



## north lake tahoe

Chamber | CVB | Resort Association

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

Wednesday, September 3, 2014 – 8:30 am – 11:00 am

Tahoe City Public Utility District-Board Room

#### MINUTES

**COMMITTEE MEMBERS IN ATTENDANCE:** Kali Kopley, Brendan Madigan, Joseph Mattioli, Ron Parson, Valli Murnane, Bill Rock, David Tirman, Jennifer Merchant

**COMMITTEE MEMBERS NOT PRESENT:** Wally Auerbach, Phil GilanFarr

**RESORT ASSOCIATION STAFF:** Sandy Evans Hall, Marc Sabella, Andy Chapman, Ginger Karl, Judy Laverty, Kalie Ceglia

**OTHERS IN ATTENDANCE:** Joy Doyle, Stacie Lyans, Peter Kraatz

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

The meeting was called to order at 8:38 am by Vice-Chair Kali Kopley and a quorum was established.

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

1. Agenda Additions and/or Deletions

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

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

- No Public Forum

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

1. **Board Meeting Minutes – August 6, 2014**
2. **Capital Investment/Transportation Committee – August 18, 2014**
3. **Marketing Committee – No meeting in August**
4. **Business Association and Chamber Collaborative – August 13, 2014**
5. **Lodging Committee – No Meeting in August**
6. **Conference Sales Directors Committee – No meeting in August**
7. **Finance Committee Report– August 28, 2014**
8. **Executive Committee Report – August 26, 2014**
9. **Financial Reports- July (July financials will not be ready for approval until October)**
  1. **Dashboard and project reports**
  2. **Conference equity annual report (2012/13)**

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

10. **Conference Sales Reports**
11. **Capital Investment/Transportation Activity Report – August**
12. **CEO Report- August**

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**M/S/C (Merchant/Rock (8-0-0) to approve the consent calendar, with items taken out of order if necessary**

- Ron Parson pulled item #9 from the consent calendar for discussion
- July Financials to be set for approval in October
- Finance committee has raised a flag that needs to be watch on the Chamber finances based on the identified objective of moving towards financial independence
- Jennifer made the suggestion of possibly furloughing the Chamber rather than shutting down the Chamber for a period of time

**E. STRATEGIC DISCUSSION ITEMS**

13. Draft Membership Business Plan

- Draft Business plan given to board
- In the Plan there is request that some TOT Marketing funds be used to aid the budget shortfall
- Core functions of the Chamber were outlined, request was made that there be a better definition of them
- Jennifer Merchant working on providing a list of businesses licenses, with contact information for Placer County
- Proposed Budget for Chamber discussed at length
- Jennifer Merchant would like to see a Business Plan separate from the budget for the actual functioning of the Chamber
- Jennifer Merchant questioned the spending of Placer County monies for businesses that are not in Placer County
- It was noted that the Chamber is eligible to apply for 10K grant for Special Event implementation rather than Administrative implementation
- The finalized Business Plan to come back at the October meeting
- Ron Parson suggested that a Scope of Work be done that ties to TOT objectives, showing that the 21K goes in to the TOT mission in Placer County
- Kali Kopley suggested to look at ways to create additional income for the Chamber
- Joy Doyle noted to the BOD that the chamber does work collaboratively with the Business Associations

14. Master Plan Update – Sandy Evans Hall

- Combined with E-16 in discussion, see Motion below
- Sandy presented the timeline for the finalization of the Master Plan, and the purpose of bringing in Design Workshop to help facilitate the finalization of the Master Plan
- The 25K would be coming from the fund balance

**F. ACTION ITEMS**

15. Special Event Application Changes- Judy Laverty **MOTION**

**M/S/C (Parson/Rock (8-0-0) to approve the Special Event Application Changes**

16. Approval to sign commitment with Design Workshop for up to \$25K pending review by Master Plan Task Force **MOTION**

**M/S/C (Parson/Tirman) (8-0-0) to approve the signing of commitment with Design Workshop for up to \$25K pending review by Master Plan Task Force the 2014-15 NLTRA Budget**

17. Destimetrics Report-Andy Chapman

D-1.2

- We are seeing decreases in % from prior year specifically in Sept. and Oct. due to the quickness that Ironman sold out last year
- Based on trend lines from last year we are still trending very well
- 2% up in occupancy for the months of May through October, 6.5% up in average daily rates, and 8.5% up in RevPar
- Expecting to see the decrease in numbers come down in the October report
- Winter booking – trend lines in occupancy are up but the average daily rates and Revpar are down at the moment
- Joseph Mattioli would like to see more marketing towards Brazilian opportunities
- Ron requested to see data from all non-reporting properties
- Andy will provide a DOR – Daily Occupancy Report for the Board meeting in October, after meeting with Destimetrics- the report will show daily reporting

18. IRONMAN Lake Tahoe- Andy Chapman

- Andy Chapman showed a 2 minute video highlighting the IRONMAN event
- IRONMAN will be held September 21, 2014
- This year there is a Dine Around program for the athletes, a \$25 food voucher was given to each athlete to be used at participating restaurants
- Judy Laverty will be doing the tracking and auditing for the vouchers
- New traffic routes were discussed for the flow of traffic on Race day
- Q&D will be moving the equipment in King's Beach to Cal-Neva
- It was agreed by committee that the IRONMAN branding has become very successful

19. BACC and Chamber Update

- Ginger Karl gave recap of the August Bridal Faire, included in packet
- Bill Rock asked about how the decision is made for where the venue is held, would like to entertain the possibility of hosting it at Northstar
- Ginger made a note that the only reason the venue for Bridal Faire was at Squaw Valley was due to a previous relationship with Jessie Greenlee by Ginger's predecessor, but Ginger would be open to moving the event
- Jennifer would like to see some alignment with the Marketing committee regarding the Bridal Faire
- Ginger also provided the first recap from Abbi Agency for Peak your Adventures

**G. DIRECTORS' COMMENTS- None**

**I. MEETING REVIEW AND STAFF DIRECTION-**

- Will be working on the Draft Business Plan further to include member sales, clarifying the purpose
- Will be getting membership survey results to BACC members
- Schedule Master Plan task Force Meeting and Design Workshop
- New Destimetrics report will be going out

**J. CLOSED SESSION (if necessary)**

**K. RECONVENE TO OPEN SESSION**

**L. ADJOURNMENT**

The meeting adjourned at 10:00am.

Submitted by  
 Kalie Ceglia  
 Executive Assistant  
 NLT Chamber/CVB/Resort Association

D-1.3



## north lake tahoe

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**COMMITTEE:** Capital Investment/Transportation Committee

**MEETING DATE:** August 22, 2014

**BOARD MEMBERS PRESENT:** Phil GilanFarr, David Tirman, Jennifer Merchant, John Bergmann, Will Garner, Rob Kronkhyte, Wyatt Ogilvy, John Pang, Dave Paulson, Andrew Ryan, Brian Stewart, Mike Staudenmayer, Dan Wilkins, Jaime Wright

### **MOTIONS MADE/VOTE: 2014/15 Capital Project Requests for Funding**

**M/S/C (Staudenmayer/Pang) (13-1-0) to approve \$96,000 for The Stages Phase Two Performing Arts Theater (included in 2014/15 Work Plan)-Tahoe Regional Arts Foundation**

**M/S/C (Garner/Wilkins) (12-2-0) to approve \$25,000 for the Kings Beach Public Pier Concept Planning (NOT included in 2014/15 Work Plan)-California Tahoe Conservancy**

**M/S/C (Pang/ Wilkins) (10-3-1) to approve \$30,000 for the Commons Beach Sand Replacement (included in 2014/15 Work Plan)-Tahoe City Public Utility District**

**M/S/C (Ogilvy/ Wright) (13-0-1) to approve \$70,000 for the Squaw Valley Winter Trail Snow Removal (included in 2014/15 Work Plan)-Squaw Valley Public Service District**

**M/S/C (Staudenmayer/ Bergmann) (12-0-0) to approve \$100,000 for the North Tahoe Shared-Use Trail Planning (NOT included in 2014/15 Work Plan)-Placer County Department of Public Works**

**M/S/C (Bergmann/Pang) (12-0-0) to approve \$150,000 for the Kings Beach Boardwalk and Gateway Planning (NOT included in 2014/15 Work Plan)-Placer County DPW**

**M/S/C (Tirman/ Bergmann) (12-0-0) to approve \$250,000 for the Martis Valley Trail-Northstar (included in 2014/15 Work Plan)-Community Services District**

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

- Ron Treabess to give direction to 2015/16 applicants on timing and how to prepare prior to October 27<sup>th</sup> Application review
- Total Committee to hear all eleven application presentations in a full day meeting on October 27<sup>th</sup> which will include a lunch break
- Committee members will score projects using the Project Funding Strategy Guidelines prior to next meeting.

D-2.1



**October 1, 2014**

**Subject: 2014/15 Capital Project Recommendations for TOT Funding (Consent Items)**

**Decision Considerations:**

- Two projects, applications attached, have been recommended for approval by the Capital Investment/Transportation Committee at its September 22<sup>nd</sup> meeting.
- These requests are for this year's TOT funding so as to be able to begin during F.Y. 2014/15.
- Committee recommends (12-2-0) to allocate \$25,000 toward the \$250,000 Kings Beach Public Pier Concept Planning project. The lead agency is the California Tahoe Conservancy. Committee requests that all water recreation opportunities, human powered and motorized be considered. The one opposition vote was to express that Kings Beach is not a good location for an open pier. This request is for a project not previously shown to be funded in 14/15.
- Committee recommends (10-3-1) to allocate \$30,000 for Commons Beach Sand Replacement. The lead agency is the Tahoe City Public Utility District which manages this property for Placer County. The opposing comments were that this project was not contributing to a greener treatment of Lake Tahoe and this would need to be a recurring expense at some point in time. It was also mentioned that there should be some matching funds provided, although it was recognized that the TCPUD does contribute \$90,000 toward maintenance of Commons Beach each year. The original request recommended by the Committee last spring was for up to \$60,000.
- As both of these requests are less than \$50,000, they have been placed on the Consent Calendar for NLTRA recommendation to the Placer County Board of Supervisors.

**Staff Recommendation:**

- Staff requests that the Board approve and recommend these projects to the Placer County Board of Supervisors as part of the Consent Calendar motion.

D-2.2

**October 1, 2014**

**Subject: 2014/15 Capital Project Recommendations for TOT Funding (Consent Items)**

**Decision Considerations:**

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- As both of these requests are less than \$50,000, they have been placed on the Consent Calendar for NLTRA recommendation to the Placer County Board of Supervisors.

**Staff Recommendation:**

- Staff requests that the Board approve and recommend these projects to the Placer County Board of Supervisors as part of the Consent Calendar motion.

D-2.3



September 15, 2014

Ron Treabess  
Director of Partnerships and Community Planning  
North Lake Tahoe Resort Association  
100 North Lake Blvd., 2nd Floor  
Tahoe City, California 96145

**BOARD MEMBERS**

**LARRY SEVISON**, Chair  
*Placer County*

**JOHN HOOPER**, Vice Chair  
*Public Member*

**LYNN SUTER**  
*Public Member*

**TODD FERRARA**  
*Resources Agency*

**KAREN FINN**  
*Department of Finance*

**TOM DAVIS**  
*City of South Lake Tahoe*

**NORMA SANTIAGO**  
*El Dorado County*

**NANCY J. GIBSON**  
*U.S. Forest Service (ex-officio)*

**PATRICK WRIGHT**  
*Executive Director*

Dear Mr. Treabess:

It's with great pleasure that I transmit an application from the State of California for TOT Capital Investment Funding for consideration by the North Lake Tahoe Resort Association. The California Tahoe Conservancy and the California Department of Parks and Recreation are jointly submitting this application for *Kings Beach Public Pier Concept Project Planning*, which is planning for the long-envisioned replacement of the public pier at the Kings Beach State Recreation Area.

Thank you for your consideration of this request. Please contact Lisa O'Daly at 530-543-6037 related to this application.

Sincerely,

Raymond J. Lacey  
Deputy Director

Cc: Steve Musillami, California Department of Parks and Recreation  
(1 Capitol Mall, Suite 410, Sacramento, CA 95814-3245)

D-2.4



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The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGAM  
FUNDING APPLICATION

PROJECT INFORMATION

1. Project/program name **Kings Beach Public Pier Concept Project Planning**
2. Brief description of project/program Complete preliminary planning and environmental analysis for redevelopment of the public pier at the Kings Beach State Recreation Area (KBSRA). This includes feasibility analysis, conceptual design, environmental analysis, and development of preliminary construction costs.

FINANCIAL INFORMATION

1. Total project cost \_\_\_\_\_ \$250,000
2. Total TOT funds requested \_\_\_\_\_ \$25,000
3. Identify other funding from secured sources: The California Tahoe Conservancy and the California Department of Parks and Recreation, operating in partnership, will complete project activities. Various State sources will combine to provide funding for the planning process. This application requests \$25,000 of TOT funding toward the total project cost. The application also requests consideration of funding availability prior to the stated July, 2015 date. Securing supplementary funds early in the process provides an opportunity to coordinate with state funding mechanisms and allows a more streamlined process to accomplish project activities.
4. Will the project require future financial funding? Yes, construction funding. What is the source of the future financial support? Future construction funding will also be necessary, but is not part of this application. Project partners shall seek implementation funding from State and local sources.  
  
Will this include maintenance needs? Yes  
  
What is the source of maintenance funding? Maintenance will be a State responsibility
5. Provide project proforma and implementation schedule (timeline) Pier redevelopment planning activities will begin in 2014 and will build upon previous State investments.
6. How will project cost overruns or operating cost shortfalls be funded? State contracting provisions require sufficient funds be available prior to contract approval. Should the scope of services change, State funds shall be made available to meet the needs.

D-2.5



## QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address California Tahoe Conservancy; 1061 Third Street; South Lake Tahoe, CA 96150
2. Financial Capability See below.
3. Experience with projects of similar nature The California Tahoe Conservancy has a thirty year track record of producing public access and recreation projects throughout the California side of the Tahoe Basin. More specifically, the Conservancy has invested over \$12,000,000 in Conservancy owned and operated projects and projects sponsored and operated by grantees in Placer County's Kings Beach community and its environs. Similarly, State Parks operates and maintains some of the Region's premier recreation sites and facilities and recently completed a pier reconstruction project in Emerald Bay State Park.
4. Objectives of project sponsor The Conservancy's objective in implementing these public projects, including the proposed redevelopment of the Kings Beach Public Pier, is to enhance public access to Lake Tahoe and protect and improve the quality of the natural environment of the Region.

## ECONOMIC IMPACT OF PROJECT

1. Estimated number of users See attached
2. Time of year See attached  
Weekends See attached  
Weekdays See attached
3. Number of visitors to be attracted as a result of project/program See attached  
    % Local See attached  
    % Out of area See attached (Define location of visitor)
4. Projected expenditures by out of area attendees (per capita):  
    Hotel N/A  
    Restaurant N/A  
    Other N/A
5. How will the project improve or enhance service to the visitor? See attached

## COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? Kings Beach principally, yet through contribution to the ongoing redevelopment of Kings Beach, all portions of North Lake Tahoe will benefit.

D-2.6

2. What region-wide tourism benefits will be created? Redevelopment of the Kings Beach Public Pier will assure that the access and recreation benefits expected of a public pier will be available in normal water conditions. Tourism benefits of a functional pier include providing boating access of all types, promoting point-to-point travel for boaters that contributes to vehicle traffic reduction, and enhancing the beach experience by offering a different way to experience Lake Tahoe.
3. Will local resources be used to create, design, construct this project? The proposed project is a planning project that will be completed following State consultant contracting provisions. Some local consulting services could be utilized in that context.
4. What types of businesses will receive the greatest economic impact? Public infrastructure investment in Kings Beach, including the potential for redevelopment of the Kings Beach Public Pier, have created a significant economic boost to all parts of the North Lake Tahoe economy, especially the tourist accommodation and retail sectors. This investment is reinventing the community hub with services and amenities attractive for residents and visitors. The proposed project will continue the State commitment to improving access and upgrading the design and environmental quality of KBSRA features.  
  
Are they supportive of this project? Project fulfills goals of the adopted Community Plan.
5. Will the project require the addition of governmental service? No, the present services will be maintained.  
  
If yes, describe N/A  
  
How will these costs be funded? N/A
6. Document the community support for the project Project fulfills goals of the adopted Community Plan.

#### **NORTH LAKE TAHOE TOURISM MASTER PLAN**

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

See Attached

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

See Attached

#### **OTHER**

List other benefits or elements that should be considered by the Resort Association in evaluating this request The State values the partnership with the NLTRA that has contributed to some of the most iconic public access projects in the Lake Tahoe Region. We look forward to continue that partnership on projects in the future.

D-2.7

**The North Lake Tahoe Resort Association**  
**CAPITAL INVESTMENT PROJECT/PROGRAM**  
**FUNDING APPLICATION ATTACHMENT**  
**King Beach Public Pier Concept Project Planning**

**ECONOMIC IMPACT OF PROJECT**

Redevelopment of the Kings Beach Public Pier will realize the longtime goal of providing a functional pier at the Kings Beach State Recreation Area (KBSRA). The redeveloped pier will be accessible to individuals of all abilities and functional for boaters at the normal range of water levels. Beginning in 1990 and throughout the Kings Beach Community Plan development process, multiple community interests identified the value to the local and regional economy of upgrading the quality of the existing pier and maintaining public boating access even in periods of low water conditions. Key elements of the economic effect of upgrading the Kings Beach Public Pier are:

- **Increasing Access and Users.** The KBSRA experiences impressive summer visitation, providing the single largest natural amenity supporting the tourist accommodation and retail economy of Kings Beach. Beach goers and boaters of all types create an active and diverse public gathering and recreation area. The existing pier, however, limits contribution to that diversity in important ways. The nature of the shoreline and the existing length of the pier exclude motorized access unless the lake is at its highest level. At no point in 2014, for example, has there been enough water under the pier to allow a motorized boat user to stop at the pier and enjoy access to the State or nearby private attractions. Predictions for future lake levels include the potential for longer and more frequent periods of low water, further restricting the pier's functionality. Low water conditions under the pier, its generally outdated design elements, and its barriers for access from the land or water by persons with disabilities, limit the pier's attractiveness and usefulness as an access or recreation amenity. Specific to the Lake Tahoe Water Trail, the existing development at KBSRA, including the beach area and pier, presents significant barriers to access from the water for persons with disabilities.

Pier redevelopment details involved in the current planning effort will examine the potential for a longer pier, some of which could be a floating pier design, that will be consistent with the Federal Access Board Guidelines regarding access for people with mobility challenges and design details complementary to other public and private infrastructure investment in the area. Project proponents expect pier redevelopment of this type will allow motorized boat use of the pier in all normal water level conditions. Accessibility benefits extend to motorized and human powered boaters along the Lake Tahoe Water Trail, enabling the full diversity of users to enjoy the pier and secure access to the site from the water, even in low water conditions, and allow access throughout the year. It will also showcase the Region's primary natural asset by providing an opportunity for residents and visitors to walk out over Lake Tahoe and feel surrounded by the expanse of water and mountains.

- **Supporting Kings Beach Redevelopment.** Proposed changes to the Kings Beach Public Pier complement the significant public and private investment being made within the community in order to revitalize the economy, restore and improve Lake Tahoe's clarity, and improve bike and pedestrian mobility and safety. These changes will provide an enhanced local and visitor

experience that will add additional value to the benefit from public improvements at the heart of the community.

- **Supporting Transportation Options.** Travel around Lake Tahoe on the water predates European settlement. This point-to-point travel today occurs in kayaks, on standup paddleboards and using large and small motorized boats of all descriptions. The attractiveness for residents and visitors of boating to/from a destination is demonstrated at places like Gar Woods, the Tahoe City Marina and Chambers Landing. Additionally, users on the Lake Tahoe Water Trail travel point-to-point to access overnight accommodations, lunch and shopping opportunities, and hiking trails. Current conditions at the Kings Beach Public Pier do not allow this type of access to State or nearby private amenities in many seasons of many years. Access conditions also present barriers for boaters of all types with disabilities. Pier redevelopment can increase this access, diversify transportation options, and support the Regional efforts to reduce traffic along the roadways with its attendant environmental problems.

## **NORTH LAKE TAHOE TOURISM MASTER PLAN**

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

Redevelopment of the Kings Beach Public Pier addresses priorities established in the *North Lake Tahoe Tourism and Community Investment Plan (2004)* related to: Visitor and Community Facilities and Services, Redevelopment, and Transportation. As described above, creating an accessible pier that is functional during normal lake level conditions better serves all potential users, including visitors and residents, members of the boating public, and general beach users. Redevelopment of this facility continues the ongoing upgrade of public infrastructure in Kings Beach with its attendant support for all sectors of the tourism economy. And finally, securing public boating access available to all not only supports the vision of the NLTRA, but also serves the State interests in protecting and promoting public access to Lake Tahoe. The Kings Beach Public Pier Concept Project Planning proposal is the first step in the redevelopment effort.

Additionally, the proposal will address NLTRA Core Project Groupings. It allows consideration of public pier redevelopment that enhances the following project types:

1. Trails: supports access to and from the Lake Tahoe Water Trail for persons of all abilities.
2. Recreation Amenities: creates a functioning pier for general recreation and boating users of all types available in more years for a longer season of use.
3. Tourism Redevelopment: contributes to the high design values achieved throughout other public infrastructure redevelopment projects critical to meeting visitor expectations.
4. Transportation Infrastructure: enhances transportation options by producing a functioning pier to serve point-to-point travel on Lake Tahoe for the boating public.

The proposal will also address NLTRA Core Function Areas as follows:

1. Human powered initiative: provides access to recreation amenities for non-motorized boaters of all abilities.
2. Transportation vision: contributes to the diversity of transportation options in North Lake Tahoe by providing a public boating access facility functional in normal water conditions.
3. Tourism economy: supplements the public infrastructure investment in Kings Beach central to achieving the community plan.

**Project Funding Strategy Guidelines**

The Kings Beach Public Pier Concept Project Planning proposal includes provisions that address all aspects of the TOT Funding Strategy priorities and should gain the maximum score for criteria of high importance. As discussed in other sections of this application, planning activities that can result in providing a functional public pier in Kings Beach serve the human powered sports initiative, regional transportation vision, and advancement of the tourism economy. Additionally, the proposal addresses trails, recreation amenities, tourism redevelopment, and transportation infrastructure. The request involves a small portion of the total TOT budget and provides substantial matching funds, gaining additional points in the application evaluation.



## north lake tahoe

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### The North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGRAM FUNDING APPLICATION

#### PROJECT INFORMATION

1. Project/program name **Commons Beach Sand Replacement Project**

2. Brief description of project/program

Commons Beach, owned by Placer County, is a jewel of Tahoe City. Commons Beach serves as a gateway to the millions of visitors entering the Lake Tahoe Basin from SR89. Located lakeside in the heart of Tahoe City, Commons Beach has many features including a beach, a playground, picnic areas, and a large grass area, all of which were restored in 2003. At the time of the facility restoration TCPUD was required to reduce the turf coverage. Increased sand was approved to replace turf coverage by the regulatory agencies. Commons Beach is one of the most heavily used beach access points in North Lake Tahoe and it is the closest beach/park to Squaw Valley and Alpine Meadows.

The beach area offers visitors convenient access to human powered sports including paddleboards and kayaks on Lake Tahoe. There is access to the TCPUD bike trail network that runs alongside the park and connects visitors to downtown Tahoe City businesses. Commons Beach is also the host site of the free summer concert series and movies in the park, which both draw a high percentage of visitors.

The sand at Commons Beach is being transported away from the beach area due to prevailing winds and currents which detracts from the visitor experience. Presently, the level of Lake Tahoe is low, which magnifies the poor condition of the beach. Furthermore, the lip between the grass area and sand has grown due to the sand erosion which poses a safety hazard.

The Commons Beach Sand Replacement Project will improve the conditions at the beach area, make it more aesthetically pleasing and reduce safety issues for visitors of North Lake Tahoe.

#### FINANCIAL INFORMATION

1. Total project cost **\$30,000**

2. Total TOT funds requested **\$30,000**

3. Identify other funding from secured sources

The Commons Beach Facility is owned by Placer County. TCPUD is requesting full funding from TOT as the majority of the beach users are visitors. TCPUD maintains the beach under a contract with Placer County. TCPUD subsidizes the beach maintenance by approximately \$90,000 per year.

4. Will the project require future financial funding?

TCPUD does not anticipate that this project will require additional funding in the next 5 years. However, in 5 years, there may be the need to again replenish the sand.

D-2.11

What is the source of the future financial support?

TCPUD may request TOT funds due to the facts that the large majority of the people who use the beach at Commons are visitors (82%) and the beach is owned by Placer County.

Will this include maintenance needs?

TCPUD has been the primary custodian for the Tahoe City Commons since 1969. TCPUD will continue to maintain Commons Beach for the community, on behalf of the County.

What is the source of maintenance funding?

TCPUD and Placer County share in the cost for maintenance at Commons Beach. TCPUD will continue to maintain Commons Beach as part of their existing operations budget and agreement with Placer County. In 2013 TCPUD subsidized Commons Beach maintenance in the amount of \$90,000. This amount is over and above any amounts received from Placer County participation.

5. Provide project proforma and implementation schedule (timeline)  
This project will only take 5 days post sand delivery. TCPUD or local contractor will spread sand evenly across the beach area. Proforma budget attached.
6. How will project cost overruns or operating cost shortfalls be funded?  
The project's budget includes a contingency that will cover any potential overruns. TCPUD will only bill for actual costs incurred.

#### QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address Tahoe City Public Utility District, Box 5249, Tahoe City, CA 96145
2. Financial Capability  
For 2014, TCPUD has an \$8.7 million operating budget and is managing \$9.1 million in capital projects.
3. Experience with projects of similar nature  
TCPUD has a proven track record maintaining high quality trails, beaches, and parks.  
  
TCPUD has successfully managed over \$20 million in park, trail, and river access projects in the past 10 years.
4. Objectives of project sponsor
  - Improve the aesthetics of Commons Beach
  - Reduce the risk of injury by reducing the distance between the grass and sand levels
  - Improve the beach and recreational experience for visitors and residents
  - Rehabilitate the beach so that it promotes visitation and longer periods of use that will in turn translate to economic activity in the area.

#### ECONOMIC IMPACT OF PROJECT

1. Estimated number of users  
250,000 visitors annually  
  
(Note: TCPUD conducts annual surveys of several of the recreational facilities that they maintain, including Commons Beach. In 2013, the survey showed that 82% of the users at Commons Beach were visitors; most stated that they were there to swim or be at the beach.)
2. Time of year: Commons is enjoyed year-round, with the majority of the visitors using the beach in the months of June through September  
  
Weekends: 65%  
Weekdays: 35%

D-2.12

3. Number of visitors to be attracted as a result of project/program  
The goal is to improve the facility so that it will continue to help maintain beach use at the estimated 250,000 people annually as well as increase use in the future. A high quality experience at the Commons Beach facility will promote repeat visits, longer uses, and positive word of mouth promotion which will all facilitate increased visitation.

% Local: 18%

% Out of area 82% (Location of visitors includes the SF Bay Area, Sacramento, Reno, Southern California, and destination visitors.)

4. Projected expenditures by out of area attendees (per capita):

According to the NLTRA's 2013 Economic Significance of Travel to the North Lake Tahoe Area visitor impact study, prepared by Dean Runyan Associates, the average visitor spending per capita (adult) is \$155 per day (includes lodging, dining, and other non-transportation expenditures). As an example, at an average length of stay of 3 days, 50 additional visitors would generate \$23,250 in spending per year and \$116,251 in spending over the project life span.

TCPUD expects projected expenditures per visitor will follow the above mentioned average.

Hotel: As described above

Restaurant: As described above

Other: As described above

5. How will the project improve or enhance service to the visitor?

Lake Tahoe is the focal point for visitors of Lake Tahoe most of the year, especially during the summer months. Visitors in general plan for and expect a quality beach experience. The beach sand replacement project will provide the quality experience guests expect. By meeting or exceeding our guest's expectations the region will likely enjoy repeat visitation.

#### COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?

Guests, residents and visitors of the Tahoe City area, Squaw Valley and the West Shore will receive the greatest benefit. Commons Beach is located in the heart of downtown Tahoe City and unlike most North Shore beaches it is easily accessible from Squaw Valley and the West Shore on the TCPUD bike trail network.

2. What region-wide tourism benefits will be created?

For the majority of the year, the Lake is the primary draw for visitors to North Lake Tahoe. Commons Beach provides convenient public access to Lake Tahoe as well as access to human powered sports such as cycling, walking, running, paddleboarding, and kayaking. Maintaining high quality beaches throughout the region will continue to foster a positive visitor experience. A positive visitor experience is proven to be a factor in increased visitation to a region over time.

3. Will local resources be used to create, design, construct this project?

Yes. TCPUD has contracted with Ogilvy Consulting, a local firm, for the design and permitting portion of this project. The District intends to hire a local contractor or perform the remainder of the work in-house.

4. What types of businesses will receive the greatest economic impact?

Lodging, restaurants, coffee houses, retail shops and equipment rental will receive the greatest economic impact from this project. Lodging facilities in Tahoe City, Squaw Valley, Alpine Meadows, and the West Shore will all benefit economically from the restoration at Commons Beach. Additionally there are more than 20 restaurants/bars, 12 recreation stores/vendors and 24 retail outlets that are within walking or biking distance from the focal point of Commons Beach.

Are they supportive of this project?

Yes

5. Will the project require the addition of governmental service? Yes

D-2.13



If yes, describe The ongoing maintenance costs will be the responsibility of the TCPUD through a maintenance agreement with Placer County and the TCPUD operating budget. Maintenance includes but is not limited to: Irrigation checks and repairs, parking lot maintenance, pruning shrubs and ground cover, lawn mowing, restroom and drinking fountain cleaning and maintenance, and picnic/bench maintenance.

How will these costs be funded? TCPUD ad valorem taxes are used to subsidize the additional maintenance costs that the County does not cover.

6. Document the community support for the project  
There is ample community support for this project. Details of support available upon request.

## **NORTH LAKE TAHOE TOURISM MASTER PLAN**

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

The 2004 North Lake Tahoe Tourism and Community Investment Master Plan states a goal of environmental stewardship and building economic sustainability. It also identifies that maintaining the qualities of clean water, fresh air, scenic beauty, open space, abundant plant and animal life, and opportunities for public recreation are elements that attract residents and visitors to the region. This project supports the goals of building economic sustainability and opportunities for public recreation by providing a spectacular recreational amenity that retains and attracts visitors to North Lake Tahoe.

Additionally, the master plan states "investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services." The Commons Beach Enhancement project improves the appearance of the beach area making it more aesthetically pleasing to visitors.

### **The Commons Beach Enhancement Project:**

- is consistent with the NLTRA's 5-year strategic goals
- is consistent with key project groupings; parklands and recreation amenities
- will strengthen the overall tourism economy
- will increase overnight stays in North Lake Tahoe
- will enhance the visitor experience and economic value for North Lake Tahoe
- will support the overall tourism core function areas of biking, boating, music, and non-motorized water sports

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

**Total Project Score: 70**

### **Score Explanation**

The Commons Beach Sand Replacement Project:

- supports NLTRA key core function areas – **15 points** (Commons Beach is an access point for human powered sports and activities as well as provides concessions for the same)
- is within highest priority work plan grouping - **20 points** (Commons Beach is a recreation amenity and/or an access point for recreation as well as being a destination or draw of the bike trail system)
- supports other work plan project groupings – **15 points** (Commons Beach is itself a Park and also hosts or plays a role in special regional events)
- supports environment improvement – **5 points** (sand is used in water run off capture and filtration, more sand at Commons beach will help capture sediment and other contamination run off before reaching Lake Tahoe)
- is supported by the TCPUD in the form of year round maintenance of the facility. Although funds spent maintaining the facility are not directly related to the sand project, TCPUD does contribute a net of \$90,000 annually to the facility – **15 points** (Combination of matching funds and other funding sources)

D-2.14

**Note:** The total grant request for this project is estimated at 2% of the total TOT budget.  
**OTHER**

List other benefits or elements that should be considered by the Resort Association in evaluating this request

In 2003, TCPUD was the lead agency for the Tahoe City Commons Restoration Project. TCPUD secured full funding for the complete restoration of the Commons on behalf of the community and its visitors.

Commons Beach is owned by Placer County and maintained by TCPUD. The District has a maintenance agreement with the County, however this does not cover the full costs of maintaining Commons Beach.

TCPUD recognizes the enormous value Commons Beach offers the North Lake Tahoe community and the draw it is for visitors. Therefore, over the past 10 years, TCPUD has subsidized an average of \$90,000 per year with tax dollars to maintain this recreational amenity for all who visit North Lake Tahoe.

Photo of Commons Beach August 2014



D-2.15

**Commons Beach Sand Replacement Budget Estimate**

Sand Description - 3" of #12 Beach Sand - 95.7 Cubic Yards

**SAND COSTS**

Sand Costs (including delivery)	13,229.03
Labor Costs	3,000.00
Consulting Fees	6,000.00
Permitting Fees	4,500.00
BMP Costs	500.00
10% Contengency	2,722.90
<b>TOTAL</b>	<b>\$29,951.93</b>

D-2.16



# north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: September 23, 2014**  
**BOARD MEMBERS PRESENT: Brendan Madigan**

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

### **MOTIONS MADE/VOTE:**

- 3.1 M/S/C (Sprague/Williams) (7/0) to approve the agenda as presented.
- 4.1 M/S/C (Williams/Madigan) (7/0) to approve the Marketing Committee minutes from July 29, 2014.

## **BOARD APPROVAL/DIRECTION REQUESTED:**



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE:** BUSINESS ASSOCIATION AND CHAMBER COLLABORATIVE

**MEETING DATE:** September 10, 2014

**BOARD MEMBERS PRESENT:** Caroline Ross, Stephen Lamb, Stacie Lyans, Mike Young, Amber Burke, Joy Doyle, Nate Burch

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

- Request from committee to assistant to incorporate more detailed notes/minutes
- Abbi Agency to provide second Peak Your Adventures for October 1<sup>st</sup> BOD Meeting
- Shop Local Campaign discussed in detail and planned out
- Committee agrees to begin Shop Local Campaign on Black Friday and will run through December 25<sup>th</sup>
- Shop Local subcommittee to meet with Truckee regarding year round participation

### **MOTIONS MADE/VOTE:**

**No Motions were made at this meeting**

D-4



**COMMITTEE BRIEFS: Finance**

**MEETING DATE: September 25, 2014**

**BOARD MEMBERS PRESENT: Ron Parson and Jennifer Merchant**

**ACTION ITEMS TAKEN:**

Staff will develop a monthly pacing report for the Chamber of Commerce.

**MOTIONS MADE / VOTE:**

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

M/S/C (Salmon/Merchant) (3/0) to approve the July 24, 2014 and August 28, 2014 minutes.

**BOARD APPROVAL / DIRECTION REQUESTED:**

M/S/C (Parson/Salmon) (2/1) to recommend the Board of Directors adopt the budget changes discussed by the committee for the Chamber of Commerce. These changes are: remove TOT funding, reduce expenses by \$7,000, and shift \$14,500 of marketing related staff expense out of the membership department and into the marketing department.

D-7



## north lake tahoe

Chamber | CVB | Resort Association

### NLTRA Executive Committee

Tuesday, September 23, 2014

7:30 a.m.

NLTRA Offices

## Report

### A. Open Session

1. Items for Board Retreat Agenda – October 1  
**There are many action items due to the transition in process with the Capital Investment/Transportation applications. The agenda is a long one!**
2. Strategic Discussion ideas  
**The decision was to have the Chamber Business Plan on the strategic discussion list.**
3. Additional Requests for Board Agenda:
  - a. Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she's looking into the appropriate time and will get back to me)
4. Master Plan Update
  - a. Consultant update  
**DID NOT DISCUSS**
5. Staffing Changes – Kim Lambert / Jennifer Little  
**DID NOT DISCUSS**
6. Annual Report – Will be in the Sierra Sun on Friday 8/26  
**DID NOT DISCUSS**
7. Ironman – plans with cancellation  
**Working with World Triathlon Corp. on options for athletes that are very generous, also a thank you to the community**
8. Fund Balance  
**There is not a reconciliation between the County and NLTRA regarding the fund balance, phone conversations with the accounting department are taking place to resolve differences**

D-8.1

9. Chamber Business Plan  
**Executive Committee provided great feedback to a revised business plan, which is integrated into the plan that will be before the board on Oct. 1.**
10. Board Development Meeting  
**DID NOT DISCUSS**
11. Candidates Forum – Oct. 14  
**DID NOT DISCUSS**

D-8.2



**NLT Chamber/CVB/ Resort Association**  
**Financial Statements**  
**For the One Month Ending July 31, 2014**

D-9.1



September 10, 2014

To: Finance Committee

From: Kim Lambert & Marc Sabella

Re: Major Variances of the July 2014 Financial Statements (REVISED)

As of July 31<sup>st</sup>, 8% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

**Profit/Loss:**

- Conference Commissions are under budget; actual revenue for billing participating properties has not been received as of the date of this report.
- COGS is over budget, however VIC gross margin on sales of inventory is above July budget
- Marketing Research & Planning is over budget for the month of July but will even out in August which contains the remainder of the annual budget for this expense item.
- Transportation Projects is over budget due to the timing of payment to TNT/TMA of \$53,000 for the Airport Shuttle which was not budgeted in the month of July.

**Balance Sheet:**

- Prepaid Expenses is up 5x year over year July due to \$176,000 being prepaid for the September Ironman event. These paid amounts will be expensed in the month of September.
- 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 30<sup>th</sup>. 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.
- 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.

D-9.2

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 302,552	\$ 302,552	Placer County TOT Funding	\$ 302,552	\$ 302,552	\$ -	\$ 268,863	\$ 3,630,620	8%
10,000	10,827	Membership	10,000	10,827	(827)	10,492	129,517	8%
75	600	New Member Fees	75	600	(525)	100	7,350	1%
1,500	900	Membership Activities	1,500	900	600	675	45,250	3%
1,135	800	Tuesday Morning Breakfast Club	1,135	800	335	1,200	9,600	12%
-	-	Sponsorships	-	-	-	-	8,100	0%
-	-	Special Events	-	-	-	-	86,500	0%
2,775	637	Non-Retail VIC Sales	2,775	637	2,138	1,017	7,644	36%
-	-	Visitor Guide Income	-	-	-	-	3,000	0%
-	8,470	Commissions	-	8,470	(8,470)	2,848	115,868	0%
17,191	17,531	Merchandise Sales	17,191	17,531	(340)	17,510	108,864	16%
<u>335,228</u>	<u>342,317</u>	<b>Total Revenue</b>	<u>335,228</u>	<u>342,317</u>	<u>(7,089)</u>	<u>302,705</u>	<u>4,152,313</u>	<u>8%</u>
8,605	7,555	Cost of Goods Sold/Discounts	8,605	7,555	(1,050)	7,476	58,306	15%
<u>8,605</u>	<u>7,555</u>	<b>Total Cost of Goods Sold</b>	<u>8,605</u>	<u>7,555</u>	<u>(1,050)</u>	<u>7,476</u>	<u>58,306</u>	<u>15%</u>
<u>326,623</u>	<u>334,762</u>	<b>Gross Margin</b>	<u>326,623</u>	<u>334,762</u>	<u>(8,139)</u>	<u>295,229</u>	<u>4,094,007</u>	<u>8%</u>
<b>Operating Expenses</b>								
101,539	101,602	Salaries & Wages	101,539	101,602	63	92,642	1,410,948	7%
15,807	16,815	Rent	15,807	16,815	1,008	15,354	169,524	9%
2,400	3,136	Telephone	2,400	3,136	736	3,338	37,636	6%
231	374	Mail - USPS	231	374	143	376	4,288	5%
1,209	1,238	Insurance/Bonding	1,209	1,238	29	1,270	14,858	8%
709	1,207	Supplies	709	1,207	498	1,204	19,775	4%
65	-	Visitor Communications - Other	65	-	(65)	-	460	14%
859	973	Equipment Support & Maintenance	859	973	114	1,150	11,674	7%
129	334	Taxes, Licenses & Fees	129	334	205	4	3,977	3%
155	1,786	Equipment Rental/Leasing	155	1,786	1,631	2,048	21,228	1%
-	1,050	Training Seminars	-	1,050	1,050	-	4,484	0%
-	-	Public Outreach	-	-	0	200	2,129	0%
-	-	Professional Fees	-	-	0	-	18,350	0%
-	-	Community Marketing Programs	-	-	0	-	80,000	0%
858	-	Special Events/Sponsorships	858	-	(858)	1,354	504,000	0%
650	-	Membership Activities	650	-	(650)	416	30,085	2%
773	737	Tuesday Morning Breakfast Club	773	737	(36)	705	8,844	9%
125,000	125,000	Marketing Cooperative/Media	125,000	125,000	0	90,000	880,000	14%
-	-	Media/Collateral/Production	-	-	0	-	826	0%
-	541	Non-NLT Co-Op Marketing Programs	-	541	541	-	122,596	0%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	-	-	0	17	2,688	0%
234	384	Board Functions	234	384	150	183	4,604	5%
588	454	Credit Card Fees	588	454	(134)	540	5,449	11%
209	982	Automobile Expenses	209	982	773	568	10,767	2%
164	376	Meals/Meetings	164	376	212	30	4,968	3%
1,030	940	Dues & Subscriptions	1,030	940	(90)	1,060	4,170	25%
-	998	Travel	-	998	998	929	8,664	0%
25	-	Classified Advertising	25	-	(25)	-	-	100%
-	-	Research & Planning Dues	-	-	0	3,000	5,000	0%
25,671	30,316	Research & Planning	25,671	30,316	4,645	10,450	88,000	29%
63,512	25,577	Transportation Projects	63,512	25,577	(37,935)	-	589,420	11%
529	670	Depreciation	529	670	141	1,053	8,894	6%
<u>342,348</u>	<u>315,490</u>	<b>Total Operating Expenses</b>	<u>342,348</u>	<u>315,490</u>	<u>(26,856)</u>	<u>227,891</u>	<u>4,086,301</u>	<u>8%</u>
<u>(15,723)</u>	<u>19,272</u>	<b>Operating Income (Loss)</b>	<u>(15,723)</u>	<u>19,272</u>	<u>(34,995)</u>	<u>67,338</u>	<u>7,706</u>	
-	4	Investment Income/Interest	-	4	(4)	10	48	
1,750	1,750	Additions to Marketing Reserves	1,750	1,750	0	-	21,000	
<u>(1,750)</u>	<u>(1,746)</u>	<b>Net Expenses</b>	<u>(1,750)</u>	<u>(1,746)</u>	<u>(4)</u>	<u>10</u>	<u>(20,952)</u>	
<u>(17,473)</u>	<u>17,526</u>	<b>Net Income (Loss)</b>	<u>(17,473)</u>	<u>17,526</u>	<u>(34,999)</u>	<u>67,348</u>	<u>(13,246)</u>	

D-9.2

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 218,898	\$ 218,898	Placer County TOT Funding	\$ 218,898	\$ 218,898	\$ -	\$ 190,851	\$ 2,626,772	8%
10,000	10,827	Membership	10,000	10,827	(827)	10,492	129,517	8%
75	600	New Member Fees	75	600	(525)	100	7,350	1%
1,500	900	Membership Activities	1,500	900	600	675	45,250	3%
1,135	800	Tuesday Morning Breakfast Club	1,135	800	335	1,200	9,600	12%
-	-	Sponsorships	-	-	-	-	8,100	0%
-	-	Special Events	-	-	-	-	86,500	0%
2,775	637	Non-Retail VIC Sales	2,775	637	2,138	1,017	7,844	36%
-	-	Visitor Guide Income	-	-	-	-	3,000	0%
-	8,470	Commissions	-	8,470	(8,470)	2,848	115,868	0%
17,191	17,531	Merchandise Sales	17,191	17,531	(340)	17,510	108,864	16%
<u>251,574</u>	<u>258,663</u>	<b>Total Revenue</b>	<u>251,574</u>	<u>258,663</u>	<u>(7,089)</u>	<u>224,693</u>	<u>3,148,465</u>	<u>8%</u>
8,605	7,555	Cost of Goods Sold/Discounts	8,605	7,555	(1,050)	7,476	58,306	15%
8,605	7,555	<b>Total Cost of Goods Sold</b>	8,605	7,555	(1,050)	7,476	58,306	15%
<u>242,969</u>	<u>251,108</u>	<b>Gross Margin</b>	<u>242,969</u>	<u>251,108</u>	<u>(8,139)</u>	<u>217,217</u>	<u>3,090,159</u>	<u>8%</u>
88,178	88,237	Salaries & Wages	88,178	88,237	59	81,284	1,217,113	7%
14,509	14,699	Rent	14,509	14,699	190	14,088	149,204	10%
2,010	2,711	Telephone	2,010	2,711	701	2,687	32,536	6%
231	349	Mail - USPS	231	349	118	376	4,186	6%
1,137	1,142	Insurance/Bonding	1,137	1,142	5	1,193	13,704	8%
661	1,073	Supplies	661	1,073	412	1,085	18,268	4%
65	-	Visitor Communications - Other	65	-	(65)	-	460	14%
725	871	Equipment Support & Maintenance	725	871	146	954	10,449	7%
129	295	Taxes, Licenses & Fees	129	295	166	4	3,545	4%
131	1,495	Equipment Rental/Leasing	131	1,495	1,364	1,683	17,936	1%
-	1,050	Training Seminars	-	1,050	1,050	-	4,484	0%
-	-	Public Outreach	-	-	0	-	179	0%
-	-	Professional Fees	-	-	0	-	18,350	0%
-	-	Community Marketing Programs	-	-	0	-	80,000	0%
858	-	Special Events/Sponsorships	858	-	(858)	1,354	504,000	0%
650	-	Membership Activities	650	-	(650)	416	30,085	2%
773	737	Tuesday Morning Breakfast Club	773	737	(36)	705	8,844	9%
125,000	125,000	Marketing Cooperative/Media	125,000	125,000	0	90,000	880,000	14%
-	-	Media/Collateral/Production	-	-	0	-	826	0%
-	541	Non-NLT Co-Op Marketing Programs	-	541	541	-	122,596	0%
6,856	583	Research & Planning	6,856	583	(6,273)	-	7,000	98%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	-	-	0	17	2,438	0%
234	384	Board Functions	234	384	150	183	4,604	5%
588	454	Credit Card Fees	588	454	(134)	540	5,449	11%
209	673	Automobile Expenses	209	673	464	362	7,247	3%
164	345	Meals/Meetings	164	345	181	30	4,487	4%
1,030	940	Dues & Subscriptions	1,030	940	(90)	1,015	4,080	25%
-	998	Travel	-	998	998	929	8,664	0%
25	-	Classified Advertising	25	-	(25)	-	-	100%
445	574	Depreciation	445	574	129	884	7,743	6%
<u>244,608</u>	<u>243,151</u>	<b>Total Operating Expenses</b>	<u>244,608</u>	<u>243,151</u>	<u>(1,457)</u>	<u>199,789</u>	<u>3,176,477</u>	<u>8%</u>
(1,639)	7,957	<b>Operating Income (Loss)</b>	(1,639)	7,957	(9,596)	17,428	(86,318)	
-	4	Investment Income/Interest	-	4	(4)	10	48	
1,750	1,750	Additions to Marketing Reserves	1,750	1,750	0	-	21,000	
(6,127)	(1,884)	Allocated Expenses	(6,127)	(1,884)	4,243	(7,207)	(94,024)	
(4,377)	(134)	<b>Net Expenses</b>	(4,377)	(134)	4,243	(7,207)	(73,024)	
<u>2,738</u>	<u>8,095</u>	<b>Net Income (Loss)</b>	<u>2,738</u>	<u>8,095</u>	<u>(5,357)</u>	<u>24,645</u>	<u>(13,246)</u>	

D-9.4

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
		<b>Revenue</b>						
\$ 168,433	\$ 168,433	Placer County TOT Funding	\$ 168,433	\$ 168,433	\$ -	\$ 139,442	\$ 2,020,692	8%
-	-	Special Events	-	-	0	-	86,500	0%
<u>168,433</u>	<u>168,433</u>	<b>Total Revenue</b>	<u>168,433</u>	<u>168,433</u>	<u>-</u>	<u>139,442</u>	<u>2,107,192</u>	<u>8%</u>
		<b>Operating Expenses</b>						
23,470	23,480	Salaries & Wages	23,470	23,480	10	20,596	327,128	7%
1,816	1,979	Rent	1,816	1,979	163	1,784	23,750	8%
751	884	Telephone	751	884	133	953	10,608	7%
2	96	Mail - USPS	2	96	94	-	1,152	0%
230	241	Insurance/Bonding	230	241	11	241	2,892	8%
74	276	Supplies	74	276	202	207	3,312	2%
210	200	Equipment Support & Maintenance	210	200	(10)	350	2,400	9%
	60	Taxes, Licenses & Fees		60		-	720	0%
39	220	Equipment Rental/Leasing	39	220	181	264	2,640	1%
	-	Training Seminars		-	0	-	2,334	0%
	-	Community Marketing Programs		-	0	-	80,000	0%
858	-	Special Events/Sponsorships	858	-	(858)	1,354	504,000	0%
115,000	115,000	Marketing Cooperative/Media	115,000	115,000	0	80,000	770,000	15%
	-	Non-NLT Co-Op Marketing Programs		-	0	-	121,000	0%
6,856	583	Research & Planning	6,856	583	(6,273)	-	7,000	98%
	-	Employee Relations		-	0	-	200	0%
	16	Credit Card Fees		16	16	-	193	0%
	183	Automobile Expenses		183	183	132	2,196	0%
	194	Meals/Meetings		194	194	30	2,326	0%
	800	Dues & Subscriptions		800	800	925	2,600	0%
	375	Travel		375	375	-	6,213	0%
132	301	Depreciation	132	301	169	263	3,612	4%
<u>149,438</u>	<u>144,888</u>	<b>Total Operating Expenses</b>	<u>149,438</u>	<u>144,888</u>	<u>(4,550)</u>	<u>107,099</u>	<u>1,876,276</u>	<u>8%</u>
18,995	23,545	<b>Operating Income (Loss)</b>	18,995	23,545	(4,550)	32,343	230,916	
1,750	1,750	Additions to Marketing Reserves	1,750	1,750			21,000	
13,487	17,493	Allocated Expenses	13,487	17,493	4,006	15,778	209,916	
<u>3,758</u>	<u>4,302</u>	<b>Net Income (Loss)</b>	<u>3,758</u>	<u>4,302</u>	<u>(544)</u>	<u>16,565</u>	<u>-</u>	

D-9.5

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 26,715	\$ 26,715	\$ -	\$ 24,951	\$ 320,580	8%
	641	Membership		641	(641)	787	7,690	0%
	8,470	Commissions		8,470	(8,470)	2,848	115,868	0%
<u>26,715</u>	<u>35,826</u>	<b>Total Revenue</b>	<u>26,715</u>	<u>35,826</u>	<u>(9,111)</u>	<u>28,586</u>	<u>444,138</u>	<u>6%</u>
<b>Operating Expenses</b>								
18,640	18,647	Salaries & Wages	18,640	18,647	7	15,262	251,219	7%
908	991	Rent	908	991	83	894	11,898	8%
200	281	Telephone	200	281	81	271	3,372	6%
59	66	Mail - USPS	59	66	7	192	792	7%
230	224	Insurance/Bonding	230	224	(6)	241	2,676	9%
258	77	Supplies	258	77	(181)	81	924	26%
109	138	Equipment Support & Maintenance	109	138	29	178	1,655	7%
	15	Taxes, Licenses & Fees		15	15	-	180	0%
20	188	Equipment Rental/Leasing	20	188	168	234	2,256	1%
10,000	10,000	Marketing Cooperative/Media	10,000	10,000	0	10,000	110,000	9%
	-	Conference - PUD		-	0	-	8,000	0%
	-	Employee Relations		-	0	-	438	0%
	90	Automobile Expenses		90	90	-	1,080	0%
	31	Meals/Meetings		31	31	-	372	0%
	-	Dues & Subscriptions		-	0	-	601	0%
69	77	Depreciation	69	77	8	137	924	7%
<u>30,493</u>	<u>30,825</u>	<b>Total Operating Expenses</b>	<u>30,493</u>	<u>30,825</u>	<u>332</u>	<u>27,490</u>	<u>396,387</u>	<u>8%</u>
(3,778)	5,001	<b>Operating Income (Loss)</b>	(3,778)	5,001	(8,779)	1,096	47,751	
3,088	3,979	Allocated Expenses	3,088	3,979	891	3,746	47,751	
<u>(6,866)</u>	<u>1,022</u>	<b>Net Income (Loss)</b>	<u>(6,866)</u>	<u>1,022</u>	<u>(7,888)</u>	<u>(2,650)</u>	<u>-</u>	

D-9.6

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 23,750	\$ 23,750	\$ -	\$ 26,458	\$ 285,500	8%
2,775	637	Non-Retail VIC Sales	2,775	637	2,138	1,017	7,644	36%
	-	Visitor Guide Income			0	-	3,000	0%
17,191	17,531	Merchandise Sales	17,191	17,531	(340)	17,510	108,864	16%
<u>43,716</u>	<u>41,918</u>	<b>Total Revenue</b>	<u>43,716</u>	<u>41,918</u>	<u>1,798</u>	<u>44,985</u>	<u>405,008</u>	<u>11%</u>
8,605	7,555	Cost of Goods Sold	8,605	7,555	(1,050)	7,476	58,306	15%
<u>8,605</u>	<u>7,555</u>	<b>Total Cost of Goods Sold</b>	<u>8,605</u>	<u>7,555</u>	<u>(1,050)</u>	<u>7,476</u>	<u>58,306</u>	<u>15%</u>
<u>35,111</u>	<u>34,363</u>	<b>Gross Margin</b>	<u>35,111</u>	<u>34,363</u>	<u>748</u>	<u>37,509</u>	<u>346,702</u>	<u>10%</u>
<b>Operating Expenses</b>								
15,038	13,095	Salaries & Wages	15,038	13,095	(1,943)	17,726	179,942	8%
9,130	9,048	Rent	9,130	9,048	(82)	8,804	81,389	11%
388	520	Telephone	388	520	132	424	6,240	6%
136	66	Mail - USPS	136	66	(70)	123	792	17%
302	288	Insurance/Bonding	302	288	(14)	317	3,456	9%
201	377	Supplies	201	377	176	544	9,920	2%
65	-	Visitor Communications Other	65	-	(65)	-	460	14%
109	175	Equipment Support & Maintenance	109	175	66	128	2,100	5%
	93	Taxes, Licenses & Fees		93	93	-	1,116	0%
21	500	Equipment Rental/Leasing	21	500	479	443	6,000	0%
	900	Training Seminars		900	900	-	1,400	0%
	-	Media/Collateral/Production		-	0	-	826	0%
	541	Non-NLT Co-Op Marketing Programs		541	541	-	1,596	0%
	-	Employee Relations		-	0	-	300	0%
406	238	Credit Card Fees	406	238	(168)	288	2,856	14%
209	150	Automobile Expenses	209	150	(59)	230	2,700	8%
79	60	Meals/Meetings	79	60	(19)	-	720	11%
	-	Travel		-	0	-	628	0%
69	-	Depreciation	69	-	(69)	137	851	8%
<u>26,153</u>	<u>26,051</u>	<b>Total Operating Expenses</b>	<u>26,153</u>	<u>26,051</u>	<u>(102)</u>	<u>29,164</u>	<u>303,292</u>	<u>9%</u>
8,958	8,312	<b>Operating Income (Loss)</b>	8,958	8,312	646	8,345	43,410	
2,807	3,617	Allocated Expenses	2,807	3,617	810	3,490	43,410	
<u>6,151</u>	<u>4,695</u>	<b>Net Income (Loss)</b>	<u>6,151</u>	<u>4,695</u>	<u>1,456</u>	<u>4,855</u>	<u>-</u>	

D-9.7

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 10,000	\$ 10,186	Membership	\$ 10,000	\$ 10,186	\$ (186)	\$ 9,706	\$ 121,827	8%
75	600	New Member Fees	75	600	(525)	100	7,350	1%
1,500	900	Membership Activities	1,500	900	600	675	45,250	3%
1,135	800	Tuesday Morning Breakfast Club	1,135	800	335	1,200	9,600	12%
	-	Sponsorships		-	-	-	8,100	0%
<u>12,710</u>	<u>12,486</u>	<b>Total Revenue</b>	<u>12,710</u>	<u>12,486</u>	<u>224</u>	<u>11,681</u>	<u>192,127</u>	<u>7%</u>
<b>Operating Expenses</b>								
7,700	7,719	Salaries & Wages	7,700	7,719	19	5,451	100,940	8%
649	702	Rent	649	702	53	633	8,427	8%
123	310	Telephone	123	310	187	299	3,720	3%
	66	Mail - USPS		66	66	21	792	0%
109	116	Insurance/Bonding	109	116	7	114	1,391	8%
39	57	Supplies	39	57	18	50	684	6%
87	47	Equipment Support & Maintenance	87	47	(40)	48	565	15%
	60	Taxes, Licenses & Fees		60	60	-	720	0%
12	331	Equipment Rental/Leasing	12	331	319	149	3,976	0%
	-	Training Seminars		-	0	-	200	0%
650	-	Membership Activities	650	-	(650)	416	30,085	2%
773	737	Tuesday Morning Breakfast Club	773	737	(36)	705	8,844	9%
	-	Employee Relations		-	0	-	250	0%
182	200	Credit Card Fees	182	200	18	253	2,400	8%
	250	Automobile Expenses		250	250	-	900	0%
85	60	Meals/Meetings	85	60	(25)	-	720	12%
	60	Dues & Subscriptions		60	60	45	720	0%
	390	Travel		390	390	-	390	0%
42	48	Depreciation	42	48	6	84	571	7%
<u>10,451</u>	<u>11,153</u>	<b>Total Operating Expenses</b>	<u>10,451</u>	<u>11,153</u>	<u>702</u>	<u>8,268</u>	<u>166,295</u>	<u>6%</u>
2,259	1,333	Operating Income (Loss)	2,259	1,333	926	3,413	25,832	
2,564	3,257	Allocated Expenses	2,564	3,257	693	2,989	39,078	
<u>(305)</u>	<u>(1,924)</u>	<b>Net Income (Loss)</b>	<u>(305)</u>	<u>(1,924)</u>	<u>1,619</u>	<u>424</u>	<u>(13,246)</u>	

D-9.8



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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2043 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 18,034	\$ 18,034	\$ -	\$ 17,502	\$ 216,406	8%
18,034	18,034	<b>Total Revenue</b>	18,034	18,034	-	17,502	216,406	8%
<b>Operating Expenses</b>								
6,661	6,663	Salaries & Wages	6,661	6,663	2	6,130	95,205	7%
649	769	Rent	649	769	120	633	9,582	7%
195	200	Telephone	195	200	5	325	2,400	8%
	25	Mail - USPS		25	25	-	50	0%
36	40	Insurance/Bonding	36	40	4	38	480	8%
24	81	Supplies	24	81	57	70	872	3%
67	55	Equipment Support & Maintenance	67	55	(12)	98	660	10%
	39	Taxes, Licenses & Fees		39	39	-	372	0%
12	146	Equipment Rental/Leasing	12	146	134	183	1,552	1%
	-	Public Outreach		-	0	200	1,000	0%
16,055	14,533	Research & Planning	16,055	14,533	(1,522)	5,125	49,000	33%
	-	Employee Relations		-	0	-	125	0%
	117	Automobile Expenses		117	117	103	1,216	0%
	32	Meals/Meetings		32	32	276	372	0%
42	48	Depreciation	42	48	6	84	576	7%
23,741	22,748	<b>Total Operating Expenses</b>	23,741	22,748	(993)	13,265	163,462	15%
(5,707)	(4,714)	<b>Operating Income (Loss)</b>	(5,707)	(4,714)	(993)	4,237	52,944	
3,563	4,412	Allocated Expenses	3,563	4,412	849	4,218	52,944	
(9,270)	(9,126)	<b>Net Income (Loss)</b>	(9,270)	(9,126)	(144)	19	-	

Infrastructure Projects to be Recorded by Placer County:

Year-to-date Summary:

Capital Improvement Funding - Placer Held	117,520	126,742	(9,222)	59,106	1,520,903
Infrastructure Projects	(117,520)	(126,742)	9,222	(59,106)	(1,520,903)

D-9.9

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 65,620	\$ 65,620	\$ -	\$ 60,510	\$ 787,442	8%
65,620	65,620	<b>Total Revenue</b>	65,620	65,620	-	60,510	787,442	8%
<b>Operating Expenses</b>								
6,700	6,701	Salaries & Wages	6,700	6,701	1	5,228	98,630	7%
649	1,347	Rent	649	1,347	698	633	10,738	6%
195	225	Telephone	195	225	30	325	2,700	7%
	-	Mail - USPS		-	0	-	50	0%
36	56	Insurance/Bonding	36	56	20	38	672	5%
24	53	Supplies	24	53	29	50	636	4%
67	47	Equipment Support & Maintenance	67	47	(20)	98	566	12%
	-	Taxes, Licenses & Fees		-	0	-	60	0%
12	145	Equipment Rental/Leasing	12	145	133	183	1,740	1%
	-	Public Outreach		-	0	-	950	0%
	-	Research & Plan Dues		-	0	3,000	5,000	0%
2,760	15,200	Research & Planning	2,760	15,200	12,440	5,325	32,000	9%
63,512	25,577	Transportation Projects	63,512	25,577	(37,935)	-	589,420	11%
	-	Employee Relations		-	0	-	125	0%
	192	Automobile Expenses		192	192	103	2,304	0%
	-	Meals/Meetings		-	0	-	109	0%
	-	Dues & Subscriptions		-	0	23	90	0%
42	48	Depreciation	42	48	6	84	576	7%
73,997	49,591	<b>Total Operating Expenses</b>	73,997	49,591	(24,406)	15,090	746,366	10%
(8,377)	16,029	<b>Operating Income (Loss)</b>	(8,377)	16,029	(24,406)	45,420	41,076	
2,564	3,423	Allocated Expenses	2,564	3,423	859	2,989	41,076	
<u>(10,941)</u>	<u>12,606</u>	<b>Net Income (Loss)</b>	<u>(10,941)</u>	<u>12,606</u>	<u>(23,547)</u>	<u>42,431</u>	<u>-</u>	

D-9.10

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
\$23,330	\$25,295	Salaries & Wages	\$23,330	\$25,295	\$1,965	\$22,249	\$357,884	7%
2,006	1,978	Rent	2,006	1,978	(28)	1,973	23,741	8%
548	716	Telephone	548	716	168	740	8,596	6%
34	55	Mail - USPS	34	55	21	39	658	5%
266	274	Insurance/Bonding	266	274	8	279	3,288	8%
89	286	Supplies	89	286	197	205	3,427	3%
210	311	Equipment Support & Maintenance	210	311	101	250	3,728	6%
129	68	Taxes, Licenses & Fees	129	68	(61)	4	809	16%
39	255	Equipment Rental/Leasing	39	255	216	593	3,064	1%
	150	Training Seminars		150	150	-	550	0%
	-	Public Outreach		-	0	-	179	0%
	-	Professional Fees		-	0	-	18,350	0%
	-	Employee Relations		-	0	17	1,250	0%
234	384	Board Functions	234	384	150	183	4,604	5%
	-	Automobile Expenses		-	0	-	371	0%
	-	Meals/Meetings		-	0	-	350	0%
1,030	80	Dues & Subscriptions	1,030	80	(950)	45	160	644%
	233	Travel		233	233	929	1,433	0%
25	-	Classified Advertising	25	-	(25)	-	-	100%
133	149	Depreciation	133	149	16	263	1,785	7%
<u>28,073</u>	<u>30,234</u>	<b>Total Operating Expenses</b>	<u>28,073</u>	<u>30,234</u>	<u>2,161</u>	<u>27,769</u>	<u>434,227</u>	<u>6%</u>
(28,073)	(30,234)	<b>Operating Income (Loss)</b>	(28,073)	(30,234)	2,161	(27,769)	(434,227)	
-	4	Investment Income/Interest	-	4	(4)	10	48	
(28,073)	(30,230)	Allocated Expenses	(28,073)	(30,230)	(2,157)	(33,210)	(434,179)	
<u>-</u>	<u>-</u>	<b>Net Income (Loss)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,451</u>	<u>-</u>	

D-9.11

Revenue	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Placer County TOT Funding	\$ 168,433	\$ 26,715	\$ 23,750	\$ 218,898	\$ -	\$ -	\$ 218,898	\$ 18,084	\$ 65,620	\$ 302,552
Memberships	-	-	-	10,000	-	-	10,000	-	-	10,000
New Member Fees	-	-	-	75	-	-	75	-	-	75
Membership Activities	-	-	-	1,500	-	-	1,500	-	-	1,500
Tuesday Morning Breakfast Club	-	-	-	1,135	-	-	1,135	-	-	1,135
Sponsorships	-	-	-	-	-	-	-	-	-	-
Special Events	-	-	-	-	-	-	-	-	-	-
Non-Retail VIC Sales	-	-	2,775	2,775	-	-	2,775	-	-	2,775
Commissions	-	-	-	-	-	-	-	-	-	-
Merchandise Sales	-	-	17,191	17,191	-	-	17,191	-	-	17,191
Transfers In/Other	-	-	-	-	-	-	-	-	-	-
Total Revenue	168,433	26,715	48,716	238,864	12,710	-	251,574	18,084	65,620	335,228
<b>Cost of Goods Sold</b>	-	-	-	-	-	-	-	-	-	-
Total Cost of Goods Sold/Discounts	-	-	8,605	8,605	-	-	8,605	-	-	8,605
Gross Profit	168,433	26,715	35,111	230,259	12,710	-	242,969	18,084	65,620	326,623
<b>Operating Expenses</b>										
Salaries & Wages	23,470	18,640	15,038	57,148	7,700	23,330	88,178	6,661	6,700	101,539
Rent	1,816	908	9,130	11,854	649	2,006	14,509	649	649	15,807
Telephone	751	200	388	1,339	123	548	2,010	195	195	2,400
Mail - USPS	2	59	136	197	-	34	231	-	-	231
Insurance/Bonding	230	230	302	762	109	266	1,137	36	36	1,209
Supplies	74	258	201	533	39	89	661	24	24	709
Equipment Support & Maintenance	210	109	109	428	87	210	725	67	67	859
Taxes, Licenses & Fees	-	-	-	-	-	129	129	-	-	129
Equipment Rental/Leasing	39	20	21	80	12	39	131	12	12	155
Training Seminars	-	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	-	-	-	-	-
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	-	-
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	-	-
Transportation Projects	6,856	-	-	6,856	-	-	6,856	16,055	2,760	25,671
Community Marketing Programs	-	-	-	-	-	-	-	-	63,512	63,512
Special Events/Sponsorships	858	-	-	858	-	-	858	-	-	858
Membership Activities	-	-	-	-	650	-	650	-	-	650
Tuesday Morning Breakfast Club	-	-	-	-	773	-	773	-	-	773
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	115,000	10,000	-	125,000	-	-	125,000	-	-	125,000
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLI Co-Op Marketing Programs	-	-	-	-	-	-	-	-	-	-
Employee Relations	-	-	-	-	-	-	-	-	-	-
Board Functions	-	-	-	-	-	234	234	-	-	234
Credit Card Fees	-	-	406	406	182	-	588	-	-	588
Automobile Expenses	-	-	209	209	-	-	209	-	-	209
Meals/Meetings	-	-	79	79	85	-	164	-	-	164
Dues & Subscriptions	-	-	-	-	-	1,030	1,030	-	-	1,030
Travel	-	69	69	270	42	133	445	42	42	529
Depreciation	132	-	65	85	-	25	90	-	-	90
Miscellaneous	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	149,438	30,493	26,153	206,084	10,451	28,073	244,608	23,741	73,937	342,346
Operating Income (Loss)	16,995	(3,778)	8,953	24,175	2,259	(28,073)	(1,639)	(5,707)	(8,377)	(15,723)
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	-	-	-	-	-
Additions to Marketing Reserves	(1,750)	-	-	(1,750)	-	-	(1,750)	-	-	(1,750)
Other Expenses	-	-	-	-	-	-	-	-	-	-
Allocated	13,487	3,088	2,807	19,382	2,564	(28,073)	(6,127)	3,563	2,564	-
Net Income (Loss)	3,758	(6,666)	5,151	3,043	(305)	-	2,738	(9,270)	(10,941)	(17,473)

D-9.12

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

	July 31 2014	July 31 2013	Audited June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	1,000	500	500
Cash - Operations Acct #6712	366,688	521,405	549,620
Cash - Payroll Account #7421	8,050	12,941	13,480
Marketing Cooperative Cash	41,876	41,876	41,876
Cash - Infrastructure #8163	95	449,587	303,769
UBS Cash	0	8,860	8,856
Infrastructure Money Market	0	44,883	44,879
Cash in Drawer	590	462	300
Quickbooks Accounts Receivable	96,701	45,336	59,476
AVR - Sales Estimates	0	7,077	9,429
AVR - TOT Funding	409,749	2,421,346	408,188
Undeposited Funds	866	450	352
WebLink Accounts Receivable	19,801	10,215	21,325
Inventories	28,800	17,355	17,542
AR TOT Transportation NLTRA	126,132	839,044	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,335,847	1,335,847	317,847
AR TOT Infrastructure NLTRA Held	35,538	243,031	33,007
AR TOT Infra Maintenance County	150,000	150,000	-
<b>Total Current Assets</b>	<b>2,621,733</b>	<b>6,150,215</b>	<b>1,943,370</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	68,768	67,102
Accum. Depr. - Furniture & Fixtures	(64,065)	(62,548)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(28,354)	(23,911)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,684)	(23,484)	(23,467)
<b>Total Property and Equipment</b>	<b>12,227</b>	<b>14,563</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	209,053	41,161	42,132
Prepaid Insurance	3,459	11,389	4,797
<b>Total Other Assets</b>	<b>212,512</b>	<b>52,550</b>	<b>46,929</b>
<b>Total Assets</b>	<b>2,846,472</b>	<b>6,217,328</b>	<b>2,004,249</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	239,623	228,206	457,516
Salaries / Wages Payable	20,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	850	(3,167)	655
Estimated PTO	62,415	62,415	62,415
Sales and Use Tax Payable	3,654	330	1,302
Accrued Expenses	94,724	0	0
Ski Tahoe North Lift Tickets	0	0	0
Marketing Cooperative Liabilities	41,876	41,876	41,876
Infra-Company Borrowings	(1,222)	(41)	(139)
AFW Suspense Account	0	12,000	0
Payroll Liabilities	1,512	2,801	3,732
Deferred Rev - Membership Dues	65,925	71,898	81,113
Deferred Revenue - Other	0	19,374	19,441
Deferred Support	3	2,351,821	0
Deferred Transportation Support	0	665,608	0
Deferred Infrastructure Support	1,369,781	1,562,303	351,780
Deferred Support- Infra Maint. Reserve	292,096	292,096	142,096
<b>Total Liabilities</b>	<b>2,192,981</b>	<b>5,344,937</b>	<b>1,199,205</b>
<b>Net Assets</b>			
Unrestricted Net Assets	264,219	368,805	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Marketing Reserve - Ski Marketing Reserve	13,707	-	-
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(17,473)	67,348	(28,876)
<b>Total Net Assets</b>	<b>653,491</b>	<b>872,391</b>	<b>805,044</b>
<b>Total Liabilities and Net Assets</b>	<b>2,846,472</b>	<b>6,217,328</b>	<b>2,004,249</b>

D-9.13

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the One Month Ending August 31, 2014**

D-9.14



September 25, 2014

To: Finance Committee

From: Kim Lambert/Marc Sabella

Re: Major Variances of the August 2014 Financial Statements

As of August 31<sup>st</sup>, 16.67% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

**Profit/Loss:**

- Conference Commissions are under budget; actual revenue for billing participating properties has not come in at budget as of the date of this report. It is expected however, that total annual commissions will come in at budget.
- Community Marketing Programs is temporarily over budget as programs are budgeted in September for the first quarter but actual expenditures occurred before that month.
- Transportation Projects is over budget due to the timing of payments to TNT/TMA of \$53,000 for the Airport Shuttle and \$64,557 for the Summer Night Service which was not budgeted in the months of July and August.

**Balance Sheet:**

- Prepaid Expenses is up 8x year over year August due to \$176,000 being prepaid for the September Ironman event. These paid amounts will be expensed in the month of September.
- Accounts Receivable is up close to 4x year over year August due to a \$50,000 receivable from Placer County for Marketing TOT funds not received and due to several larger resort billings outstanding at this point of the year that did not exist in the previous year.
- Membership A/R is pacing slightly behind in collections and the reason for an increase in the balance year over year. However, no additional write-offs are anticipated with the general slowing of collections.
- 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 30<sup>th</sup>. 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 includes to accruals carried over from the previous fiscal year: Accrued Incentives in the amount of \$20,000 and an accrual in the amount of \$10,000 for the Peak Your Adventure marketing campaign.
- 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.

D-9.15

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 302,552	\$ 302,552	Placer County TOT Funding	\$ 605,104	\$ 605,104	\$ -	\$ 537,726	\$ 3,630,620	17%
8,511	10,827	Membership	18,511	21,654	(3,143)	18,675	129,517	14%
150	600	New Member Fees	225	1,200	(975)	100	7,350	3%
4,235	4,400	Membership Activities	6,135	5,300	835	900	45,250	14%
405	800	Tuesday Morning Breakfast Club	1,540	1,600	(60)	1,915	9,600	16%
	1,000	Sponsorships		1,000	(1,000)	-	8,100	0%
	-	Special Events		-	-	-	86,500	0%
1,600	637	Non-Retail VIC Sales	4,375	1,274	3,101	2,238	7,644	57%
	1,500	Visitor Guide Income		1,500	(1,500)	-	3,000	0%
26,643	25,554	Commissions	26,643	34,024	(7,381)	28,402	115,868	23%
15,597	14,367	Merchandise Sales	32,788	31,898	890	31,878	108,864	30%
<u>359,683</u>	<u>362,237</u>	<b>Total Revenue</b>	<u>695,321</u>	<u>704,654</u>	<u>(9,233)</u>	<u>621,834</u>	<u>4,152,313</u>	<u>17%</u>
7,943	9,127	Cost of Goods Sold/Discounts	16,547	16,682	135	16,593	58,306	28%
<u>7,943</u>	<u>9,127</u>	<b>Total Cost of Goods Sold</b>	<u>16,547</u>	<u>16,682</u>	<u>135</u>	<u>16,593</u>	<u>58,306</u>	<u>28%</u>
<u>351,750</u>	<u>353,110</u>	<b>Gross Margin</b>	<u>678,774</u>	<u>687,872</u>	<u>(9,098)</u>	<u>605,241</u>	<u>4,094,007</u>	<u>17%</u>
<b>Operating Expenses</b>								
109,903	110,343	Salaries & Wages	211,441	211,944	503	193,664	1,410,948	15%
12,326	16,815	Rent	28,133	33,630	5,497	30,972	169,524	17%
2,844	3,136	Telephone	5,244	6,273	1,029	5,668	37,636	14%
243	349	Mail - USPS	473	728	255	707	4,286	11%
1,237	1,238	Insurance/Bonding	2,446	2,476	30	2,547	14,856	16%
883	1,207	Supplies	1,577	2,414	837	2,020	19,775	8%
33	200	Visitor Communications - Other	97	200	103	65	460	21%
410	972	Equipment Support & Maintenance	1,270	1,946	676	1,550	11,674	11%
1,385	334	Taxes, Licenses & Fees	1,513	668	(845)	1,133	3,977	38%
154	1,786	Equipment Rental/Leasing	155	3,571	3,416	3,670	21,228	1%
	700	Training Seminars		1,750	1,750	-	4,484	0%
	950	Public Outreach		950	950	700	2,129	0%
350	-	Professional Fees	350	-	(350)	300	18,350	2%
8,402	-	Community Marketing Programs	8,402	-	(8,402)	-	80,000	11%
1,942	3,500	Special Events/Sponsorships	2,800	3,500	700	4,644	504,000	1%
2,215	2,400	Membership Activities	2,865	2,400	(465)	898	30,085	10%
624	737	Tuesday Morning Breakfast Club	1,397	1,474	77	705	8,844	16%
125,000	125,000	Marketing Cooperative/Media	250,000	250,000	0	180,000	880,000	28%
	-	Media/Collateral/Production		-	0	-	826	0%
	541	Non-NLT Co-Op Marketing Programs		1,082	1,082	43	122,596	0%
	-	Conference - PUD		-	0	-	8,000	0%
144	-	Employee Relations	144	-	(144)	138	2,688	5%
284	384	Board Functions	517	767	250	570	4,604	11%
703	454	Credit Card Fees	1,291	908	(383)	1,194	5,449	24%
222	882	Automobile Expenses	431	1,864	1,433	1,058	10,767	4%
313	375	Meals/Meetings	477	751	274	500	4,968	10%
270	240	Dues & Subscriptions	1,300	1,180	(120)	1,580	4,170	31%
40	575	Travel	40	1,573	1,533	1,158	8,664	0%
102	-	Classified Advertising	128	-	(128)	-	-	100%
1,000	-	Research & Planning Dues	1,000	-	(1,000)	3,000	5,000	20%
3,374	14,305	Research & Planning	28,340	44,621	16,281	18,338	88,000	32%
64,558	87,953	Transportation Projects	128,070	113,530	(14,540)	80,950	589,420	22%
531	748	Depreciation	1,061	1,414	353	1,463	8,894	12%
<u>339,492</u>	<u>376,124</u>	<b>Total Operating Expenses</b>	<u>680,962</u>	<u>691,614</u>	<u>10,652</u>	<u>539,235</u>	<u>4,086,301</u>	<u>17%</u>
<u>12,258</u>	<u>(23,014)</u>	<b>Operating Income (Loss)</b>	<u>(2,188)</u>	<u>(3,742)</u>	<u>1,554</u>	<u>66,006</u>	<u>7,706</u>	
-	4	Investment Income/Interest	-	8	(8)	19	48	
1,750	1,750	Additions to Marketing Reserves	3,500	3,500	0	-	21,000	
<u>(1,750)</u>	<u>(1,746)</u>	<b>Net Expenses</b>	<u>(3,500)</u>	<u>(3,492)</u>	<u>(8)</u>	<u>19</u>	<u>(20,952)</u>	
<u>10,508</u>	<u>(24,760)</u>	<b>Net Income (Loss)</b>	<u>(5,688)</u>	<u>(7,234)</u>	<u>1,546</u>	<u>66,025</u>	<u>(13,246)</u>	

D-9.16



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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 218,898	\$ 218,898	Placer County TOT Funding	\$ 437,796	\$ 437,796	\$ -	\$ 381,702	\$ 2,626,772	17%
8,511	10,827	Membership	18,511	21,654	(3,143)	18,675	129,517	14%
150	600	New Member Fees	225	1,200	(975)	100	7,350	3%
4,235	4,400	Membership Activities	5,735	5,300	435	900	45,250	13%
405	800	Tuesday Morning Breakfast Club	1,540	1,600	(60)	1,915	9,600	16%
	1,000	Sponsorships		1,000	(1,000)	-	8,100	0%
	-	Special Events		-	-	-	86,500	0%
1,600	637	Non-Retail VIC Sales	4,375	1,274	3,101	2,238	7,644	57%
	1,500	Visitor Guide Income		1,500	(1,500)	-	3,000	0%
26,643	25,554	Commissions	26,643	34,024	(7,381)	28,402	115,868	23%
15,597	14,367	Merchandise Sales	32,788	31,898	890	31,878	108,864	30%
<u>276,039</u>	<u>278,583</u>	<b>Total Revenue</b>	<u>527,613</u>	<u>537,246</u>	<u>(9,633)</u>	<u>465,810</u>	<u>3,148,465</u>	<u>17%</u>
7,943	9,127	Cost of Goods Sold/Discounts	16,547	16,682	135	16,593	58,306	28%
<u>7,943</u>	<u>9,127</u>	<b>Total Cost of Goods Sold</b>	<u>16,547</u>	<u>16,682</u>	<u>135</u>	<u>16,593</u>	<u>58,306</u>	<u>28%</u>
<b>268,096</b>	<b>269,456</b>	<b>Gross Margin</b>	<b>511,066</b>	<b>520,564</b>	<b>(9,498)</b>	<b>449,217</b>	<b>3,090,159</b>	<b>17%</b>
106,104	95,861	Salaries & Wages	184,656	184,098	(558)	170,955	1,217,113	15%
11,080	14,699	Rent	25,589	29,397	3,808	28,496	149,204	17%
2,524	2,711	Telephone	4,534	5,423	889	4,618	32,536	14%
243	349	Mail - USPS	474	698	224	703	4,186	11%
1,163	1,142	Insurance/Bonding	2,300	2,284	(16)	2,394	13,704	17%
797	1,073	Supplies	1,443	2,146	703	1,836	18,268	8%
33	200	Visitor Communications - Other	98	200	102	65	460	21%
376	870	Equipment Support & Maintenance	1,102	1,742	640	1,290	10,449	11%
1,385	295	Taxes, Licenses & Fees	1,513	591	(922)	953	3,545	43%
-	1,495	Equipment Rental/Leasing	130	2,989	2,859	3,192	17,936	1%
	700	Training Seminars		1,750	1,750	-	4,484	0%
	-	Public Outreach		-	0	-	179	0%
350	-	Professional Fees	350	-	(350)	300	18,350	2%
8,402	-	Community Marketing Programs	8,402	-	(8,402)	-	80,000	11%
1,942	3,500	Special Events/Sponsorships	2,800	3,500	700	4,644	504,000	1%
2,215	2,400	Membership Activities	2,865	2,400	(465)	898	30,085	10%
624	737	Tuesday Morning Breakfast Club	1,397	1,474	77	705	8,844	16%
125,000	125,000	Marketing Cooperative/Media	250,000	250,000	0	180,000	880,000	28%
	-	Media/Collateral/Production		-	0	-	826	0%
	541	Non-NLT Co-Op Marketing Programs		1,082	1,082	43	122,596	0%
	6,417	Research & Planning	6,856	7,000	144	-	7,000	98%
	-	Conference - PUD		-	0	-	8,000	0%
138	-	Employee Relations	138	-	(138)	138	2,438	6%
284	384	Board Functions	517	768	251	570	4,604	11%
703	454	Credit Card Fees	1,291	908	(383)	1,194	5,449	24%
222	573	Automobile Expenses	431	1,246	815	664	7,247	6%
313	344	Meals/Meetings	477	689	212	500	4,487	11%
270	240	Dues & Subscriptions	1,300	1,180	(120)	1,535	4,080	32%
40	575	Travel	40	1,573	1,533	1,158	8,664	0%
102		Classified Advertising	128	-	(128)	-	-	100%
446	652	Depreciation	891	1,226	335	1,229	7,743	12%
<u>264,756</u>	<u>261,212</u>	<b>Total Operating Expenses</b>	<u>499,722</u>	<u>504,364</u>	<u>4,642</u>	<u>408,080</u>	<u>3,176,477</u>	<u>16%</u>
3,340	8,244	<b>Operating Income (Loss)</b>	<b>11,344</b>	<b>16,200</b>	<b>(4,856)</b>	<b>41,137</b>	<b>(86,318)</b>	
-	4	Investment Income/Interest	-	8	(8)	19	48	
1,750	1,750	Additions to Marketing Reserves	3,500	3,500	0	-	21,000	
(7,260)	(3,026)	Allocated Expenses	(12,896)	(4,910)	7,986	(14,414)	(94,024)	
(5,510)	(1,276)	Net Expenses	(9,396)	(1,410)	7,986	(14,414)	(73,024)	
<u>8,850</u>	<u>9,524</u>	<b>Net Income (Loss)</b>	<u>20,740</u>	<u>17,618</u>	<u>3,122</u>	<u>55,570</u>	<u>(13,246)</u>	

D-9.17

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 168,433	\$ 168,433	Placer County TOT Funding	\$ 336,866	\$ 336,866	\$ -	\$ 278,884	\$ 2,020,692	17%
-	-	Special Events	-	-	0	-	86,500	0%
<u>168,433</u>	<u>168,433</u>	<b>Total Revenue</b>	<u>336,866</u>	<u>336,866</u>	<u>-</u>	<u>278,884</u>	<u>2,107,192</u>	<u>16%</u>
<b>Operating Expenses</b>								
28,168	25,255	Salaries & Wages	49,156	48,735	(421)	43,151	327,128	15%
1,745	1,979	Rent	3,561	3,958	397	3,476	23,750	15%
827	884	Telephone	1,578	1,768	190	1,590	10,608	15%
	96	Mail - USPS	3	192	189	35	1,152	0%
235	241	Insurance/Bonding	465	482	17	484	2,892	16%
149	276	Supplies	223	552	329	308	3,312	7%
83	200	Equipment Support & Maintenance	293	400	107	450	2,400	12%
	60	Taxes, Licenses & Fees		120	120	281	720	0%
	220	Equipment Rental/Leasing	39	440	401	544	2,640	1%
	-	Training Seminars	-	-	0	-	2,334	0%
8,402	-	Community Marketing Programs	8,402	-	(8,402)	-	80,000	11%
1,942	3,500	Special Events/Sponsorships	2,800	3,500	700	4,644	504,000	1%
115,000	115,000	Marketing Cooperative/Media	230,000	230,000	0	160,000	770,000	30%
	-	Non-NLT Co-Op Marketing Programs	-	-	0	43	121,000	0%
	6,417	Research & Planning	6,856	7,000	144	-	7,000	98%
16	-	Employee Relations	16	-	(16)	-	200	8%
	16	Credit Card Fees		33	33	-	193	0%
57	183	Automobile Expenses	57	366	309	384	2,196	3%
151	193	Meals/Meetings	151	387	236	340	2,326	6%
	100	Dues & Subscriptions		900	900	935	2,600	0%
	375	Travel		750	750	-	6,213	0%
133	301	Depreciation	265	602	337	366	3,612	7%
<u>156,908</u>	<u>155,296</u>	<b>Total Operating Expenses</b>	<u>303,865</u>	<u>300,185</u>	<u>(3,680)</u>	<u>217,031</u>	<u>1,876,276</u>	<u>16%</u>
11,525	13,137	<b>Operating Income (Loss)</b>	<b>33,001</b>	<b>36,681</b>	<b>(3,680)</b>	<b>61,853</b>	<b>230,916</b>	
1,750	1,750	Additions to Marketing Reserves	3,500	3,500			21,000	
15,839	17,493	Allocated Expenses	28,136	34,986	6,850	31,556	209,916	
<u>(6,064)</u>	<u>(6,106)</u>	<b>Net Income (Loss)</b>	<u>1,365</u>	<u>(1,805)</u>	<u>3,170</u>	<u>30,297</u>	<u>-</u>	

D-9.18

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 53,430	\$ 53,430	\$ -	\$ 49,902	\$ 320,580	17%
	641	Membership		1,282	(1,282)	1,370	7,690	0%
26,643	25,554	Commissions	26,643	34,024	(7,381)	28,402	115,868	23%
<u>53,358</u>	<u>52,910</u>	<b>Total Revenue</b>	<u>80,073</u>	<u>88,736</u>	<u>(8,663)</u>	<u>79,674</u>	<u>444,138</u>	<u>18%</u>
<b>Operating Expenses</b>								
24,304	21,210	Salaries & Wages	39,831	39,857	26	32,911	251,219	16%
872	991	Rent	1,780	1,983	203	1,740	11,898	15%
117	281	Telephone	317	562	245	480	3,372	9%
89	66	Mail - USPS	147	132	(15)	345	792	19%
235	224	Insurance/Bonding	465	446	(19)	484	2,676	17%
69	77	Supplies	327	154	(173)	133	924	35%
27	138	Equipment Support & Maintenance	137	276	139	230	1,655	8%
	15	Taxes, Licenses & Fees		30	30	146	180	0%
-	188	Equipment Rental/Leasing	20	376	356	519	2,256	1%
10,000	10,000	Marketing Cooperative/Media	20,000	20,000	0	20,000	110,000	18%
	-	Conference - PUD		-	0	-	8,000	0%
16	-	Employee Relations	16	-	(16)	-	438	4%
	90	Automobile Expenses		180	180	-	1,080	0%
	31	Meals/Meetings		62	62	-	372	0%
	-	Dues & Subscriptions		-	0	-	601	0%
69	77	Depreciation	138	154	16	190	924	15%
<u>35,798</u>	<u>33,388</u>	<b>Total Operating Expenses</b>	<u>63,178</u>	<u>64,212</u>	<u>1,034</u>	<u>57,178</u>	<u>396,387</u>	<u>16%</u>
17,560	19,522	<b>Operating Income (Loss)</b>	<b>16,895</b>	<b>24,524</b>	<b>(7,629)</b>	<b>22,496</b>	<b>47,751</b>	
3,630	3,979	Allocated Expenses	6,448	7,959	1,511	7,492	47,751	
<u>13,930</u>	<u>15,543</u>	<b>Net Income (Loss)</b>	<u>10,447</u>	<u>16,565</u>	<u>(6,118)</u>	<u>15,004</u>	<u>-</u>	

D-9.19

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 131,240	\$ 131,240	\$ -	\$ 121,020	\$ 787,442	17%
65,620	65,620	<b>Total Revenue</b>	<b>131,240</b>	<b>131,240</b>	<b>-</b>	<b>121,020</b>	<b>787,442</b>	<b>17%</b>
<b>Operating Expenses</b>								
6,935	7,241	Salaries & Wages	13,429	13,942	513	10,449	98,630	14%
623	1,347	Rent	1,272	2,694	1,422	1,238	10,738	12%
160	225	Telephone	355	450	95	525	2,700	13%
	-	Mail - USPS		-	0	2	50	0%
37	56	Insurance/Bonding	73	112	39	76	672	11%
43	53	Supplies	67	106	39	82	636	11%
17	47	Equipment Support & Maintenance	84	94	10	130	566	15%
	-	Taxes, Licenses & Fees		-	0	90	60	0%
-	145	Equipment Rental/Leasing	11	290	279	239	1,740	1%
	950	Public Outreach		950	950	-	950	0%
1,000	-	Research & Plan Dues	1,000	-	(1,000)	3,000	5,000	20%
1,687	4,795	Research & Planning	3,742	19,995	16,253	10,120	32,000	12%
64,558	87,953	Transportation Projects	128,070	113,530	(14,540)	80,950	589,420	22%
3	-	Employee Relations	3	-	(3)	-	125	2%
	192	Automobile Expenses		384	384	197	2,304	0%
	-	Meals/Meetings		-	0	-	109	0%
	-	Dues & Subscriptions		-	0	23	90	0%
42	48	Depreciation	85	96	11	117	576	15%
<b>75,105</b>	<b>103,052</b>	<b>Total Operating Expenses</b>	<b>148,191</b>	<b>152,643</b>	<b>4,452</b>	<b>107,238</b>	<b>746,366</b>	<b>20%</b>
<b>(9,485)</b>	<b>(37,432)</b>	<b>Operating Income (Loss)</b>	<b>(16,951)</b>	<b>(21,403)</b>	<b>4,452</b>	<b>13,782</b>	<b>41,076</b>	
2,970	3,423	Allocated Expenses	5,276	6,846	1,570	5,978	41,076	
<b>(12,455)</b>	<b>(40,855)</b>	<b>Net Income (Loss)</b>	<b>(22,227)</b>	<b>(28,249)</b>	<b>6,022</b>	<b>7,804</b>	<b>-</b>	

D-9.20

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	done 2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 47,500	\$ 47,500	\$ -	\$ 52,916	\$ 285,500	17%
1,600	637	Non-Retail VIC Sales	4,375	1,274	3,101	2,238	7,644	57%
	1,500	Visitor Guide Income		1,500	(1,500)	-	3,000	0%
15,597	14,367	Merchandise Sales	32,788	31,898	890	31,878	108,864	30%
40,947	40,254	<b>Total Revenue</b>	<b>84,663</b>	<b>82,172</b>	<b>2,491</b>	<b>87,032</b>	<b>405,008</b>	<b>21%</b>
7,943	9,127	Cost of Goods Sold	16,547	16,682	135	16,593	58,306	28%
7,943	9,127	<b>Total Cost of Goods Sold</b>	<b>16,547</b>	<b>16,682</b>	<b>135</b>	<b>16,593</b>	<b>58,306</b>	<b>28%</b>
33,004	31,127	<b>Gross Margin</b>	<b>68,116</b>	<b>65,490</b>	<b>2,626</b>	<b>70,439</b>	<b>346,702</b>	<b>20%</b>
<b>Operating Expenses</b>								
16,278	14,161	Salaries & Wages	31,316	27,257	(4,059)	37,075	179,942	17%
5,917	9,047	Rent	15,047	18,095	3,048	18,186	81,389	18%
937	520	Telephone	1,325	1,040	(285)	722	6,240	21%
119	66	Mail - USPS	255	132	(123)	232	792	32%
309	288	Insurance/Bonding	612	576	(36)	637	3,456	18%
241	377	Supplies	442	754	312	1,005	9,920	4%
32	200	Visitor Communications Other	97	200	103	65	460	21%
27	175	Equipment Support & Maintenance	137	350	213	180	2,100	7%
	93	Taxes, Licenses & Fees		186	186	146	1,116	0%
	500	Equipment Rental/Leasing	20	1,000	980	859	6,000	0%
	500	Training Seminars		1,400	1,400	-	1,400	0%
	-	Media/Collateral/Production		-	0	-	826	0%
	541	Non-NLT Co-Op Marketing Programs		1,082	1,082	-	1,596	0%
22	-	Employee Relations	22	-	(22)	-	300	7%
486	238	Credit Card Fees	892	476	(416)	777	2,856	31%
163	300	Automobile Expenses	372	450	78	280	2,700	14%
50	60	Meals/Meetings	129	120	(9)	161	720	18%
	200	Travel		200	200	-	628	0%
69	78	Depreciation	138	77	(61)	190	851	16%
24,650	27,344	<b>Total Operating Expenses</b>	<b>50,804</b>	<b>53,395</b>	<b>2,591</b>	<b>60,515</b>	<b>303,292</b>	<b>17%</b>
8,354	3,783	<b>Operating Income (Loss)</b>	<b>17,312</b>	<b>12,095</b>	<b>5,217</b>	<b>9,924</b>	<b>43,410</b>	
3,300	3,618	Allocated Expenses	5,862	7,235	1,373	6,980	43,410	
5,054	165	<b>Net Income (Loss)</b>	<b>11,450</b>	<b>4,860</b>	<b>6,590</b>	<b>2,944</b>	<b>-</b>	

D-9.21

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2043 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 36,068	\$ 36,068	\$ -	\$ 35,004	\$ 216,406	17%
18,034	18,034	<b>Total Revenue</b>	<b>36,068</b>	<b>36,068</b>	<b>-</b>	<b>35,004</b>	<b>216,406</b>	<b>17%</b>
<b>Operating Expenses</b>								
6,863	7,241	Salaries & Wages	13,356	13,904	548	12,259	95,205	14%
623	769	Rent	1,272	1,538	266	1,238	9,582	13%
160	200	Telephone	355	400	45	525	2,400	15%
	-	Mail - USPS		25	25	2	50	0%
37	40	Insurance/Bonding	73	80	7	76	480	15%
43	81	Supplies	67	162	95	102	872	8%
17	55	Equipment Support & Maintenance	84	110	26	130	660	13%
	39	Taxes, Licenses & Fees		78	78	90	372	0%
-	146	Equipment Rental/Leasing	12	293	281	239	1,552	1%
	-	Public Outreach		-	0	700	1,000	0%
1,687	3,093	Research & Planning	17,742	17,626	(116)	8,218	49,000	36%
3	-	Employee Relations	3	-	(3)	-	125	2%
	117	Automobile Expenses		234	234	197	1,216	0%
	31	Meals/Meetings		62	62	-	372	0%
42	48	Depreciation	85	96	11	117	576	15%
<b>9,475</b>	<b>11,860</b>	<b>Total Operating Expenses</b>	<b>33,049</b>	<b>34,608</b>	<b>1,559</b>	<b>23,893</b>	<b>163,462</b>	<b>20%</b>
<b>8,559</b>	<b>6,174</b>	<b>Operating Income (Loss)</b>	<b>3,019</b>	<b>1,460</b>	<b>1,559</b>	<b>11,111</b>	<b>52,944</b>	
4,290	4,412	Allocated Expenses	7,620	8,824	1,204	8,436	52,944	
<b>4,289</b>	<b>1,762</b>	<b>Net Income (Loss)</b>	<b>(4,601)</b>	<b>(7,364)</b>	<b>2,763</b>	<b>2,675</b>	<b>-</b>	

Infrastructure Projects to be Recorded by Placer County:

Year-to-date Summary:

Capital Improvement Funding - Placer Held	253,484	253,484	-	114,608	1,520,903
Infrastructure Projects	(211,612)	(253,484)	41,872	(114,608)	(1,520,903)

D-9.22

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Budget	Percent of YTD Budget Consumed
		<b>Revenue</b>						
\$ 8,511	\$ 10,186	Membership	\$ 18,511	\$ 20,372	\$ (1,861)	\$ 17,305	\$ 121,827	15%
150	600	New Member Fees	225	1,200	(975)	100	7,350	3%
4,235	4,400	Membership Activities	5,735	5,300	435	900	45,250	13%
405	800	Tuesday Morning Breakfast Club	1,540	1,600	(60)	1,915	9,600	18%
	1,000	Sponsorships		1,000	(1,000)	-	8,100	0%
<u>13,301</u>	<u>16,986</u>	<b>Total Revenue</b>	<u>26,011</u>	<u>29,472</u>	<u>(3,461)</u>	<u>20,220</u>	<u>192,127</u>	<u>14%</u>
		<b>Operating Expenses</b>						
9,941	8,414	Salaries & Wages	16,063	16,133	70	14,478	100,940	16%
623	702	Rent	1,272	1,405	133	1,238	8,427	15%
185	310	Telephone	308	620	312	514	3,720	8%
	66	Mail - USPS		132	132	31	792	0%
111	116	Insurance/Bonding	220	232	12	229	1,391	16%
121	57	Supplies	145	114	(31)	82	684	21%
27	47	Equipment Support & Maintenance	114	94	(20)	80	565	20%
75	60	Taxes, Licenses & Fees	75	120	45	90	720	10%
12	331	Equipment Rental/Leasing	12	662	650	149	3,976	0%
	200	Training Seminars		200	200	-	200	0%
2,215	2,400	Membership Activities	2,865	2,400	(465)	898	30,085	10%
624	737	Tuesday Morning Breakfast Club	1,396	1,474	78	705	8,844	16%
65	-	Employee Relations	65	-	(65)	-	250	26%
217	200	Credit Card Fees	399	400	1	418	2,400	17%
2	-	Automobile Expenses	2	250	248	-	900	0%
112	60	Meals/Meetings	197	120	(77)	-	720	27%
	60	Dues & Subscriptions		120	120	555	720	0%
39	-	Travel	39	390	351	-	390	10%
42	48	Depreciation	85	96	11	117	571	15%
<u>14,411</u>	<u>13,808</u>	<b>Total Operating Expenses</b>	<u>23,257</u>	<u>24,962</u>	<u>1,705</u>	<u>19,584</u>	<u>166,295</u>	<u>14%</u>
<u>(1,110)</u>	<u>3,178</u>	<b>Operating Income (Loss)</b>	<u>2,754</u>	<u>4,510</u>	<u>(1,756)</u>	<u>636</u>	<u>25,832</u>	
2,970	3,257	Allocated Expenses	5,276	6,513	1,237	5,978	39,078	
<u>(4,080)</u>	<u>(79)</u>	<b>Net Income (Loss)</b>	<u>(2,522)</u>	<u>(2,003)</u>	<u>(519)</u>	<u>(5,342)</u>	<u>(13,246)</u>	

D-9.23

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

<u>Current Month Actual</u>	<u>Current Month Budget</u>		<u>Year to Date Actual</u>	<u>Year to Date Budget</u>	<u>Variance</u>	<u>2013 2014 Year To Date Actual</u>	<u>Total 2014 2015 Budget</u>	<u>Percent of YTD Budget Consumed</u>
		<b>Operating Expenses</b>						
\$27,413	\$26,820	Salaries & Wages	\$48,290	\$52,115	\$3,825	\$43,340	\$357,884	13%
1,923	1,978	Rent	3,929	3,957	28	3,856	23,741	17%
459	716	Telephone	1,006	1,433	427	1,312	8,596	12%
35	55	Mail - USPS	69	110	41	60	658	10%
272	274	Insurance/Bonding	538	548	10	560	3,288	16%
217	286	Supplies	306	572	266	308	3,427	9%
213	311	Equipment Support & Maintenance	423	621	198	350	3,728	11%
1,309	68	Taxes, Licenses & Fees	1,438	135	(1,303)	289	809	178%
-	255	Equipment Rental/Leasing	39	511	472	1,121	3,064	1%
	-	Training Seminars		150	150	-	550	0%
	-	Public Outreach		-	0	-	179	0%
350	-	Professional Fees	350	-	(350)	300	18,350	2%
19	-	Employee Relations	19	-	(19)	138	1,250	2%
284	384	Board Functions	518	767	249	570	4,604	11%
	-	Automobile Expenses		-	0	-	371	0%
	-	Meals/Meetings		-	0	-	350	0%
270	80	Dues & Subscriptions	1,300	160	(1,140)	45	160	813%
	-	Travel		233	233	1,158	1,433	0%
102	-	Classified Advertising	128	-	(128)	-	-	100%
133	149	Depreciation	265	298	33	366	1,785	15%
<u>32,999</u>	<u>31,376</u>	<b>Total Operating Expenses</b>	<u>58,618</u>	<u>61,610</u>	<u>2,992</u>	<u>53,773</u>	<u>434,227</u>	<u>13%</u>
<u>(32,999)</u>	<u>(31,376)</u>	<b>Operating Income (Loss)</b>	<u>(58,618)</u>	<u>(61,610)</u>	<u>2,992</u>	<u>(53,773)</u>	<u>(434,227)</u>	
-	4	Investment Income/Interest	-	8	(8)	19	48	
<u>(32,999)</u>	<u>(31,372)</u>	Allocated Expenses	<u>(58,618)</u>	<u>(61,602)</u>	<u>(2,984)</u>	<u>(54,020)</u>	<u>(434,179)</u>	
<u>-</u>	<u>-</u>	<b>Net Income (Loss)</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>266</u>	<u>-</u>	

D-9.24



	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 336,866	\$ 53,430	\$ 47,500	\$ 437,796	\$ -	\$ -	\$ 437,796	\$ 36,068	\$ 131,240	\$ 605,104
Memberships	-	-	-	-	18,511	-	18,511	-	-	18,511
New Member Fees	-	-	-	-	225	-	225	-	-	225
Membership Activities	-	-	-	-	6,135	-	6,135	-	-	6,135
Tuesday Morning Breakfast Club	-	-	-	-	1,540	-	1,540	-	-	1,540
Sponsorships	-	-	-	-	-	-	-	-	-	-
Special Events	-	-	-	-	-	-	-	-	-	-
Non-Retail VIC Sales	-	-	4,375	4,375	-	-	4,375	-	-	4,375
Commissions	-	26,643	-	26,643	-	-	26,643	-	-	26,643
Merchandise Sales	-	-	32,788	32,788	-	-	32,788	-	-	32,788
Transfers In/Other	-	-	-	-	-	-	-	-	-	-
Total Revenue	336,866	80,073	84,663	501,602	26,411	-	528,013	36,068	131,240	695,321
Cost of Goods Sold	-	-	-	-	-	-	-	-	-	-
Total Cost of Goods Sold/Discounts	-	-	16,547	16,547	-	-	16,547	-	-	16,547
Gross Profit	336,866	80,073	68,116	485,055	26,411	-	511,466	36,068	131,240	678,774
Operating Expenses										
Salaries & Wages	49,156	39,831	31,316	120,303	16,063	48,230	184,656	13,356	13,429	211,441
Rent	3,561	1,780	15,047	20,388	1,272	3,929	25,589	1,272	1,272	28,133
Telephone	1,578	317	1,325	3,220	308	1,008	4,534	355	355	5,244
Mail - USPS	3	147	255	405	-	69	474	-	-	474
Insurance/Bonding	465	465	612	1,542	220	538	2,300	73	73	2,446
Supplies	223	327	442	992	145	306	1,443	67	67	1,577
Equipment Support & Maintenance	293	137	137	567	114	423	1,104	84	84	1,272
Taxes, Licenses & Fees	-	-	75	75	75	1,438	1,513	-	-	1,513
Equipment Rental/Leasing	39	20	20	79	12	39	130	12	11	153
Training Seminars	-	-	-	-	-	-	-	-	-	-
Professional Fees	-	-	-	-	-	350	350	-	-	350
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	-	-
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	-	-
Research & Planning	6,856	-	-	6,856	-	-	6,856	-	1,000	1,000
Transportation Projects	-	-	-	-	-	-	-	17,742	3,742	28,340
Community Marketing Programs	8,402	-	-	8,402	-	-	8,402	-	128,070	128,070
Special Events/Sponsorships	2,800	-	-	2,800	-	-	2,800	-	-	2,800
Membership Activities	-	-	-	-	2,865	-	2,865	-	-	2,865
Tuesday Morning Breakfast Club	-	-	-	-	1,396	-	1,396	-	-	1,396
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	230,000	20,000	-	250,000	-	-	250,000	-	-	250,000
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	-	-	-	-	-	-	-	-	-	-
Employee Relations	16	16	22	54	65	19	138	3	3	144
Board Functions	-	-	-	-	-	518	518	-	-	518
Credit Card Fees	-	-	892	892	399	-	1,291	-	-	1,291
Automobile Expenses	57	-	372	429	2	-	431	-	-	431
Meals/Meetings	151	-	129	280	187	-	477	-	-	477
Dues & Subscriptions	-	-	-	-	-	1,300	1,300	-	-	1,300
Travel	-	-	-	-	39	-	39	-	-	39
Depreciation	265	138	138	541	85	265	891	85	85	1,061
Miscellaneous	-	-	97	97	-	128	225	-	-	225
Total Operating Expenses	303,865	63,178	50,804	417,847	23,257	58,618	498,722	33,049	148,191	680,962
Operating Income (Loss)	33,001	16,895	17,312	67,208	3,154	(58,618)	11,744	3,919	(18,951)	(2,188)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	-	-	-	-	-
Additions to Marketing Reserves	(3,500)	-	-	(3,500)	-	-	(3,500)	-	-	(3,500)
Other Expenses	28,135	6,448	5,862	40,446	5,276	(58,618)	(12,896)	7,620	5,276	-
Allocated	-	-	-	-	-	-	-	-	-	-
Net Income (Loss)	1,365	10,447	11,450	23,262	(2,122)	-	21,140	(4,601)	(22,227)	(5,688)

D-9.25

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

	August 31 2014	August 31 2013	Audited June 30 2013
<b>Assets</b>			
<b>Current Assets</b>			
Pelly Cash	1,000	500	500
Cash - Operations Acct #6712	119,321	615,825	549,620
Cash - Payroll Account #7421	10,228	2,069	13,480
Marketing Cooperative Cash	41,876	41,876	41,876
Cash - Infrastructure #8163	270	41,862	303,769
UBS Cash	0	8,864	8,856
Infrastructure Money Market	0	886	44,879
Cash in Drawer	1,073	775	300
Quickbooks Accounts Receivable	122,113	36,359	59,476
A/R - Sales Estimates	0	27,080	9,429
A/R - TOT Funding	437,796	1,998,352	408,188
Undeposited Funds	575	654	352
WebLink Accounts Receivable	21,891	7,535	21,325
Inventories	25,551	15,859	17,542
AR TOT Transportation NLTRA	131,242	951,970	112,926
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	1,335,847	1,335,847	317,847
AR TOT Infrastructure NLTRA Held	36,070	276,038	33,007
AR TOT Infra Maintenance County	150,000	150,000	-
<b>Total Current Assets</b>	<b>2,434,853</b>	<b>5,512,351</b>	<b>1,943,370</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	68,768	67,102
Accum. Depr. - Furniture & Fixtures	(64,182)	(62,651)	(61,802)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(39,940)	(39,940)	(39,940)
Computer Software	33,874	30,050	30,050
Accum. Amort. - Software	(28,751)	(24,201)	(23,620)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,701)	(23,501)	(23,467)
<b>Total Property and Equipment</b>	<b>11,696</b>	<b>14,153</b>	<b>13,951</b>
<b>Other Assets</b>			
Prepaid Expenses	220,002	27,176	42,132
Prepaid Insurance	11,328	13,590	4,797
<b>Total Other Assets</b>	<b>231,330</b>	<b>40,766</b>	<b>46,929</b>
<b>Total Assets</b>	<b>2,677,879</b>	<b>5,567,270</b>	<b>2,004,249</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	100,475	226,895	457,516
Salaries / Wages Payable	38,200	35,874	35,874
Empl. Federal Tax Payable	1,544	1,544	1,544
FUTA Taxes Payable	0	0	0
401(k) Plan	(3,021)	(3,167)	655
Estimated PTO	62,415	62,415	62,415
Sales and Use Tax Payable	2,563	1,372	1,302
Accrued Expenses	31,281	0	0
Ski Tahoe North Lift Tickets	0	0	0
Marketing Cooperative Liabilities	41,876	41,876	41,876
Intra-Company Borrowings	(1,029)	(146)	(139)
AFW Suspense Account	(300)	9,325	0
Payroll Liabilities	(337)	83	3,732
Deferred Rev - Membership Dues	60,534	65,220	81,113
Deferred Revenue - Other	15,882	19,008	19,441
Deferred Support	882	1,908,515	0
Deferred Transportation Support	0	605,098	0
Deferred Infrastructure Support	1,369,781	1,544,801	351,780
Deferred Support- Infra Maint. Reserve	292,096	292,096	142,096
<b>Total Liabilities</b>	<b>2,012,842</b>	<b>4,810,808</b>	<b>1,199,205</b>
<b>Net Assets</b>			
Unrestricted Net Assets	263,980	368,805	397,682
Designated Marketing Reserve	294,494	337,694	337,694
Designated Ski Marketing Reserve	13,707	0	0
Designated Infra Maint Reserve	98,544	98,544	98,544
Net Income/(Loss)	(5,688)	(48,581)	(28,876)
<b>Total Net Assets</b>	<b>665,037</b>	<b>756,462</b>	<b>805,044</b>
<b>Total Liabilities and Net Assets</b>	<b>2,677,879</b>	<b>5,567,270</b>	<b>2,004,249</b>

D-9.26

KEY METRICS FOR AUGUST 31, 2014

	Total TOT Collections by Quarter 2008 - 2014 (through August 31, 2014)				Total
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 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	\$ 3,882,502	\$ 2,102,622	\$ 4,263,450	\$ 1,440,039	\$ 11,688,613
2013-14	\$ 4,523,089	\$ 2,145,046	\$ 3,560,121	\$ 1,705,523	\$ 11,933,779
Total	\$ 21,414,094	\$ 11,261,710	\$ 21,109,191	\$ 8,414,401	\$ 53,547,530

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014					
Tahoe City:	2011/2012	2012/2013	2013/2014	2014/15	YOY % Change
	Referals (July 13 - July 14)				
Walk In	12,188	36,819	48,338	16,155	31.29%
Phone	2,912	2,997	2,903	714	-3.24%
Kings Beach (Walk In Only)	2,995	3,014	5,278	2,739	42.90%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	-	113.83%

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

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
August 2014	466

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2010	2011	2012	2013	YOY % Change
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	43.4%
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	8.3%
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	10.1%
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	0.6%
Total	\$ 2,105,615	\$ 2,059,632	\$ 2,259,029	\$ 2,596,851	15.0%

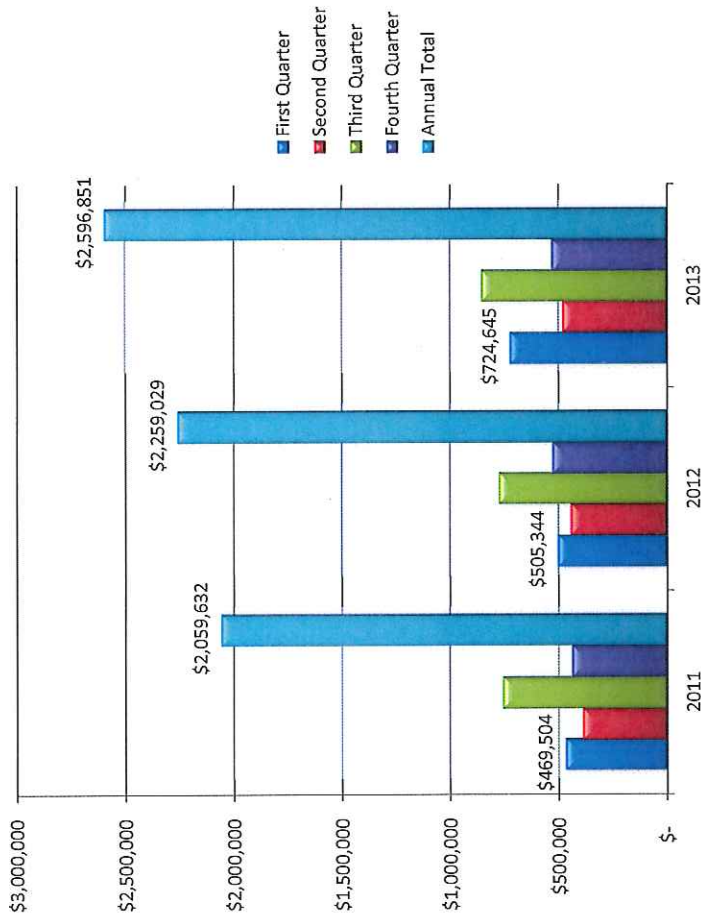
MTRIP Reservations Activity		FY 13/14	FY 14/15	Change
Occupancy during August		65.8%	70.2%	6.7%
ADR August (Average Daily Rate)	\$ 243	\$	\$ 273	12.3%
Occupancy Forecast September		48.9%	42.4%	-13.3%
ADR September (Average Daily Rate)	\$ 208	\$	\$ 205	-1.4%
Occupancy (prior 6 months)		48.6%	51.7%	6.4%
ADR (prior 6 months)	\$ 221	\$	\$ 236	6.8%
Occupancy (next 6 months)		19.1%	17.3%	-9.4%
ADR (next 6 months)	\$ 234	\$	\$ 223	-4.7%

Unemployment		August 2013	December 2013	August 2014
California (pop. 38,332,521)		8.8%	8.3%	7.4%
Placer County (367,309)		7.4%	7.1%	6.1%
Dollar Point (1,215)		8.6%	8.3%	7.1%
Kings Beach (3,893)		7.4%	7.1%	6.1%
Sunnyside/Tahoe City (1,557)		8.6%	8.3%	7.1%
Tahoe Vista (1,433)		12.4%	12.0%	10.3%

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
<b>FORWARD LOOKING (2013/14)</b>	Actuals	Forecasted	
Total Revenue Booked through August	\$ 2,807,318	\$ 2,492,080	-11%
Forecasted Commission for this Revenue	144,903	134,541	-7%
Number of Room Nights	15,256	15,928	4%
Number of Tentative Bookings	96	100	4%
<b>CURRENT</b>			
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, 64% in '15)	\$ 1,981,316	\$ 1,583,466	-20%
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 131,716	-51%
South Lake ('14; 17%; '15; 30%)	\$ 462,174	\$ 748,008	62%
Nevada ('14; 3%; 15; 1%)	\$ 97,729	\$ 28,890	-70%
Total Conference Revenue	\$ 2,807,318	\$ 2,492,080	-11%

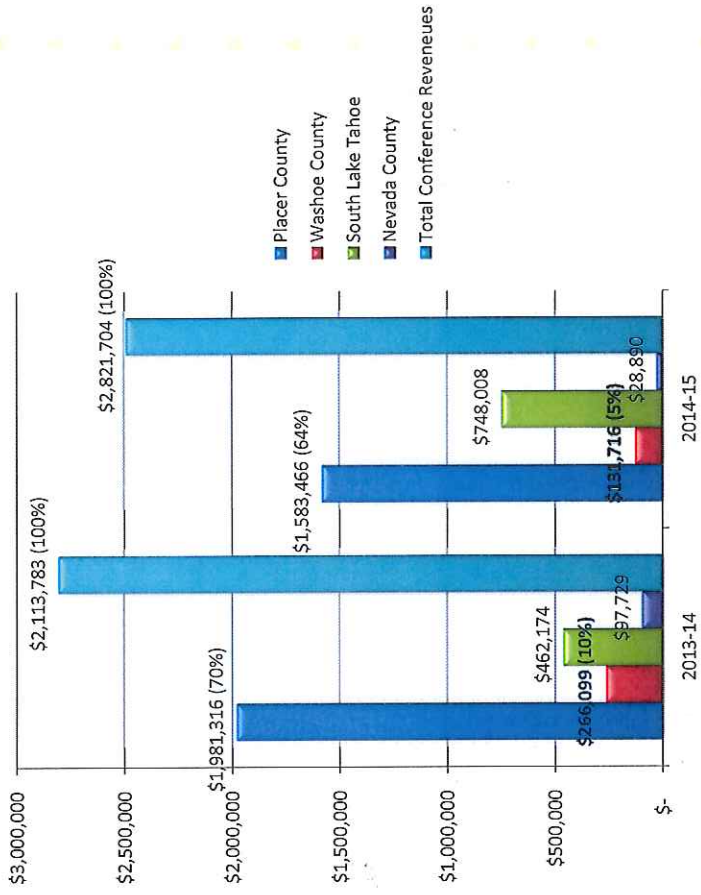
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### Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2011			2012			2013			YOY % Change
	2010	2011	2012	2011	2012	2013	2012	2013	2013	
First (JFM)	\$ 592,861	\$ 469,504	\$ 505,344	\$ 724,645	\$ 724,645	\$ 724,645	43.4%			
Second (AMJ)	\$ 376,497	\$ 391,536	\$ 446,802	\$ 483,665	\$ 483,665	\$ 483,665	8.3%			
Third (JAS)	\$ 687,963	\$ 757,531	\$ 777,413	\$ 855,892	\$ 855,892	\$ 855,892	10.1%			
Fourth (OND)	\$ 448,294	\$ 441,061	\$ 529,470	\$ 532,649	\$ 532,649	\$ 532,649	0.6%			
<b>Total</b>	<b>\$ 2,105,615</b>	<b>\$ 2,059,632</b>	<b>\$ 2,259,029</b>	<b>\$ 2,596,851</b>	<b>\$ 2,596,851</b>	<b>\$ 2,596,851</b>	<b>15.0%</b>			

### Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
<b>FORWARD LOOKING (2014/15)</b>	Actuals	Forecasted	
Total Revenue Booked through August	\$ 2,807,318	\$ 2,492,080	-11%
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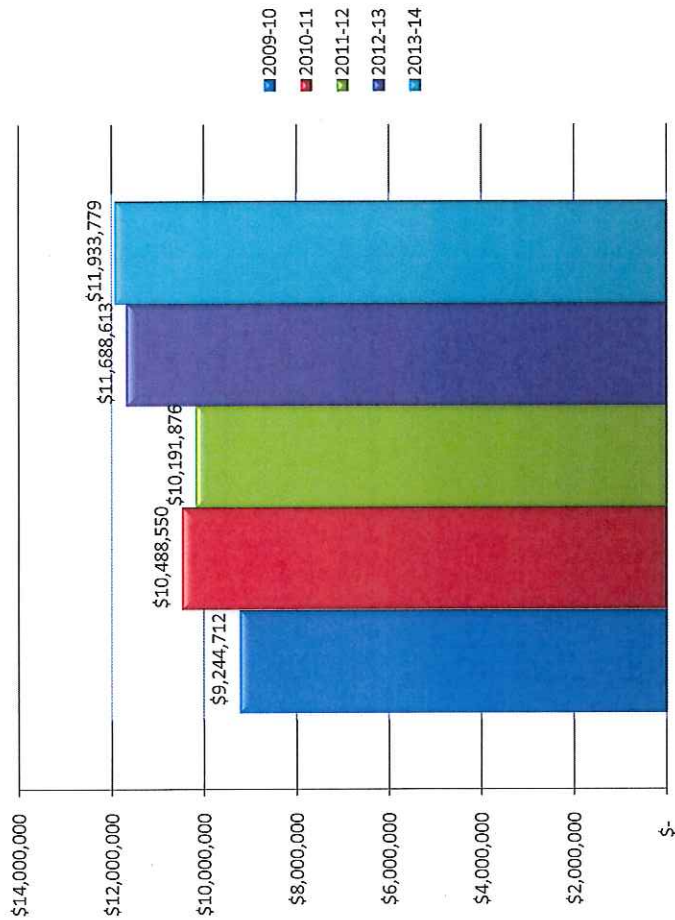
CURRENT	
Annual Revenue Goal	\$ 2,750,000
Annual Commission Goal	\$ 160,000

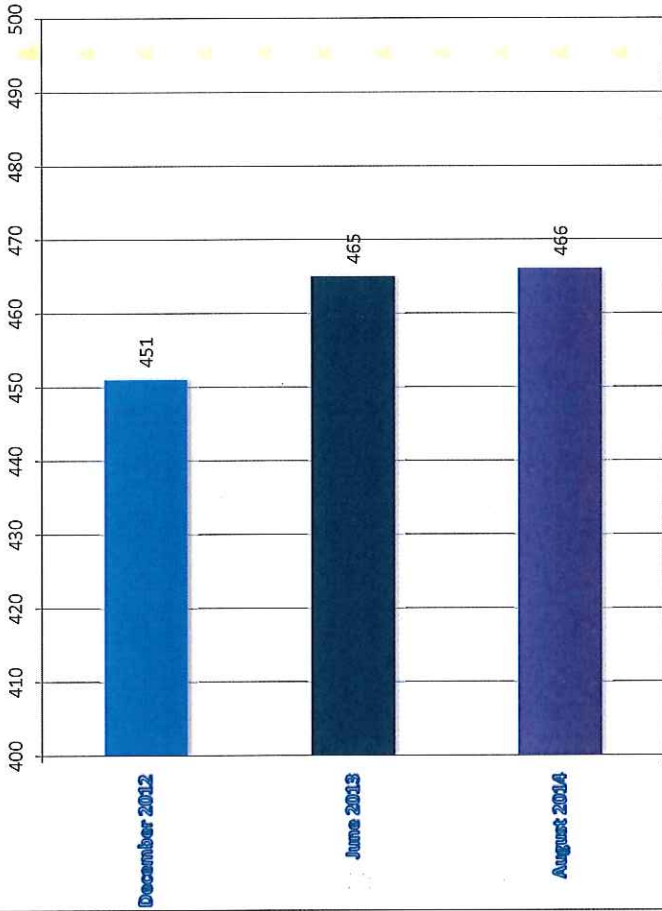
Conference Revenue And Percentage by County:	
Placer (70% of revs in '14, 64% in '15)	\$ 1,981,316 \$ 1,583,466 -20%
Washoe ('14; 10%; '15; 5%)	\$ 266,099 \$ 131,716 -51%
South Lake ('14; 17%; '15; 30%)	\$ 462,174 \$ 748,008 62%
Nevada ('14; 3%; '15; 1%)	\$ 97,729 \$ 28,890 -70%
<b>Total Conference Revenue</b>	<b>\$ 2,807,318 \$ 2,492,080 -11%</b>

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### 5-Year Annual TOT Collections (Fiscal Year Basis)



### Chamber Membership (# of Members)



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

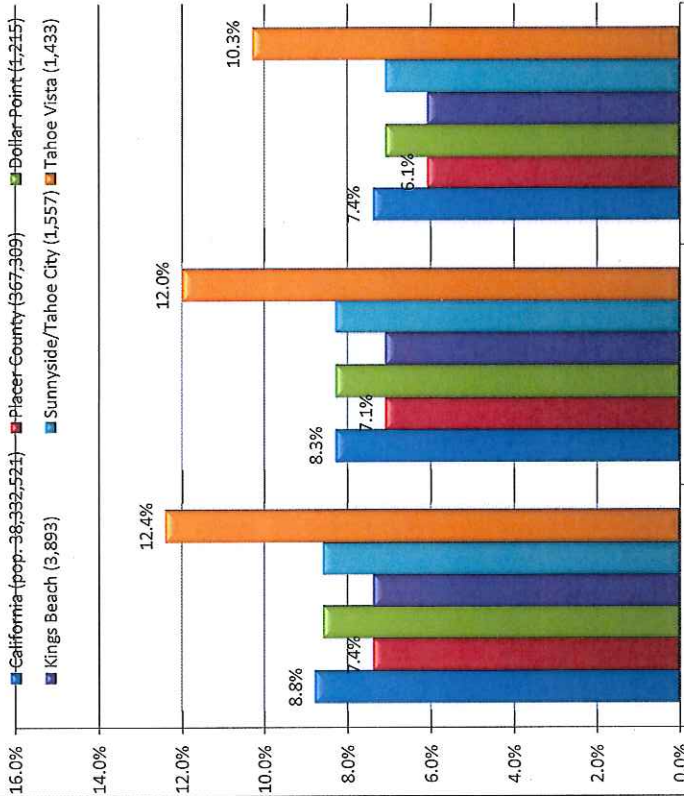
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2008-09	\$ 3,266,869	\$ 1,478,424	\$ 2,743,430	\$ 1,163,143	\$ 8,651,866
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,502	\$ 2,102,622	\$ 4,263,450	\$ 1,440,039	\$ 11,688,613
2013-14	\$ 4,523,089	\$ 2,145,046	\$ 3,560,121	\$ 1,705,523	\$ 11,933,779
Total	\$ 21,414,094	\$ 11,261,710	\$ 21,109,191	\$ 8,414,401	\$ 53,547,530

### Chamber Of Commerce Total Membership

December 2012	451
June 2013	465
July 2014	466

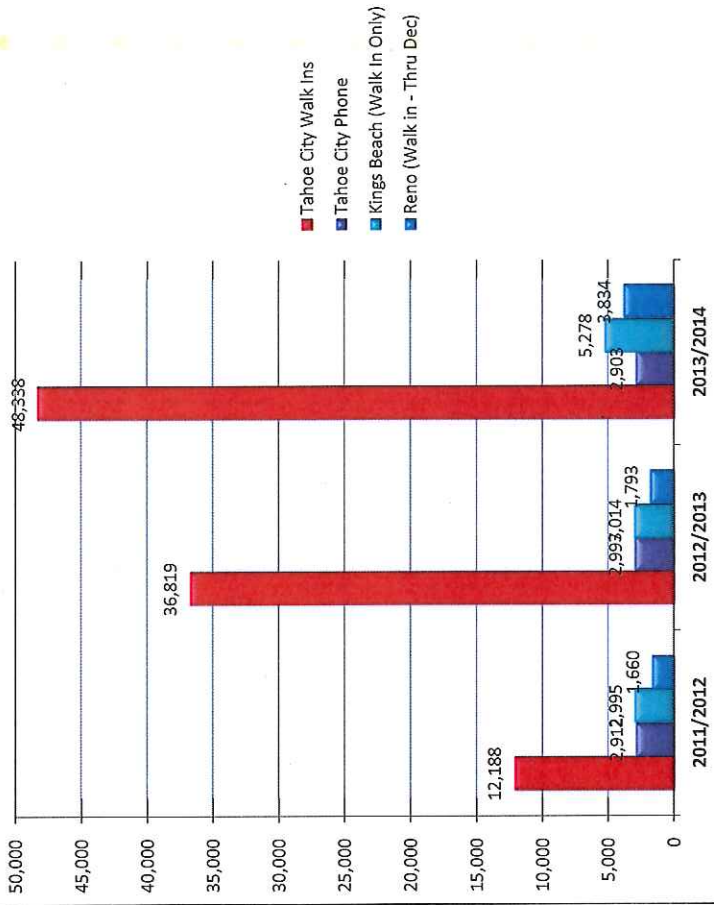
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### Unemployment Rates by Region



Unemployment	August 2013	December 2013	August 2014
California	8.8%	8.3%	7.4%
Placer County	7.4%	7.1%	6.1%
Dollar Point	8.6%	8.3%	7.1%
Kings Beach	7.4%	7.1%	6.1%
Sunnyside/Tahoe City	8.6%	8.3%	7.1%
Tahoe Vista	12.4%	12.0%	10.3%

### Visitor Information - Fiscal YTD through June

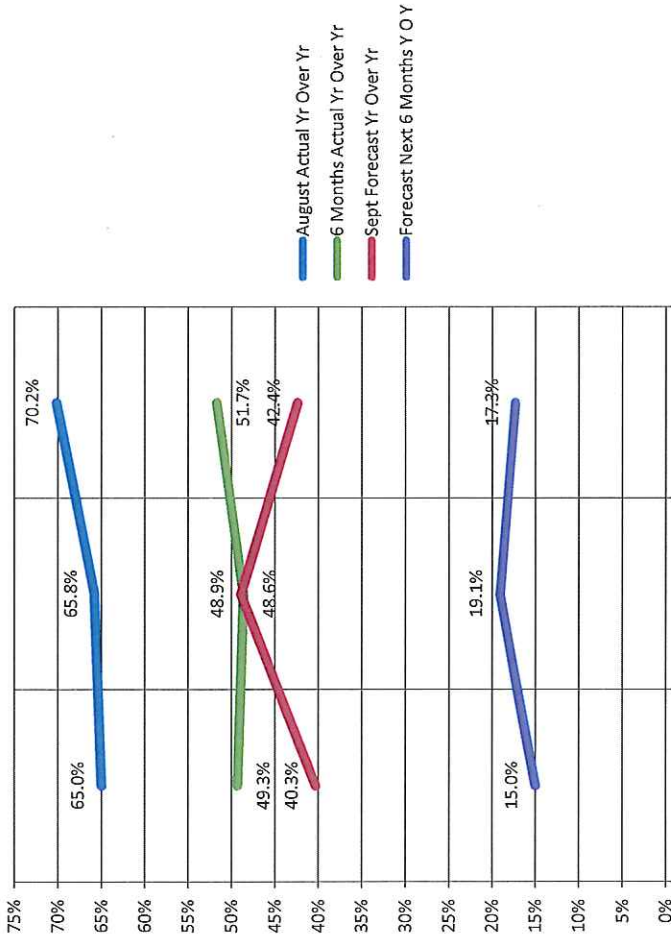


### VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014

Referrals (July 13 - July 14)	2011/2012	2012/2013	2013/2014	YOY % Change
Tahoe City:				
Walk In	12,188	36,819	48,338	31.29%
Phone	2,912	2,997	2,903	-3.14%
Kings Beach (Walk In Only)	2,995	3,014	5,278	75.12%
Reno (Walk in - Thru Dec)	1,660	1,793	3,834	113.83%

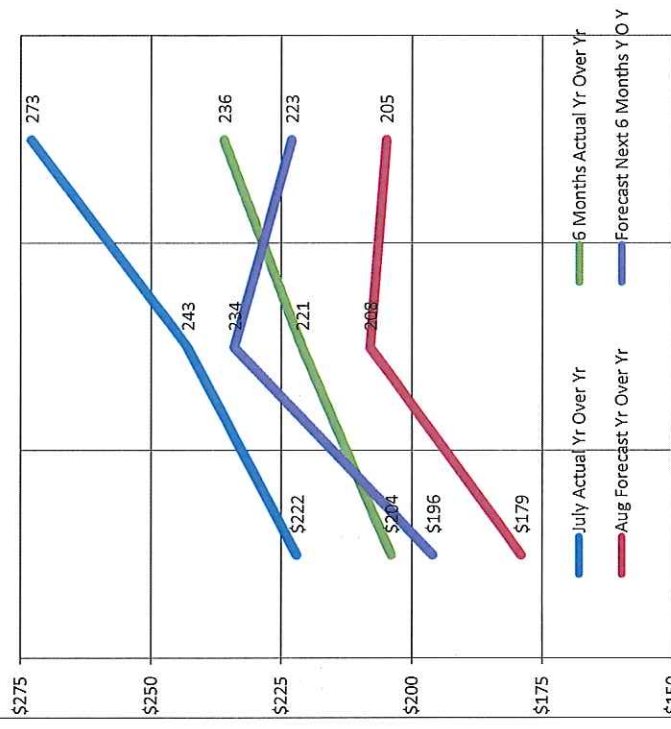
D-9.29

### MTRIP Destimetrics Occupancy in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during August	65.8%	70.2%	6.7%
ADR August (Average Daily Rate)	243	273	12.3%
Occupancy Forecast September	48.9%	42.4%	-13.3%
ADR September (Average Daily Rate)	208	205	-1.4%
Occupancy (prior 6 months)	48.6%	51.7%	6.4%
ADR (prior 6 months)	221	236	6.8%
Occupancy (next 6 months)	19.1%	17.3%	-9.4%
ADR (next 6 months)	234	223	-4.7%

### MTRIP Destimetrics RevPar in NLT Comparisons



MTRIP Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during August	65.8%	70.2%	6.7%
ADR August (Average Daily Rate)	243	273	12.3%
Occupancy Forecast September	48.9%	42.4%	-13.3%
ADR September (Average Daily Rate)	208	205	-1.4%
Occupancy (prior 6 months)	48.6%	51.7%	6.4%
ADR (prior 6 months)	221	236	6.8%
Occupancy (next 6 months)	19.1%	17.3%	-9.4%
ADR (next 6 months)	234	223	-4.7%

D-9.30

**Monthly Report August 2014**

**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 8/31/14:	\$1,744,072	\$1,979,886	-12%
Forecasted Commission for this Revenue:	\$105,462	\$141,745	-26%
Number of Room Nights:	9443	10507	-10%
Number of Delegates:	6040	6028	0%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	100	91	10%

<u>Monthly Detail/Activity</u>	<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%

Booked Group Types:	4 Smf, 2 Corp, 1 Assn, 1 Govt.	2 Seminar, 2 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:	\$42,046	\$552,037	-92%
Projected Commission:	\$1,521	\$31,949	-95%
Room Nights:	276	2457	-89%
Number of Delegates:	290	1064	-73%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

<u>Monthly Detail/Activity</u>	<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	

<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%

D-10.1



Arrived Group Types:	6 Smf, 2 Corp, 2 Assoc., 2 Sem.	3 Assoc, 5 Smf, 1 Govt 1 Corp. (Goal)
For 2015/16:	<b>\$1,320,123</b>	<b>\$1,500,000</b>
For 2016/17:	<b>\$1,928,570</b>	<b>\$2,000,000</b>

**NUMBER OF LEADS Generated as o 8/31/14: 36**

**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

D-10.2

**Monthly Report August 2014**

**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 8/31/14:	\$748,007	\$465,962	61%
Forecasted Commission for this Revenue:	\$29,079	\$3,158	821%
Number of Room Nights:	6485	4749	37%
Number of Delegates:	3025	1410	115%
Annual Commission Projection:	\$30,000	\$10,000	

<u>Monthly Detail/Activity</u>	<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>*Est.</u>	<u>August-13</u>	
Number of Groups:	1		1	
Revenue Arrived:	\$21,456		\$8,792	144%
Projected Commission:	\$0		\$1,318	
Room Nights:	160		48	233%
Number of Delegates:	60		40	50%
Arrived Group Types:	1 Corp.		1 Assoc.	

<u>Monthly Detail/Activity</u>	<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>* Est.</u>	<u>July-13</u>	
Number of Groups:	4		1	
Revenue Arrived:	\$49,294		\$10,103	
Projected Commission:	\$813		\$1,515	
Room Nights:	311		60	
Number of Delegates:	185		40	
Arrived Group Types:	1 Corp, 1 Assoc, 3 Smf		1 Smf	

D-10.3

**NUMBER OF LEADS Generated as of 8/31/14:**

**36**

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

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

D-10.4



## north lake tahoe

Chamber | CVB | Resort Association

October 1, 2014

**Subject:** Monthly Activity Report—September, 2014

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

### A. Capital Investment/Transportation Work Plan Projects—Update

#### 1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- EPS, Inc. is progressing with the preparation of the economic analysis of the vision.
- There will be the normal monthly Coalition meeting on October 2nd, following the TNTTMA meeting at Granlibakken.
- The main topic will be outlining the 3<sup>rd</sup> Annual Transportation Summit to be held in November.

#### 2. North Lake Tahoe Express

- A new contract was successfully negotiated and service commenced starting July 1<sup>st</sup>.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- There has been no subsidy required for the first 21/2 months under the new contract.
- At the Reno Airport Welcoming Center space has been vacated and other opportunities to market North Lake Tahoe at the airport are being evaluated.

#### 3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Consultant, Freshtracks Communications, was hired to assist in organizing the written material and public outreach.
- The revised draft is now being further reviewed for added clarity and flow between all the chapters by Design Workshop which has been involved with NLTRA previous master plans.
- Public outreach is now planned for November.

D-11.1

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

- The shuttle service ended for the season on September 22<sup>nd</sup>.
- Ridership was higher than last year even with the weather hold days.
- The number of weather hold days has been very high comparatively.
- A final report will be prepared to aid in the determination of level of service to be continued next year.

#### **5. SR28/Fanny Bridge Community Revitalization Project**

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

#### **6. Performing Arts Center**

- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- To date, \$87,238 of the approved funding has been expended
- The Tahoe Regional Arts Foundation is anticipating moving into Phase 2 of the design and planning this fall.
- TRAF have submitted a request for additional TOT funds to assist with Phase 2.

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

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.

D-11.2

- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

**8. 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 will lead the study preparation.
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe

**9. Kings Beach Commercial Core Improvement Project.**

- KBCCIP is progressing extremely when under the management of Placer County Dept. of Public Works.
- As of June 30<sup>th</sup>, the contractor will suspend work on Hwy. 28 for the summer and move its efforts into the neighborhood streets, returning to the Hwy. after Labor Day.
- The NLTRA allocation of \$6.75 million has all been invoiced by Placer County for project expenditures.
- This has been the largest single project allocation of TOT funds,

**10. Capital Investment and Transportation Work Plan Application Process**

- The Final Draft of the 2014/15 Work Plan was accepted at the July NLTRA Board meeting after review and recommendation.
- One of the main items included is the new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.
- This process is now underway with 11 applications having been submitted by the September 12<sup>th</sup> due date.
- The CIT Committee gave direction to staff to:
  - Have all applicants present their projects to the full committee at an all-day session on October 27<sup>th</sup>.
  - Prior to that meeting, each Committee member will score each project using the Project Funding Strategy Guidelines system.
  - Staff will coordinate with all applicants on timing and preparation for the October 27<sup>th</sup> application review.

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

- The next Committee meeting will be on Monday, **October 27, 8:30 a.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

**B. Other Meetings and Activities Attended**

- Tahoe Transportation District Board Meeting
- Transit Vision Economic Analysis Work Plan w/Consultant

D-11.3

- Winter Skier Shuttle Partners Strategy Meeting
- Master Plan Revision Review Meeting
- North Tahoe Transit Branding Committee
- Martis West Development Proposal Outreach
- IronMan Volunteer Activities
- Chamber Mixer at Tahoe Furniture Outlet
- Placer County Transportation Planning Agency Board Meeting
- Organizational Sessions for Candidate/Voter Community Meetings

D-11.4



## **CEO Update – September, 2014**

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

### **Tahoe Prosperity Center**

- Held a meeting with members from jurisdictions and agencies with the title Community Revitalization Steering Committee. This group is encouraging attendees from jurisdictions to identify their target commodity needs so that we can begin to see if there is an ability to transfer limited numbers to meet each jurisdictions needs for a specified amount of time.
- Held a board retreat at Squaw Valley on September 19 to identify future potential projects and funding needs.

### **Lake Tahoe Outreach Committee**

- Attended an workshop on September 26 to review the new Take Care campaign for basin-wide stewardship messaging to identify ways that the message could be used, specific campaign efforts for winter 2014/15, and funding possibilities

### **Master Plan Review**

- Met with members of the task force and Stephanie Grigsby to go over the current draft of the Master Plan and gain clarity on the changes desired and direction for Design Workshop in assisting with the rewrite.
- A review with the task force will take place in October followed by a meeting with the Board of Supervisors at their Tahoe meeting and public outreach in early November
- Schedule to have final adoption is still expected in January

### **Annual Report**

- Annual Report has been distributed on September 26 in the Sierra Sun and will be made available digitally for email to all members in early October, copies will be mailed to all key partners

### **Placer County Economic Development Board**

- Attended the Economic Development Board meeting at Sugar Bowl on September 11 and introduced the Tahoe Prosperity Center and Connect Tahoe to the board

### **Martis West Presentation**

- Attended the Martis West presentation on September 11 to better understand the proposal. They are willing to present to our board if desired.

D-12





## **Staff Report for Board**

**Subject:** Chamber Business Plan

**From:** Sandy Evans Hall, Ginger Karl

### **Decision Considerations:**

- In order to create a sustainable budget for the Membership department in 2014 and beyond, the attached plan has been developed.
- Membership recruitment for 2014/15 has been revised to 5.6 new members per month totaling 70 new members
- Final membership revenue numbers are proposed to be lower as well as new member fees
- Plan includes attribution to marketing for marketing related activities now being executed by membership staff totaling \$14,500
- The Marketing Coop will also consider increasing the budget for Weddings to assist with marketing each Bridal Faire
- Additional work is being planned in membership activities and programs, benefit value, non-dues revenue generation, and expense management over the next 3 years in order to achieve sustainability plus growth
- If approved, budget changes would be completed to also include allocation of fund balance and brought to the finance committee and board for approval in October/November

### **Alignment with Strategic Goals:**

**By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership.**

**Staff Recommendation:** Approve

E-13.1



# Chamber Business Plan

2014-2017

*Taking Care of Business in North Lake Tahoe*

# What is our organization?

The North Lake Tahoe Chamber/CVB/Resort

Association is a Chamber of Commerce that also has responsibilities of a Destination Marketing Organization and to advise the Placer County Board of Supervisors on the best expenditure of Transient Occupancy Tax to improve the Visitor experience. This is common in Resort Chambers throughout the country. **We are the Chamber!**

# Chamber of Commerce Core Competencies\*

- \* Strengthen the local economy
- \* Promote the community or area
- \* Represent the interests of business with government
- \* Provide opportunities to build business relationships
- \* Political action – advocate for or oppose measures that impact business

\*Western Association of Chamber Executives (WACE) based on research by Charlton Research

# NLT Chamber /CVB/Resort Assn

## Core Competencies at work

### Strengthen the Economy

Create infrastructure foundation, programs and education to enhance the business environment

- \* Remove barriers to redevelopment
- \* Business education and development
- \* Transportation improvements
- \* Capital improvements and maintenance
- \* Broadband and cellular access
- \* Job Fairs and workforce development
- \* Community Awards
- \* Chamber Trek
- \* Shop Local promotions
- \* Tahoe Truckee Leadership

### Promote the Community

Actively market the community to prospective visitors, deliver on the promise and provide training and resources to businesses to ensure a positive visitor experience

- \* Destination marketing
- \* Group sales leads
- \* International and wholesale training
- \* Web and mobile information sources
- \* Visitor Centers
- \* Guides, maps, and planners
- \* In-Market promotions
- \* Recreation luncheons
- \* Hospitality Training
- \* Wedding promotion and bridal faires
- \* Large regional events
- \* Community event grants
- \* Social Media and Public Relations

# NLT Chamber/CVB/Resort Assn

## Core Competencies at work

### Represent Business Interests to Government

Provide a business voice and perspective to government to improve regulatory environment and economic performance

- \* Advise County Board of Supervisors on expenditure of TOT
- \* Develop plans: signage, transportation, mobility, town center visions, tourism master plans
- \* Create tools to showcase and track business activity and trends
- \* Host community workshops

### Build Business Relationships

Provide opportunities for businesses to develop positive relationships that will increase their success

- \* Networking events
- \* Membership Luncheon
- \* Membership Social Media Campaigns
- \* Communications
- \* Sierra Sun Community Page
- \* Hospitality Holidays
- \* Shop Local Campaign
- \* Online Business Directory

# NLT Chamber/CVB/Resort Assn

## Core Competencies

### Political Action

Advocate for business interests with local, state and federal government to reduce regulatory barriers and generate funding for the region

- \* Develop annual legislative platform
- \* Participate in Tahoe Summit to address state and federal partners
- \* Participate with TRPA to advocate for funding
- \* Contract with lobbyist in Sacramento
- \* Leverage CalChamber legislative advocacy information
- \* Host annual Candidates and Issues Forum



**north lake tahoe**  
Chamber | CVB | Resort Association

**Your regional  
Chamber, Taking Care  
of Business**

# NLT Chamber/CVB/Resort Assn Funding Issues

## Placer County TOT Funds: Membership Dues Funds:

### Placer County Benefit All Members Benefit

#### Marketing

- \* Destination Advertising and Promotions
- \* In-Market Advertising and Promotions
- \* Large Regional Events
- \* Group and Leisure Sales
- \* Visitor Centers and Training

#### Capital Investments

- \* Infrastructure improvements and maintenance
- \* Transportation Base & Enhancements

#### Community Promotion

- \* Community Event and Marketing grants
- \* Business Association Activities and Operations

Overhead and G&A to administer above

- \* Membership networking events

- \* Membership Programs and Activities

- \* Community Awards

- \* Membership Luncheon

- \* Membership database and web directory

- \* Business Education

- \* Membership communications

- \* Membership Social Media

- \* Tahoe Truckee Leadership Program

- \* Overhead and G & A to administer above



# Plan to Address Membership Funding Sustainability

- \* Membership Growth - Quantity and Revenue
- \* Benefit Development – Value and Relevancy
- \* Program and Activity Revenue – Sponsorships and Additional Revenue Producing Components
- \* Expense Management – Labor Costs and Event Budgets
- \* Non-Dues Revenue Development – Grants and Contracts

# Membership Growth for 2014 - 2016

	2014	2015	2016
#	455	457	478
\$ + 4%	\$116,922	\$121,599	\$131,829
Attrition	15%=68 \$17,538	15% = 69 \$18,240	15%= 71 \$19,774
New Members	70 @\$250 \$17,500	90 @\$260 \$23,400	100 @\$270 \$27,000
EOY #	457	478	507
Budget	\$116,844	\$126,759	\$139,055

# Strategies for Increasing Membership and Decreasing Attrition

- \* **VALUE, VALUE, VALUE!**
- \* Identify total business licenses per industry from Placer County
- \* Focus initial sales on First Tier businesses: Lodging, Restaurants, Retail, Activities, Recreation, Visitor Services
- \* Utilize key tools of Visitor Guides, referrals through Visitor Centers, Website and Mobile business directories
- \* Second Tier businesses include Real Estate, Construction, Business to Business Services, Media, Energy
- \* Host New Member benefit events
- \* Survey annually and at each program to get feedback
- \* Convene Focus Groups from First Tier businesses to gauge value and relevancy

# Benefit Development

- \* Review benefit offerings at all levels of membership
- \* Develop a committee of members to advise on benefit value and relevancy
- \* Generate a comparative analysis of membership investments and benefits from other resort chambers
- \* Attach a monetary value to all benefits to show true cost vs. membership investment

# Program and Activity Revenue

Generate Additional Revenue of \$10,448 on the following:

- \* Bridal Faires
- \* Recreation Training Events
- \* Hospitality Holidays
- \* Shop Local Campaign
- \* Forums
- \* Community Awards & Silent Auction
- \* Membership Luncheon

# Program and Activity Revenue

## 2014 New Programs

- \* Evaluate communication pieces to provide the best information wanted and needed by businesses
- \* Investigate creation of a Relocation Guide or packet for NLT to encourage new residents and new businesses to move to area
- \* Develop with BACC a year round Shop Local Campaign to deter leakage to Internet and larger municipalities
- \* Develop new and interesting networking events to generate new leads for businesses
- \* Host forums on issues of interest to help businesses make informed decisions
- \* Host a legislative round table for business feedback
- \* Provide regular information from CalChamber to members on proposed legislation
- \* Develop a Peer to Peer Business Ed series during shoulder seasons to increase capabilities of businesses
- \* Investigate providing compliance classes for workforce development to save businesses time and money

# Managing Expenses

- \* Reduce Salary and Benefits by \$14,500 by attributing staff time for marketing tasks to the marketing department
- \* Have solid working budgets for each event
- \* Review each event budget to be as cost effective as possible
- \* Manage events to ensure that we don't go over budget on expenses

# Non-Dues Revenue Development

- \* Request marketing funds for promotion of events that have direct marketing strategy benefits
- \* In 2014, requesting \$6,000 for Bridal Faire promotion to increase weddings to the region and train local population on activity resources for upcoming season
- \* Work with Placer County and Washoe County on other Economic Development services that could be contracted for with each entity
- \* Develop a plan to utilize the 501c-3 as a funding mechanism for educational programs for businesses



# Recommended 2014/15 Budget Changes

Revenue									
	Membership				\$116,884	lower expectations - 5 per month			
	New Member Fees				\$5,250	follows above			
	Membership Activities				\$55,698	increase by \$10,448			
	Tuesday Morning Breakfast Club				\$9,600				
	Sponsorships				\$8,100				
	<b>TOTAL REVENUES</b>				\$195,532				
	<b>Expenses</b>								
	Budgeted Expenses				\$145,735	lower salary by \$14,500 incl benefits for in-market promo admin and marketing event production plus supplement marketing events with \$6K advertising from Co-op			
	Allocated G & A				\$39,078				
	<b>TOTAL EXPENSES</b>				\$184,813				
	<b>NET INCOME/(EXPENSE)</b>				\$10,719	first \$3K to reimburse Net Assets			

# Three Year Plan to Sustainability

## Year 1 – 2014/15

- \* Membership growth – net growth 2 - 457 members
- \* Benefit Development – review, add committee
- \* Program and Activity Revenue – add \$10,448 net, new program development
- \* Manage Expenses – Transfer \$14.5K salaries to marketing, event budgets
- \* Non-dues Revenue - \$7K marketing funds for promotion, contract for services, develop 501c-3

Budget Net \$11K

## Year 2 – 2015/16

- \* Membership growth – net growth 21 – 478 members, \$10K
- \* Benefit development – review with committee
- \* Program and Activity Revenue – add \$5K net, new program development
- \* Manage Expenses – evaluate time spent on marketing or other TOT generating activities
- \* Non-dues Revenue - \$10K marketing funds for promotion, \$5K contract for services

Growth YOY \$23K

## Year 3 – 2016/17

- \* Membership growth – net growth 22 – 507 members, \$10K
- \* Benefit development – review with committee
- \* Program and Activity Revenue – add \$5K net, new program development
- \* Manage Expenses – evaluate time spent on marketing or other TOT generating activities
- \* Non-dues Revenue - \$10K marketing funds for promotion, \$10K contract for services

Growth YOY \$20K

# A brief history

- \* Established in North Lake Tahoe 60 years ago
- \* Growth of Tourism, 1960 Olympic games
- \* Provided Visitor Information Services
- \* 1979 - Tahoe North Visitors and Convention Bureau
- \* 1981 – Separate governance for TNVCB – funded with 50% of 8% TOT
- \* 1995 – North Lake Tahoe Tourism Development Master Plan published
- \* 2% TOT passed by voters, NLTRA formed with Chamber and TNVCB merged as one organization
- \* 2006 – Business Plan approved by NLTRA board to implement consolidation of approximately 50 businesses from IVCB
- \* 2014 – Membership is 455 members in the greater North Lake Tahoe area

## **Chamber of Commerce, Convention and Visitor Bureau or Resort Association? Why not ALL OF THE ABOVE!**

While our logo says Chamber/CVB/Resort Association, I often hear confusion or misconceptions about what this organization really is. There is also history that separates each into its own entity, as well as funding streams and contractual obligations that are tied to specific services within a more limiting context of jurisdictional boundaries.

As I've been sorting through all the cultural, jurisdictional, contractual, and historical perceptions over the past three years, I keep returning to the old saying: "If it looks like a duck, waddles like a duck, and quacks like a duck – you can call it what you want, but it is still a duck."

My background has provided me with plenty of opportunity to see, observe, and learn about Chambers of Commerce. I am a graduate of a six year program put on by the US Chamber called Institute for Organization Management, where I attended college with several hundred Chamber executives from all over the country for six consecutive summers along with months of reading material, to learn all aspects of Chamber and Association Management. I have participated in the Colorado Chamber of Commerce Executives group as a member of the board and subsequently chair for two years. And, I've been honored by my peers in the Chamber industry with a Colorado Chamber of Commerce Chief Executive of the Year award in 2010.

What I have seen over the many years since I have chosen this career path is that Chambers have some core competencies that they share. How they choose to engage in those competencies is driven by the members and the type of economy that they have and what their vision is. A Chamber in a resort community might have a completely different set of programming than one in an urban or industrial area. Those Chambers in resort communities often have a moniker that reflects the type of economy they have ie: Aspen Chamber Resort Association, Breckenridge Resort Chamber, Park City Chamber and Visitor Bureau. Most Chambers receive some form of public funding as we do for marketing and infrastructure development, yet they all share a similar set of Core Competencies:

1. Creating a strong local economy
2. Promoting the community
3. Providing networking opportunities to build business relationships
4. Representing the interests of business with government
5. Advocating for business through political action

This is exactly what our organization does! Because we are a resort area, we focus many of our efforts on bringing more visitors to our region through destination marketing. We advocate for the development of the amenities and transportation infrastructure that will keep us competitive. We influence local, state and federal government on your behalf. We provide opportunities to network and learn through various events and programs.

There is really no separation of entities. Just one organization. Your North Lake Tahoe Chamber Visitor Bureau Resort Association. And, as a member, you are in charge!

E-13, 20