and legislative advocacy
- 3) Pursue funding and regional partnerships for part or all of the Transit Vision
- 4) Identify needs and work with partners to fund trail maintenance and trail system completion
- 5) Leverage resources to remain competitive in key target markets through Marketing + Sales and brand awareness
- 6) Encourage growth of hospitality industry workforce through educational opportunities

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- 7) Monitor impacts to tourism as a result of climate change and provide stakeholder updates

Chapter 6: Action Plan Matrix

Identifies key partners, short and long range actions and potential funding mechanisms that could be utilized. (To be developed after public outreach process completion.)

Relationship to Other Plans

The 2015 North Tahoe Tourism Master Plan aims to be coordinated with and support existing plans and processes that are working to improve the region's tourism industry and visitor infrastructure. No entity alone can restore, revitalize and refresh North Lake Tahoe. But together, pulling resources, significant progress can be achieved. The Tourism Master Plan acknowledges the importance of other planning efforts and looks to other plans for guidance and synergy. Details of how the various plans and partnering agencies are working to coordinate and align goals and funding opportunities can be found in the Action Plan Matrix in Chapter 6.

Regulatory changes associated with the Regional Plan Update and development of the Area Plan establishes the platform for enhancing an aging infrastructure. Initiatives to re-envision community infrastructure and increase maintenance of existing facilities are working to improve North Lake Tahoe.

It will be incumbent that the NLTRA continue to work with Placer County to streamline permitting processes and advocate for a collaboration of agencies and departments to assist projects that are consistent with the principles of environmental redevelopment. The Regional Plan provides incentives for private investment and the Area Plan is being developed to potentially create a mechanism for additional height and density for private development in the town centers.

Relevant plans include:

- **TRPA Regional Plan Update:** The Tahoe Regional Planning Agency (TRPA), a bi-state planning and regulatory agency responsible for land use and environmental protection in Lake Tahoe, revised the Tahoe Regional Plan (Regional Plan) in 2012

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

to provide regulatory conformance throughout the basin and create incentives connected to walkable, bikeable town centers and removing development from sensitive lands for the purpose of increasing lake clarity. The Regional Plan provides some incentives to invest in private properties that have not been present in the past and also provides tools that allow for more comprehensive management of land coverage as opposed to a parcel-based approach. Another key component of the updated plan is the transfer of certain planning processes and permitting to the local jurisdictions. Fundamental to implementing North Lake Tahoe's vision is the creation of a more predictable and consistent regulatory process. The Regional Plan establishes a mechanism to reduce regulatory barriers and stimulate the redevelopment of aged buildings and implementation of environmental improvements. The updated plan offers a launching point to improve visitor facilities in North Lake Tahoe.

- **Placer County Tahoe Basin Area Plan:** In conjunction with the approved Regional Plan, the region's governmental agencies have begun to develop an area plan. Placer County has four sub-areas within the TRPA basin that will become the implementing ordinance for those areas within the Tahoe Basin. The Area Plan will be the primary land management tool for the area and is required to employ the incentives identified in the Regional Plan. Current involvement focuses on attaining environmental gain through expanding allowable uses within the commercial areas, increasing heights and density where possible and identifying potential sites for new lodging products.
- **Placer County General Plan:** A County-wide general plan policy document that provides an overall framework for development of the county and protection of its natural and cultural resources. The Placer County Tahoe Basin Area Plan will supplement and elaborate upon the General Plan's goals and policies.
- **North Lake Tahoe – Truckee Bicycle and Trail Plan:** This document provides a master plan for locating trail systems in North Lake Tahoe and Truckee. Implementation of the plan can help establish the region as a world class cycling destination with a system of paths, trails and pedestrian facilities that visitors seek to complement their healthy outdoor lifestyles and environmental values.

2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

- **Regional Transit Plan – Mobility 2035:** The Mobility Plan identifies the future coordination of transportation elements to allow seamless connection within the Tahoe Basin. Transportation goals of the *2014 North Lake Tahoe Tourism Master Plan* should be aligned with the Mobility Plan to access funding sources and create project partners to implement improvements.
- **Lake Tahoe Basin Prosperity Plan:** The Prosperity Plan identifies business clusters and opportunities for future economic development, which include tourism, health and wellness, and environmental innovation. The primary outcome was the formation of the Tahoe Prosperity Center which North Lake Tahoe can access for support to improve tourism and visitor services.
- **Tahoe Sustainable Action Plan:** The program is part of TRPA’s implementation of the Regional Plan’s Sustainable Communities Strategy and sets achievable strategies for citizens, businesses and local governments that will lead to regional sustainability. Elements include greenhouse gas reduction through transportation and transit strategies, increased walking and biking, and a business retention and expansion program.
- **North Lake Tahoe/Truckee Transit Vision Plan:** The Transit Vision has been developed to provide frequent and free transit access through all corridors of the region. Transit improvements would include year round night service and 30-minute service for the entire resort triangle from the North Lake Tahoe to Truckee. Benefits include better mobility, enhanced economic vitality, reduced congestion, improved air quality, and increased attractiveness for destination stays.
- **North Lake Tahoe Community Wayfinding Signage Design Standards Manual:** The manual sets forth guidelines for community wayfinding signage that improves the visitor (and resident) “wayfinding” experience. It includes a clear, schematic concept for signage design and facilitates consistent interpretation while remaining adaptable to variations in local features. Community wayfinding signage enhances the visitor experience by improving ease of navigation around the region. Visitors are likely to become more comfortable driving around an unfamiliar area when properly guided.

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2015 North Lake Tahoe Tourism Master Plan – Draft as of 03.30.15

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March 26, 2015

Sandy Evans Hall
Executive Director
North Lake Tahoe Resort Association
100 North Lake Blvd.
Tahoe City, CA 9614

Dear Sandy,

Thank you for inviting Freshtracks to submit this scope of work to conduct public outreach for the draft 2015 North Tahoe Tourism Master Plan. Per our discussions, we understand that the goals of the public outreach process are as follows:

- Gather public feedback on the current vision, strategic focus areas and objectives outlined in the draft NTTMP
- Educate + inform N. Tahoe community about the Plan + process
- Improve plan via inclusion of community ideas
- Reach underserved/underrepresented segments of the community
- At a minimum, include 300 people in the process

Freshtracks will work with NLTRA staff to implement the various communications and outreach strategies to make the process successful.

Outreach Methodology

Our outreach methodology will be based on the following:

- 1) **Educate + Inform:** We will develop materials and conduct initial outreach to help educate the community about the North Tahoe Tourism Master Plan, process and ways to get involved (April 1-April 30)
 - a. Communications tools will include:

Creating *Paths Forward*
www.fresh-tracks.org
530.386.2940

E-17




- i. Branding of the Plan and Process
 - ii. Creation of a website
 - iii. Development of simple postcards to inform about workshops, the website, how to get more info
 - iv. PowerPoint Presentation: We will work with NLTRA to create a simple PP to be used at various service club meetings in early April
 - v. Publicity: in local outlets (print, E-blasts, websites)
 - b. Initial Outreach will include:
 - i. Presentations at local service club meetings (NLTRA staff)
 - ii. Door-to-door outreach to inform and invite community to April workshops
- 2) Engage: We will host five public workshops to gather feedback between April 20 -30
- a. We will offer an on-line survey on the MP website starting April 20 as a way to give feedback. As part of the education, prior to the survey, we will ask people to review a five minute voice over PP
- 3) Summarize + Thank
- a. Freshtracks will write a summary report of the feedback gathered and share results with participants, thanking them for their feedback

Outreach Plan + Schedule + Budget

Attached please find our detailed Outreach Plan.

Thank you very much and we look forward to working with you on this exciting project.

Seana Doherty
President
Freshtracks




5.29.15

FEEDBACK TO DATE 2015 DRAFT TOURISM MASTER PLAN

Placer

2015 NORTH LAKE
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DRAFT TOURISM MASTER PLAN

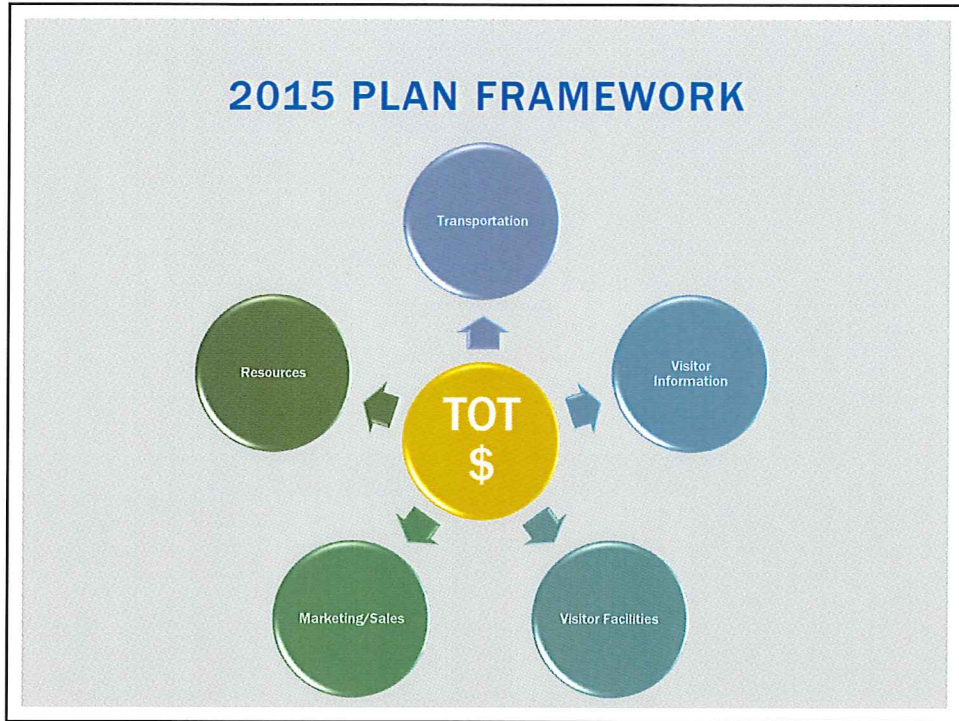


north lake tahoe
Chamber | CVB | Resort Association

VISION OF PLAN

North Lake Tahoe is known as the premier international mountain resort destination of the West. Visitors and residents alike enjoy Lake Tahoe's iconic natural environment, exceptional built amenities, and diverse and world-class experiences.





VISITOR FACILITIES

Goals:

- Create, maintain, and support great amenities, fun things to do, and quality places to stay
- Visitors from around the nation and the world want to come and return here

Like....

2015 NORTH TAHOE
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DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: VISITOR FACILITIES

- Support North Lake Tahoe to be premier high altitude human powered sports center
 - Facilities and services for human powered sport events
 - Promote as health and wellness center
 - Facilities for world class events
 - Complete and maintain all trail systems
- Invest in arts, culture, and historic amenities
- Increase digital connectivity
- Multi-use, large group venue and gathering places
- Maintain and improve existing facilities



IDEAS ON THE TABLE: VISITOR FACILITIES

- Update lodging: Environmentally responsible commercial and lodging redevelopment (Tahoe City)
- Olympic heritage museum
- Landmark signage
- Visitor/interpretive center in King's Beach
- Encourage stewardship
- Complete all trails
 - Restrooms, drinking fountains, interpretive signage on trails
 - Bike fix-it stations on trails
- Science Centers/Tahoe Discovery Center



WORKSHOP FEEDBACK: VISITOR FACILITIES

- Create more family friendly facilities/amenities throughout all (buses, trails, beaches, parks, info, etc.)
- Expand public art: everywhere (lodging, buses, etc.)
- Focus on expanding on what people already love: trails, beaches, paddle boarding



TRANSPORTATION

Goals:

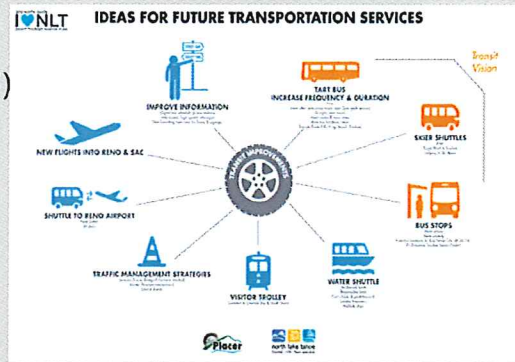
- Get people where they want to and need to go
- Reduce congestion and dependency on the private automobile
- Development and promotion of a multi-modal transportation network

Like....



IDEAS ON THE TABLE: TRANSPORTATION

- Transit vision: to create a “fun, free, and frequent” service (get it done!)
- Increase air service from desirable markets to local airports
- Reduce congestion and improve traffic flow
- Use EXCELLENT technology to communicate schedules



2015 NORTH TAHOE
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 DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: TRANSPORTATION

- | | |
|--|--|
| <ul style="list-style-type: none"> ■ Bus ideas: <ul style="list-style-type: none"> ■ Buy 1 pass, get as many stops as you want ■ Expand to vacation/second home areas ■ Bus drivers=tour guides ■ Wi-Fi and gear racks on buses ■ Guided tour bus/eco tours ■ Advertise NT on buses ■ Racks for paddle boards, bikes (more!) ■ Small capacity, high frequency transit ■ Go green: Electric vehicle charging stations/alt fuel for buses | <ul style="list-style-type: none"> ■ Gondolas connecting town centers to ski areas ■ Bike share program + parking ■ Better signage (water/bike trails) ■ Tie all modes of transit together ■ Market local transit at airports ■ HOV lane from Truckee to Alpine ■ Train to Lake and from SF |
|--|--|

2015 NORTH TAHOE
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 DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE

- Expand human powered sports brand and position
- World class events to showcase NLT's assets
- New Visitor Targets:
 - Health + wellness
 - Eco/Geo tourism
 - Cultural/Historic tourism
 - Culinary tourism
- Grow International visitation
- Increase domestic visitation from longer distances
- Maintain Northern California/Bay Area markets
- Grow winter Lakeshore/summer mountain visitation and off-peak visitation
- Increase group, conference, reunion, and wedding visitation
- Regional financial partnerships



WORKSHOP IDEAS: PROMOTIONS

- Focus on creating an authentic brand
- Focus on health + wellness as part of human powered sports brand (not our best stand alone option)
- We want to be THE family destination
- We are your diverse, year-round option
- Sustainability is our value
- Work with local businesses on social apps



VISITOR INFORMATION

Goals:

- Enhance the visitor experience
- Connect guests to North Lake Tahoe's many exceptional places and adventures

Like...



2015 NORTH TAHOE
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 DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: VISITOR INFORMATION

- Wayfinding signage: easy navigation from accommodation to adventure
- Utilize web, mobile, and social media
 - Silicon Valley developed app/partnership
- Alternative visitor info distribution (kiosks, mobile stations, and shared centers)
- Customer service training programs
 - North Tahoe employee days
- Cross-promote all communities and attractions
- Amenities and signage for human powered sports
- Strategically locate info centers at State Parks, Squaw Valley, Event Center



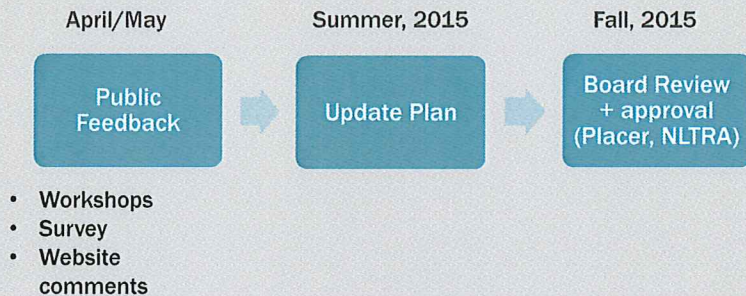
2015 NORTH TAHOE
I ♥ NLT
 DRAFT TOURISM MASTER PLAN

WORKSHOP IDEAS: VISITOR INFORMATION

- Technology is key
- Word of mouth is key
- Go to people with info, don't expect them to come to us (Red Bull model)
- Signage: still important



MASTER PLAN TIMELINE



NEXT STEPS

- Survey: www.nttourismplan.org
 - FlashVote platform (citizen driven)
 - June 1-17
 - Goal: Over 500
 - Prioritization of objectives

**Attachment A:
All Comments
As of 5.29.15**

**SUMMARY OF WORKSHOP COMMENTS
North Tahoe Tourism Master Plan Project**

Ideas Regarding Promotions-Marketing-Branding Focus Area

Health and Wellness/Human Powered Brand

- Develop health, wellness, eco/green tourism, cultured, historical and culinary tourism markets
- Yes! Health and fitness focus!
- Health and Wellness should be part of human powered not separate
- Downhill mountain biking stronger image (market point)
- Encourage promotion of NLT as a health and wellness center
- Support NLT to be premier location for high altitude sports

Family Friendly Brand

- Family-friendly
- Promotions around family *experience*; unique marketing
- Human powered sport events do not encourage family activity

Year-Round Destination/Recreation

- Invest in world class events that showcase NLT's assets
- Year-round destination for canoeing, biking, hiking, nature, paddle boarding
- Grow winter lakeshore and summer mountain visitation

Other

- Promote more night-life, night shopping
- Science rich environment interpretive with/through arts
- Link all ski areas, do big things to set us apart-- would be attraction to private sector

Who to Market North Lake Tahoe to

- Maintain international marketing efforts
- Increase number of domestic destination visitors from greater distances
- Continue to pursue northern CA / Bay Area core markets
- Come up to the cool-- market to TX, Georgia, Southwest. No heat/humidity ([also how to market](#))
- Exposure in Mammoth & Lee Vining, Bishop

- Large percent of Truckee visitors come to NLT
- College ski clubs
- Expand into emerging markets
- Increase group, conference reunion and wedding visitation
- Reach Vacation Rentals By Owner and Air BnB audiences
- Marketing to outdoor gear suppliers (ex. REI, The Clymb, etc.)
- Leverage NLT booth at Reno Airport

How to Market/Promote North Lake Tahoe

- Increase brand continuity and presence throughout destination
- Maintain NLT branding within the destination
- Be constantly up to speed and research next social crazes
- Slightly less extreme photos
- Like how we promote our beauty and icons
- Cross marketed via other online channels, i.e. jamebase.com for music
- Less paper publication, be more earth friendly and promote earth friendly brand!
- Training on use of social media networks and manage your reputation
- Social engagement education Best Practices
- Encourage stewardship throughout
- Sticker for I [Heart] NLT
- Storytelling, photography, video
- Call out where our photos are taken, authenticity!
- Pictures of people and Lake
- Info in buses
- Show your badge program (group/conference tactic)
- Increase brand continuity / presence throughout the destination

Marketing of Activities and Events

- Getting people excited about our events at the lake and stay at the lake
- Do it all! Promote a true "day in NLT" skiing, biking, boating, beach
- Advertise off season
- Promote: trail and xc mountain biking: better maps, places like: Tahoe XC, Paige Meadows
- Match visitor with off-peak seasons
- Outdoor Adventureland: have your own decathlon (hike, bike, ski, paddle... all in same day). High altitude training works to your advantage
- Promo of mountain biking/hiking
- Better promotion of cross-country bike trail riding
- Truckee Legacy Trail - market

Marketing to Specific Locations/Market Segments

- Come up to the cool-- market to TX, Georgia, SWest. No heat/humidity
- Texas/Southwest: "Take your easy access mountain adventure"
- Better promotion of mountain biking facilities
- Long haul UK travel value to promos
- Work w/ more bus tours and Amtrak, even focusing close -- Reno and Sac
- Having free transit to attract more destination travelers
- Work w/ more lifestyle and outdoor magazines
- Focus on international travel- especially for shoulder season

Diversity/Culture

- More ethnic diversity in imagery. Also age, ability, diversity (e.g., ADA, elders, etc.)
- Literature in multiple languages
- Cultural marketing
- Create a culturally authentic brand
- Web in multi-languages, done correctly

Family-Oriented Marketing

- Family-friendly focus
- Family Focus and endurance
- Points to market: family program-develop need
- Image: show family style paddle board
- Family images
- Expand awareness of human powered sports brand and position with family images
- SUP: families on boards - mom, kid, dog

Partnerships

- Collaborate with Truckee
- Partner with Truckee - trails, marketing, etc.
- Take Care Campaign/Trail Stewardship and signage
- Ask a local
- Other websites and lodging

Ideas Regarding Transportation Focus Area

- Fund and implement transit vision to create "fun", free, and frequent service
- Reduce congestion and improve traffic flow through infrastructure improvements

Gondolas

- Gondola transport system: TC to Alpine

- Link ski areas with gondola, Homewood to Sugar Bowl
- Gondolas connection town centers to ski areas
- Connecting gondolas
- Gondola landing at NTRP
- Ski lifts Homewood--Sugar Bowl all connected. One ticket good for all
- Public and Private partnership: gondola

Buses

- Fun wrap on buses showing scenery
- Bus stop amenities
- Wi-Fi on bus
- Buy 1 pass-- as many stops as you want
- Megabus stop in Truckee
- Expand to vacation areas in Tahoe Donner
- Fun? To make buses more fun do public art contest
- Alternate fuel source for buses
- Bio diesel bus?

Water Transport

- Support expansion of water transport services
- Link to S. Shore ferry
- Signage and promo for water trail ([also Visitor Info and Visitor Facilities/Activities category](#))
- Paddle board on water shuttles
- Water shuttle take paddleboards/ers to East Shore
- Water shuttle must continue

General Improvement of Transit Infrastructure

- Encourage technology use to communicate transit schedule and opportunities ([also visitor info](#))
- Market shuttle better
- Tie all transportation together
- Knowing what traffic is like might inspire to ride bus
- Better circulating in Tahoe City
- Encourage convenient connections and circulation
- Promote investment in region-wide transit connections
- Encourage pedestrian safety in commercial areas
- Better schedule awareness; more frequent
- More park and Ride to get neighborhood riders
- More ADA info for facilities that are accessible

Trains & Trolleys

- Train to lake

- Emerald Trolley from Tahoe City
- Think trolleys again
- Market Amtrak, work with Amtrak CA → do more

Air Travel and Airport Shuttle

- Increase air service out of east
- Public transit out to airport
- Some brand on airport shuttle
- Charter connections to Reno and Sac
- Advocate for increased air service into local airports (Reno and Sac)
- Invest in better location for info at the airport (Reno) (also Visitor Info)
- Look at other airports for advertising NLT (also marketing)
- Funding for air risk mitigation
- Make it easier to get from here to the airport
 - Free shuttle and/or make it more frequent

Alternative Modes of Transportation

- Bike share program
- In-town golf carts (Scottsdale)
- Bike rickshaws
- Winter trail maintenance
- Bike fix-it stations
- Bike trail through TC: not bike friendly

Cars and Parking

- HOV access
- Uber, Zipcar, sharing economy
- Electric vehicle charging stations
- Parking in TC and KB
- Change parking access from Y to West Shore
- More parking in TC
- Paint parking on Hwy 28
- More rideshare parking

Other Transportation Ideas

- Co Trip (?)
- Stop funding baseline TART service with TOT-- find other source
- Functional art on infrastructure from local artists
- Shuttle to North Lake Tahoe Regional Park from Hwy 28
- Transportation to state parks (even out of county) (also Visitor Activities)
- Get TTD to do the transportation and get funding to them
- Need region-wide total system

- Offer on-call point-to-point van service

Ideas Regarding Visitor Facilities and Services Focus Area

- Invest in facilities and services that foster human powered sports

Bikes and Trails

- Bike Trail around Tahoe Marina NOW, low water
- Finish bike trails
- Who maintains backcountry trails?
- Bike parking (art?)
- Maintain bike trails and TOT support
- Bike trail parking improvements
- Linking bike trail to Tahoma to Kings Beach
- Restrooms and drinking fountains on trails
- Complete and maintain backcountry, winter, and water trail systems
- Link mountain bike trails mapping - tying dirt trails to paved trails
- Trail signage and systems
- Around the Lake bike path
- Connect town centers to trail system, mountain bike
- Flume Trail - charging
- Maintain trails year-round, restrooms open in winter

Meeting/Large Group Spaces and Lodging

- Quality lodging in TC, KB, and NLT
- Promote environmentally responsible commercial and lodging redevelopment
- More facility space in TC for meetings
- Convention Center (could host large science conference and/or sports conference)
- Invest in gathering spaces (plazas, town centers, parks)
- Large group venue (conference center)
- World Class Convention Center
- Invest in facilities for world class events
- More plazas, common beach type areas
- Use Fanny Bridge for special events
- Larger public amphitheater

Amenities

- Treat every building and every business as a visitor facility and equip them to serve vision NLT Visitor-- focused signature digital signature network at all facilities ([also Visitor Information](#))
- Using Fanny Bridge as an Activity Visitor Center

Educational and Family Centers

- Interpretive Center in old fire house
- World class visitor-interpretive center
- Need more facilities for family visitors
- Olympic heritage museum and landmark signature
- Visitor Center / interpretive center (KB)
- Cooperative ventures ex: (Tahoe Environmental Research Center)TERC Library
- Olympic Museum at Squaw-- not at entrance
- Science centers
- Tahoe Discovery Center

Human-Powered Sports Facilities

- Sports Complex, outdoor / indoor rec center one Lakeshore, icerink
- Paddleboard lockers
- High Altitude Training Center
- Climbing opportunities
- Public access to Lake
- Ice Skating Rink

Art

- Public Art enhancing public facilities
- Educational art about water conservation on drinking fountains
- Public art important
- Invest in visual and performing arts venues
- Outdoor theater at the Lake

Events

- Leave no trace events
- Health and Wellness, NLTRA event role
- Washoe Rain Dance and festival
- Use TOT for fireworks on the 4th
- Turn the Burn central After Burn event
- Winter culinary event
- Mountain bike races?
- SP History Days
- Be careful of too many events and consider event impacts
- Science conferences: focus on water, lakes, mountain environments, climate change, etc.
- I.e. Tahoe Science Center event
- Bike races that congest North Shore should start and finish on North Shore

Activities

- Expanding geo-eco-tourism (trained educators)
- Duck tours (boat) S.O. Lake
- Plan alternate for rafting at visitor center
- Alternate plan for rafting is kayak or SUP
- More public activities on Lake like the water shuttle
- Gear on bus → fun
- Train bus drivers on fun things (also transportation)
- Bus stops at key visitor sites
- Tour bus (with interpretive talk)
- Invest in arts, culture, historic amenities
- Eco tours
- Non-sporting stuff to do: bowling, movies
- Need affordable family activities and facilities
- Regulation on river rafting
- Greater variety of retail
- Ethnic culinary choices
- Quality shopping and dining
- Informational bike tours (like a bike bar)
- Boating/beaches
- Ale trail
- Look at lodging/CBC - expand music to other areas
- Have options for non-sporting guests: movies, bowling, cooking classes...
- Main product is the Lake: need ways to get on it in winter

Other Offerings

- Umbrella/tent concessions at main beaches (KB/Commons)
- Tesla / electric boats
- Science interacting with interpretive arts
- Interpretive signage on all trails: stewardship and messaging
- More investment in snowmaking capabilities

Ideas Regarding Visitor Information Focus Area

- Advertise local amenities on buses (also marketing and Transportation)

Technology/Connectivity

- Cellular/broadband
- Mobile friendly website
- Cellular friendly
- Wi-Fi info-landing page, redirect to GoTahoeNorth - hot spots

- Silicon Valley beta app / mobile partnership
- Utilize web, mobile, and social media technology to enhance visitor experience
- Partner with existing local NT app to brand N in mobile and provide visitor info mobile
- Partner with existing local digital media to brand visitor info media with NLT brand
- Partner with local existing digital signage network to extend N brand and provide visitor info where visitors are/go
- Public Wi-Fi in areas with poor cell coverage
- NLT app
- Hard to find calendar on NLTRA website
- Improve event calendar "Go North" is disjointed and confusing
- Trip planning will give way to personalized, clickable calendars
- Consolidated event info websites, instead of bits here and there, sharing automatic
- Take pictures with visitors and fun social media tagging (#)
- Mobile center to go to events and interact with visitors one-on-one with social media updates. Imagine Adirondack chairs with green grass. Super social fun stuff. Red Bull-style marketing. Car sponsor, live updates, in the (k)now, authentic experience

Trail Maps and Signage

- Map and sign trail systems for mountain biking
- Mapping of mountain bike trails
- Trail website for NLT (itineraries)
- Implement way of finding signage programs
- Provide easy navigation from accommodation to adventure
- Amenities and signage for human powered sports
- Have hiking/biking maps available at hotel concierges and vacation rentals
- Increase signage
- Better *maps* for bike trails (paved and dirt) that is interactive and easy to use. Also available for businesses to use
- Get hikes and human powered rec points on Google maps: trailheads, parking, restrooms

Visitor Information (Materials and Communication)

- Translate materials into other languages for international guests
- Develop visitor info distribution opportunities (kiosks, mobile sources, shared centers)
- Local marketing campaigns to cross-promote all communities and attractions ([also marketing](#))

- Wildfire/smoke info
- Let people know about large construction projects so they can plan travel well informed
- Visitors have negative experiences when at a crowded beach / etc. (drive people to beach app)
- Build visitors centers in museums such as Squaw Valley Ski Museum at SV Park
- One Sheets: improve event calendar

Customer Service

- In Chapter 5, Focus Area Information: extend goal to include "and providing consistent quality customer service through a stable workforce."
- Make sure frontline staff is knowledgeable about the area and activities and events
 - Put efforts into attraction and retention of millennial generation of workforce
- Losing guests to confusion
- Implement customer service training programs to enhance visitor experience
 - Bus driver training → experience, rather than telling
 - PSIA → Ski instructors
 - Teach stewardship at the same time
- Visitor Guide-Summer
- Ambassadors
- Business Day: Take employees out in North Tahoe to experience all we have to offer our guests

Stewardship and Cultural messaging

- Stewardship/water use education
 - Include messages of stewardship throughout
 - Partner with Tahoe Fund (TakeCareTahoe.com)
 - Tents on dining tables
- Description of historical story to include non-whites (Washoe, etc.)
- Word of mouth generated most via cultural events

Organization of Materials

- Segment Visitor experience by: families, dogs
- Organize events by type (kid-friendly, adventure, art/culture, food/drink)
- Rack cards that are by subject (ADA, Concerts, Beaches, Dogs, etc.)

How Do You Get Your Info When On Your Vacation?

- Google (iPhone, iPad, and laptop)
- Trip Advisor x 2
- Yelp x 2
- "What's happening in Tahoe" maps online; event in Tahoe
- Hardbook travel/tour books
- "What's on the social calendar at the visitor center" - MZM/Biz Bytes print out (?)
- "Subject knowledge at the Visitor Center"
- User-friendly websites
- Ambassadors
- Post on Facebook to friends about where the best places to visit
- Email friend network
- Print version of the mobile resource card at bus stops, taxis, etc.
- Google on mobile device
- Locally produced papers
- All online - "paper is wasteful"
- Google search; for example "day hikes"
- Asking locals - people on the street or front desk at Hotel
- Would glance in visitor guide if in a shuttle
- Restaurants, events, hiking, activities, pet friendly
- Pull out hiking map, then Google trail names for reviews
- Places stayed at by friends
- Word of mouth
- Online general search
- Coffee shops; people having coffee early for activities
- Local 7/11 sees around 100,000 people asking questions
- Looking for authentic information
 - 7/11 Questions
 - What should we do (unorganized)
 - Where is South Lake (prints own map)
 - Peak snow confusion; too crowded
- Would not use app for a one off information
- Big wayfinding signage with events of the week
- Kid friendly info
- Millennials: timeout.com
- Better piece for displaying info; better rack. For all info in different sizes
- Family friendly events and music in Tahoe Vista
- Will go to Visitor Centers; pick up materials, maps, and ask questions

Ideas on Other Topics: Resource Development

- Build and strengthen partnerships
- Continue to advise Placer County Board of Supervisors on TOT investment
- Identify needs and work with partners to fund and complete trail systems
- Collaborate in tourism and economic development and legislative advocacy
- Encourage growth of hospitality industry workforce thru ed. opportunities
- Leverage resources to remain competitive in key target markets
- Maintain what we have: capital invest. / winter trail planning
- Pursue funding and regional partnerships for transit vision
- Provide stakeholder updates
- Broadband throughout basin
- Monitor climate change impacts on tourism
- Incubator for env. innovation products
- 2026 Olympic Bid
- Private investment catalyst
- Incubator for high altitude HPS / products

Other Ideas

- Make it easier to build in King's Beach
- Increase TOT to 15% with 2% to maintenance and operations of trails, parks, and beaches
- Don't raise TOT: would discourage visitorship
- BBB tax
- Media winter reach "ski" for yourself
- Connectivity
- Lecture circuit publicity
- Visitor and Employee surveys
- TERC
- County- cite all vehicles including county
- Great partnerships ([was under transportation](#))
- Federal govt. grants to improve infrastructure and LODGING
- Public and Private: TOT dollars to make redevelopment in TC viable
- Assess resources to meet goals and fund facilities maintenance

Feedback from emails

Subject: Input for North Lake Tahoe's Master Tourism Plan

I have some input for the North Lake Tahoe Resort Association. Why don't you just save the 11 million dollars for a rainy financial day and get some real use out of the money? Or, better yet, in an act of good faith, a sincere welcoming gesture towards both motel/hotel owners and tourists, stop hacking them for 15 or 20 dollars a day in TOT taxes simply for coming to the area to play and enjoy. Believe me, after sitting in one, if not multiple, twenty minute Caltrans traffic delays to get up to or around Lake Tahoe, a twenty dollar tax slapped onto your motel bill leaves a really bad, unwelcoming, taste in the mouth. That tax is just plain old bad sportsmanship considering the obscenity that Caltrans has created and will be creating for another fifty years, at least, in the area. There will always be millions of dollars worth of low lying contracting fruit for the metastasizing Caltrans to pluck. Are we really going to pretend still that tourists are really welcome here?

Save your 11 million bucks. I just can't see the quality-of-experience gained for tourists by giving a contract to someone for artwork on one of Caltran's roundabouts (isn't it bad enough that they conveniently built them so that crews of a dozen people need to be budgeted to landscape them?) or a contract to put up a touch screen sign to remind tourists that they're looking at a mountain, a lake, or a river, or what used to be a river. Save the 11 million dollars and donate it to our local state parks to keep them open during the next economic downturn, since again they will be closed to the public and yet re-opened to private contractors under the direction of Caltrans. Or donate it to the bus system, which is unable to maintain a consistent and dependable time table six months of the year due to it being subject to the same twenty minute delays everyone else is.

We've got a master plan in place for construction contractors and it's working just fine. How about one, a genuine one, for tourists and the businesses that serve them?

Tahoe City.

p.s. I would love to attend your meeting on Wednesday but since my advice doesn't involve contracts and contractors, you and I both know that it's of no use.

COMMENTS FROM TOURISM MASTER PLAN PRESENTATIONS

05/07/15 SQUAW VALLEY MAC 28 PARTICIPANTS

- Review what pier areas are doing
- Is human powered sports directive consistent with KSL indoor recreation center?
- Redevelop physical structures in Tahoe City—lots are looking dumpy
- Facilities and programs should not be just for tourists
- Need visitor information at Squaw Valley entrance
- TOT should be increased
- Work with local businesses to approve ability to be current on social apps
- Promote boating on the big lake
- Finish bike trail system
- Overall signage is poor and should be improved
- Provide HOV lane from Truckee to Alpine

05/12/15 NORTH TAHOE PUBLIC UTILITY DISTRICT 21 PARTICIPANTS

- Only thing missing is space launch pad—too many proposals/ideas!
- Expand recreation component
- High Altitude Training Center/professional track in Regional Park
- Help businesses with marketing
- Better use Event Center for visitor activities/information/interpretation
- Large group visitor amenity
- Tahoe Tuesday like Truckee Thursday
- Increase TOT for purpose of facilities maintenance
- Kayak racks at TVRA

05/14/15 NORTH TAHOE REGIONAL ADVISORY COMMISSION 14 PARTICIPANTS

- Reinvigorate lodging
- Bullet train from SF to Truckee
- Will Master Plan deal with funding?
- Should generally discuss projects, costs, partners, funding
- How many “day trippers” are really overnight tourists staying somewhere else?
- Develop small capacity, high frequency transit

05/20/15 TAHOE CITY DOWNTOWN ASSOCIATION 13 PARTICIPANTS

- Combine information centers with State Park units

- Develop additional funding sources to accelerate new projects and maintenance
- Increase TOT % and maybe sales tax
- Get better percentage of existing TOT now being collected by Placer
- Additional recreational facilities including ice rink and swimming pool

Attachment F
NLTRA Marketing Reserve
Revised – May 2015

SITUATION

1. Both the County and NLTRA agree that a “marketing reserve” should be created, and has been in place since 2003. The objective is to secure a fund representing 10% of the annual marketing budget average, over the current and previous two years. Based on a FY 2013-16 budget average of \$2,582,833, the 10% reserve is \$258,283 (adjusted annually).
2. The County has been clear that it does not intend to control the use of these funds, but will leave it to the discretion of NLTRA.

RECOMMENDATION

1. The Marketing Reserve will be treated as an “internal reserve” (as per the definition in #9 below).
2. The NLTRA Tourism/Executive Directors may not expend these funds, except with the formal approval of the NLTRA Board, preferably with preview and approval of both Finance and Marketing Committees.
3. The criteria for the appropriate use of these funds is when:
 - a. NLTRA and its member businesses are experiencing a distinct shortfall in tourism business, due to unusual, economic, market or weather conditions, which would benefit from extra marketing efforts.
 - b. Beneficial marketing and/or sponsorship opportunities that are presented after budgeting for the fiscal year have been completed.
4. Any request for such funds from staff, should include the rationale, a targeted result, and be followed with an assessment of the actual results achieved.
5. NLTRA Accounting will need to track and report these funds, in such as way as to segregate them from normal operating funds.
6. Any Reserved funds that are accumulated, will automatically be rolled over into subsequent year’s budgets and will accumulate without limit, until an amount is achieved equal to 10% of the three year average annual marketing budget.
7. Any reserve funds over the 10% can be utilized for opportunities with approval of the NLTRA Board, Marketing and Finance Committee approval, without repayment, as long as funding level does not fall below 10% threshold listed above.
8. Any funds depleted as a result of the above actions will be replenished, as soon as practical. The manner of replenishment will be:
 - First from any external or internal marketing carry forward, from previous years, then:
 - as part of the normal budgeting process each year.
 - Any replenishment of the marketing reserve, would come from the same mechanism that the county and NLTRA are using to guarantee a consistent marketing operating budget going forward.
 - Replenishment of funds up to \$24,000 will be repaid the following fiscal year.
 - Replenishment of funds over \$24,000 will be repaid over a period of years.

Attachment F (Cont.)

9. Recommended definitions for funds:
- County Services: NLTRA funds earmarked by the county, for a specific designated purpose, and not available to either NLTRA Board or staff.
 - Internal Reserve: NLTRA funds earmarked, either by the County or NLTRA, available for expenditure by the NLTRA board, but not staff.
 - Contingency: NLTRA funds, within a specific departmental budget, not earmarked for any specific purpose, and available to be spent at the discretion of the supervising Director.

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2015 Tourism Master Plan



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E-47

ABOUT FLASHVOTE

E-48

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- engages your busiest citizens
- collects scientifically valid and unbiased data
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And it works. FlashVote has already helped one government save over \$1,000 per citizen WHILE producing better outcomes.

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Your citizens are ready to help you make great choices. What are you waiting for?

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E-49

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FlashVote collects informed and statistically meaningful feedback from your citizens in just a few days, with professionally designed questions and results reporting that citizens love.

You get unmatched insight and value from citizen inputs. You build unprecedented trust.

CONTACT US FOR A DEMO

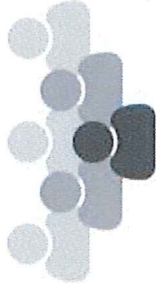
Or call us at 775-235-2240

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"I was immediately satisfied"*

– Citizens, Incline Village, NV



Delight thousands

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community in the 30 years I've been here"*

– Elected Official, Incline Village, NV



Save millions

E-50

SIGNUP PAGE

E-51

Signup Page



How It Works For Governments

Sign In

FlashVote helps you make a difference in your community

Sign up for the North Lake Tahoe Resort Association FlashVote Community

How should we invest \$6 million of lodging (TOT) taxes plus other major funding sources to make North Lake Tahoe the premier international mountain resort destination of the West? What should our top priorities be over the next few years?

The North Lake Tahoe Resort Association (NLTRA), in partnership with Placer County, is updating their tourism master plan and would love to get your input on investment priorities for transportation, events, trails, facilities and more. These community-driven priorities will help set the direction and allocation of funds for the next 10 years. Sign up today and give one minute a month to help us make North Lake Tahoe a world-class destination. Thank you!

[LEARN MORE](#)

[SIGN UP](#)

Full privacy. No spam. We will not share your personal information with anyone.

First name Last name

Email

Password

Confirm password

Female Male why?

Birth Year (YYYY) why?

By clicking "Sign up" you agree with our [TERMS AND CONDITIONS](#)

E-52

TEASER SURVEY

E-53

Question 1

Have you attended a North Lake Tahoe Resort Association public workshop or presentation on the 2015 Tourism Master Plan or visited the Tourism Master Plan website (www.ntsourismplan.org)?

- Yes
- No
- Not Sure



E-5A

Question 2

If you could change one thing about North Lake Tahoe to make it more appealing and enjoyable for visitors in the WINTER, what would it be?

SUBMIT

We appreciate your constructive and respectful inputs!



E-55

Question 3

If you could change one thing about North Lake Tahoe to make it more appealing and enjoyable for visitors in the SUMMER, what would it be?

SUBMIT

We appreciate your constructive and respectful inputs!



E-56

Question 4

What are three words you would use to describe North Lake Tahoe to a potential visitor?

SUBMIT

We appreciate your constructive and respectful inputs!



E-57

Share at End

You have completed the survey! Thanks for participating!

Want to share this survey with your friends?

Email address(es) *

Add a personalized message

Optional

Send email(s) anonymously

SHARE

DONE

Note: Unless sent anonymously, emails sent on your behalf will disclose your real name and email address.



E-58

**Tourism Marketing Budget
Attachment A3**

NLTRA Budget	Marketing	Conference	Visitor Info	TOTALS
Placer County TOT Revenue	\$ 2,207,986	\$ 333,600	\$ 289,923	\$ 2,831,509
PROGRAM EXPENSES				
Training/Seminars	10,000		1,400	11,400
Marketing Cooperative/Media	860,000	110,000		970,000
Collateral Programs			3,826	3,826
Community Marketing Programs	80,000			80,000
Conference NTPUD/Event Center		8,000		8,000
Special Event Sponsorship				-
Ironman	400,000			
USA Cycling	85,000			
WinterWonderGrass	15,000			
Autumn Food & Wine	20,000			
Human Powered Sports Initiative	15,000			
World Cup	20,000			
SUBTOTAL- Special Events	555,000			555,000
Trade Shows	10,000			
Event Development	10,000			
SUBTOTAL- Trade Shows	20,000			20,000
Other Programs			1,800	
Cross Country	3,000			
High Notes	20,000			
Performance Review	6,000			
BACC Product Campaigns	70,000			
SUBTOTAL- Other Programs	99,000			99,000
TOTAL	\$ 1,624,000	\$ 118,000	\$ 7,026	\$ 1,747,226

NOTE: Actual expenditures may be different based on market conditions, opportunity analysis, following committee and board action

E-59

North Lake Tahoe Marketing Cooperative Budget

Revenue Sources	970,000
NLTRA	610,000
IVCBVB	1,580,000
COOPERATIVE DIRECT EXPENSES	
Public Relations/Social Media	166,000
Leisure Sales	110,000
Conference Sales	200,000
Website/Content Management	50,000
Consumer Marketing	776,000
COOPERATIVE PROGRAM EXPENSE	
Sierra Ski Marketing Council	80,000
Regional Air Service Committee	100,000
Wedding Promotion	15,000
DestiMetrics	13,000
VisitingLakeTahoe.com	40,000
Photography	20,000
Fulfillment	10,000
TOTAL	\$ 1,580,000