



north lake tahoe  
Chamber | CVB | Resort Association

## Strategic Goals 2012 – 2016 2012/13 Action Plan

**Key Initiative Areas – Opportunities to develop across all core function areas in addition to existing initiatives of downhill skiing, boating, culinary arts, music, and hiking**

1. Biking
2. Paddle boarding/kayaking
3. Nordic Skiing

### **Core Function: Marketing/Sales**

**Chief Marketing Officer/Marketing Committee/Coop/ Lodging Committee/Marketing Team**

**By 2013, conduct a sales department review and strategic plan to include an overall cost/benefit analysis.**

#### **ACTION PLAN 2012/13**

- Work with conference sales staff and advisory committee to review current efforts of department and to report back to committee and board on cost/benefit analysis and future recommendations
- By 2014, conference revenue and attendance will have grown by 25% area wide over FY 2010/11 baseline
- Develop a Reunion & Wedding marketing and sales strategy
- Work with a Reunion and Wedding task force, working within the channel to determine current business levels, market capacity and resource allocation
- Events department will work with Conference and Leisure Sales on all sales leads for inbound sports events generated through Sports Marketing efforts and resources
- Support the promotion of North Lake Tahoe as a meeting destination and educate planners about Lake Tahoe's amenities, including cultural and recreational opportunities as well as dining and shopping by creating a value-added card to be distributed to conference groups

**By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.**

#### **ACTION PLAN 2012/2013**

- Develop and promote the North Lake Tahoe region as a premier Cross Country region in the industry

- Continue efforts began in FY 2011/12 to further implement an area-wide Cross Country Ski Pass
- Position and promote Lake Tahoe as largest flat water paddle venue in the country
- Support SUP races with financial and in-kind assistance
- Brand Lake Tahoe as a kayak destination in partnership with the Lake Tahoe Water Trail
- Market the region as a premier adventure/endurance race location for both amateur and professional athletes with large scale events and sales and marketing efforts targeted at both consumers and operators of such events and activities
- Target companies that are key sponsors for adventure/endurance events for their annual meetings and incentives or possible corporate teams that would participate
- Target groups that host meetings or produce events related to Alpine/Cross Country skiing, biking, paddle boarding and kayaking
- Target Alpine/cross country ski clubs and councils that do annual West Coast trips
- Target corporate groups that do annual ski trips and incentives
- Improve overall consumer value of the Ski Tahoe North product
- Continue to add new wholesale/leisure product offerings in the North Lake Tahoe region
- Increase communication and coordination with international sales offices
- Brand Lake Tahoe as the most concentrated region of world-class ski resorts in North America within emerging international markets
- Increase the amount of press hosted from specialty alpine ski, cross country ski, paddle sport and biking publications
- Create dynamic lodge-to-lodge kayaking/paddleboard package offerings with select wholesale companies
- Expand North Lake Tahoe lodging product offerings with travel trade companies specializing in bike tours
- Continue to promote lodge-to-lodge kayaking and SUP packages with the travel trade and media
- Continue to interact on North Lake Tahoe, Visit CA and tour operator Facebook pages promoting these activities and highlighting events, conditions, video clips and more
- Continue to share relevant press releases and key events with travel trade, media and international Visit CA offices
- Continue to work with North Lake Tahoe ski resort and activity providers on adding additional commissionable product with the travel trade for vacation packages
- Continue to host domestic and international call center agent, travel agent and media FAMs where these activities and related events and athletes are showcased
- Analyze and act on information acquired by the summer 2012 Intercept Surveys and use that data as a baseline for future improvements and goal setting

**By 2016, Transient Occupancy Tax collections will have increased by 15% over 2010/11 adjusted for inflation.**

**ACTION PLAN 2012/2013**

- Ensure a regional public relations focus, delivering messaging to all partners on a regular basis to create alignment
- Create a comprehensive social media plan with clearly aligned goals that can be, lead, or compliment key partner plans
- Work closely with other NLTRA departments to ensure a cohesive delivery of vacation product in North Lake Tahoe
- Work with community partners to ensure the consumers pre-vacation expectations are being met once in market
- Continue to focus efforts on market segments which have shown positive results
- Focus national sales efforts on markets that have non-stop air service to Reno-Tahoe International (Chicago, Houston, Dallas, Minneapolis, Denver)
- Increase the number of Conference Sales site visits to North Lake Tahoe by 10%
- Continue to extend the average length of stay in North Lake Tahoe by ½ night
- Educate conference attendees about the number of family, recreational and cultural activities available in the area to extend the average length of stay and increase the overall spend of our conference attendee
- Expand North Lake Tahoe lodging product offerings into new as well as existing markets
- Increase the number of Leisure Sales key travel trade and media FAM visits to the region by 10%
- Increase web-based call center agent trainings
- Invest in large events, community involvement, training other business opportunities

**By 2013, the marketing department will have a clear marketing brand for North Lake Tahoe.**

**ACTION PLAN 2012/2013**

- Align in-market with out-of-market messaging in all mediums
- Execute appropriate consumer research in support of brand review project
- Shape branding with input from surveys, research, workshops and strategy sessions with our branding experts and test the results
- Educate and direct new adverting agency on a first year effort to brand the North Lake Tahoe region with new creative and media strategies
- Work closely with CTTC and state offices utilizing international market research gathered
- Continue to train call center, travel agents and media to further educate themselves on the region via [www.GoTahoeNorth](http://www.GoTahoeNorth), the one-stop shop to North Lake Tahoe and its brand identity

**By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.**

**ACTION PLAN 2012/2013**

- Invest in large events, community involvement, training other business opportunities
- Target destination markets with good air service and high propensity to travel to North Lake Tahoe
- Actively promote human-powered sports initiatives through all distribution channels
- Promote and support events with brand alignment targeted at key strike zone periods
- Actively seek out major events that align with the North Lake Tahoe vision and will generate incremental overnight stays with a goal to increase visitation during strike zone periods by 5%
- Target meetings, conventions and events that take place during identified strike zone periods
- Host key media to cover events and activities during strike zones and increase media visits during this time by 10%

**Other areas for consideration:**

- Recruit large region-wide events to spotlight key initiative areas as well as existing brand.
- Increase web site visits
- Leverage new technology to increase visitation
- Develop in-town collateral and information to better deliver brand

**Core Function: Infrastructure/Transportation**

**Director of Community Partnerships and Planning/Joint Infrastructure – Transportation Committee**

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

**ACTION PLAN 2012/2013**

- By 2013, create a Vision for an integrated transportation system through a regional executive leadership team that includes funding alternatives and governance, and review of existing studies
- Continue implementation of identified improvements/enhancements to existing transit services (TART, Nighttime, NLTE, Water Shuttle)

**By 2013, review existing criteria for infrastructure funding and develop an infrastructure strategy for project funding priorities in the future as well as in the existing integrated work plan to include temporary support for regional events.**

**ACTION PLAN 2012/2013**

- Work with Joint Committee and partner organizations to develop an infrastructure project funding strategy and required project criteria
- Prepare new infrastructure funding request application including revised criteria more specific to the organization infrastructure project funding strategy

**By 2016, there will be additional lift of 200,000 seats into Reno Tahoe International airport or Sacramento airport servicing Northeast and Southeast consumers as well as other markets.**

**ACTION PLAN 2012/2013**

- Explore Welcome Center or physical presence for Sacramento Airport
- Increase the service provided by North Lake Tahoe Express to meet increased demand if necessary
- Work with CMO, lodging and resort partners to identify strongest consumer markets not being adequately served by the airports
- Develop incentive programs with partners to encourage airlines/airports to provide beneficial flights/services
- Provide North Lake Tahoe marketing in targeted consumer areas with resort partner participation
- Continue to develop basin transit services to encourage auto-less visitors

**By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.**

**ACTION PLAN 2012/2013**

- Continue participation in local and basin-wide planning recognizing sustainable economy needed to achieve environmental goals
- Work with Placer County and TRPA to develop incentive programs for new and redeveloped lodging/commercial
- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake
- Interview all existing lodging properties around the lake to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent

**By 2016, there will be a completed trail system linking all areas within the North Lake Tahoe region resort triangle and West Shore to Incline Village to include:**

- **Bike path system including paved multi recreation trails, bike lanes, and unimproved backcountry trails**
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking**
- **Trail development and signage for providing Nordic skiing throughout the region.**
- **Marketing of completed infrastructure assets**

### **ACTION PLAN 2012/2013**

- Explore Tahoe Fund and other funding sources for assistance with trail development
- Re-apply for higher status of Bicycle Friendly Community designation
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit)
- Provide marketing/events that promote trail development

**By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and 50 by 2016.**

### **ACTION PLAN 2012/2013**

- Apply for and receive guideline approvals from review and permitting agencies
- Implement construction process of demonstration signs
- Prepare North Lake Tahoe way finding sign location master plan also identifying potential responsibility
- Distribute approved guidelines and provide incentives for others to use for signage
- Start development of signage to be done by NLTRA and place 6 signs in ground by June, 2013

### **Other areas for consideration:**

- Create a "Green" brand to everything we do
- Identify alternative funding mechanisms wherever possible
- Provide a convenient rent-a-bike system with stations throughout the region
- Develop more indoor recreation and cultural centers

## **Core Function: Membership Services/Economic Development/Business Advocacy**

### **Membership Manager/Business Association Collaborative/CEO**

**By 2014, evaluate membership component and value of retaining a Chamber of Commerce entity within the organization.**

### **ACTION PLAN 2012/13**

- Take an inventory of benefits provided by a Chamber of Commerce
- Identify if there are other arms of our organization that can take over Chamber database and programs and what that cost and benefits might be
- Evaluate annually the sustainability of dues and non-dues revenue to support all overhead costs of the Chamber

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

### **ACTION PLAN 2012/13**

- Develop a matrix of preferred options for developments/programs that align with the 1995 Tourism Development Master Plan

- Review and Update the 1995 Tourism Development Master Plan by July 2013
- Contact development projects/programs and invite presentations where appropriate to educate key partners
- Work closely with county departments and Board of Supervisors on any development projects to fully understand and support their position

**By 2016, the organization will be the recognized business leader with public and private partners in the regulatory environment.**

**ACTION PLAN 2012/13**

- Meet with TRPA and Placer County staff quarterly or as needed to discuss barriers and issues with redevelopment
- Meet with contractors association and County staff to develop list of potential ways to eliminate or streamline permitting processes
- Participate in TRPA regional plan issues, Placer County Community Area Plan, Tahoe City Vision, Tahoe Summit, and other collaborative programs, taking the lead where appropriate
- Meet with other coalitions that support environmentally sensitive development to strengthen voice and support if possible

**By 2016, the organization will be the recognized voice of business for legislative issues as they impact tourism in E. Placer County.**

**ACTION PLAN 2012/13**

- Strengthen legislative voice by working with County staff and lobbyist with regular reporting (quarterly or as needed) to the board and membership on issues impacting business in North Lake Tahoe
- Develop agreed upon legislative platform for county contract process
- Engage more business members at committee level by attending business association meetings and sharing issues and positions
- Poll members monthly or as needed about issues for stronger representation
- Hold an annual legislative luncheon presenting changes of laws, and the impact to our area
- Communicate state and federal legislation issues and changes to North Lake Tahoe businesses in Biz Bytes weekly
- Add the Membership Manager to the mailing list for CalChamber advocacy mailings

**By 2013, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development, and will be the B.O.S. authority through required organization endorsement or consultation.**

**ACTION PLAN 2012/13**

- Continue to participate on The Prosperity Center Board and support all initiatives of the plans that align with our tourism mission

- Work with County staff to ensure trust in our involvement and inclusion in all future plan discussions or implementation through consistent communication and inclusion on committees and distribution lists
- Participate on boards of NTBA and TCDA to assist and consult on economic development projects
- Collect relevant data to be able to accurately assess economic vitality in E. Placer County
- Distribute economic data through a semi-annual report
- Collaborate with key partners on an annual North Lake Tahoe economic forum for Spring 2013

**By 2016, the organization will have increased dues and non-dues revenue by a total of 50% (\$100,000) through development of programs and communication that add value to membership, unless decision is made to eliminate Chamber of Commerce in 2014.**

#### **ACTION PLAN 2012/13**

- Effectively communicate to members membership benefits, generating \$5,000 in revenues by enhancing membership levels and exposure
- Develop programs and education for the tourism industry, generating \$10,000 through participant fees and sponsorships
- Increase our membership base by a net \$10,000 through enhanced benefits in Visitor Center, Visitor Guide, Business Directory and other programs that have value to the tourism industry
- Put in place a strong membership retention plan that has multiple touch points to include timely collection on receivables

#### **Other areas for consideration:**

- Provide opportunities for businesses to package products for promotion.
- Be an advocate for business education either through our organization on a regional basis or through business associations on a more localized basis

## **Core Function: Visitor Information**

### **Visitor Information Manager/Visitor Center Task Force/Lodging Committee**

**By 2013, create and begin to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information strategy.**

#### **ACTION PLAN 2012/13**

- By November 2012 have a Customer Service Road Show developed to offer to business as part of their staff training
- Conduct the Road Show throughout the region bi-annually (November, May) in a fun and inventive way to train front line staff on how to improve the level of customer service in North Lake Tahoe
- Develop a rewards and recognition program to honor exceptional service



**By 2013, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.**

**ACTION PLAN 2012/13**

- Conduct visitor and business surveys on information distribution needs
- Monitor new visitor information centers and provide seasonal (2X/yr) metrics to include visitation, sponsorship sales, retail sales, and costs incurred
- Determine new visitor information locations or service enhancements as appropriate for Kings Beach, Squaw Valley, and Northstar
- Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee
- Research gateway presence in Sacramento Airport

**By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower.**

**ACTION PLAN 2012/13**

- Leverage technology for increased use of distribution of North Lake Tahoe visitor information
- Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions
- Develop quality recreation-specific guides/maps for new and existing key initiative areas focusing on summer – hiking and biking
- Create THE comprehensive events calendar for the region on both web and mobile platforms and distribute broadly to all lodging, retail, and dining partners
- Continue providing a “concierge” or personal “guide” service as a call to action for marketing through the Tahoe City Visitor Center
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to all nightly and seasonal lodging in North Lake Tahoe
- Leverage North Lake Tahoe Chamber-CVB-Resort Association communications and programs as additional resources for distribution and dissemination

## **Core Function: Community Relations**

### **CEO/Board of Directors**

**By 2013, the organization will have developed and executed a comprehensive communications plan that utilizes all available mediums with consistency and frequency.**

**ACTION PLAN 2012/13**

- Develop a communication strategy for all key stakeholder groups: Members, Non-Members, County Staff and Elected Supervisors, Citizens, Key Partners
- Members: Continue weekly communication that is bulleted, concise and valuable
- Citizens: Work with local media to create a monthly communications plan using all appropriate mediums, purchase sandwich boards for community messaging

- County Staff and Elected Supervisors: add to all Member and Committee distribution lists
- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group
- Celebrate successes with notification to all groups
- Leverage business associations for delivery of information to their members
- Leverage non profit and philanthropic groups for delivery of information to their members

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

**ACTION PLAN 2012/13**

- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group; meet with area managers 6 times
- Meet bi-monthly with County CEO, meet monthly with CEO Analyst
- Coordinate a joint board meeting with the County once annually in the Spring
- Develop a reporting frequency and metrics of value with the County CEO for regular and meaningful information sharing
- Present strategic goals and action plan as well as achievements annually in the Fall

**By 2016 (ongoing), the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement.**

**ACTION PLAN 2012/13**

- Identify additional community coalitions for relationship building and presentation outreach
- Coordinate or lead forums or informational events at least 8 times per year
- Participate in community planning, regional plan and other forums
- Provide community input in review or update of the 1995 Tourism Development Master Plan

**By 2013 (ongoing), the organization will have a recognized brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members.**

**ACTION PLAN 2012/13**

- Continue outreach to community
- Update presentation for community, business and citizen groups; conduct a minimum of 8 presentations to groups over the next year
- Members: Continue weekly communication that is bulleted, concise and valuable
- Citizens: Work with local media to create a monthly communications plan using all appropriate mediums, purchase sandwich boards for community messaging

- Provide community input in review or update of the 1995 Tourism Development Master Plan

**Other items for consideration**

- Increase public relations efforts and celebrations of projects using TOT funds and recognize county staff, agencies and board of supervisors for their role in achieving goals



## **1995 Master Plan Review Process**

Present: Kali Kopley, Ron McIntyre, Ron Parson, Sandy Evans Hall

Absent: Phil GilanFarr, Jennifer Merchant, Alex Mourelatos

Staff Absent: Ron Treabess

### **1. Meeting Schedule**

**Next Meeting will be Wednesday, October 10 at 10:30 a.m. at NLTRA**

### **2. Chapters for Review**

The following were discussed and assigned to staff. The Task Force agreed to read through all of the Chapters and provide suggested revisions, additions or deletions at the next TF meeting.

- Introduction: Master Plan Mission Statement and 5 Goals - **Sandy**
- Issues – **Task Force**
- Vision – **Task Force**
- Master Plan Management - **Sandy**
- Master Plan Visitor Facilities – **Ron T.**
- Master Plan and Marketing Program Opportunities – **Andy C.**
- Master Plan Funding – **Consultant** – expert on public funding options through **Lisa**
- Visitor Facilities – **Ron T.**
- Environmental Resources – **Update to reflect trend to eco-travel and environmentally friendly amenities** – part of **Competitive Market Analysis**
- Transportation Resources – **Placer County Update of Mobility Plan, Transit Summit** – **Ron and Sandy**
- Financial Analysis – **Consultant through Lisa**
- Management Resources - **Sandy**
- North Tahoe Market Analysis – **Consultant through Andy C.**
- Review of Competitive Markets – **Consultant through Ron T.**
- Market Realities and Trends – **Wrap into both above**
- Alternative Futures – **Task Force**

### **3. Studies Recommended**

- Staff – **Transportation, Visitor Facility Inventories**
- Consultants – **Competitive Analysis to include Environmental components, Market Analysis, Market Realities and Trends, Funding Alternative Analysis**

**Potential consultants for items above include RRC, BBC, SMG, Design Workshop, Carl Ribaldo**

**4. Steering Committee**

When and Who?

**Steve Kastin/Jennifer Montgomery**

**Jennifer Merchant/David Boesch**

**Business Association Rep**

**PUD Rep**

**NLTRA Staff – Ron, Andy, Lisa, Sandy**

**For right now, construct a distribution list and include all on all notices, meetings, progress, etc.**

**5. Other Business**

**Discussed the following goals for the review:**

- 1. Establish a new long range vision**
- 2. Complete a full review of the 1995 Master Plan**
- 3. Update inventories of amenities, funding opportunities, competitive analysis and market analysis**
- 4. Reaffirm clear way of allocating funds and additional funding options**
- 5. Create consensus with Placer County, NLTRA and community**

**6. Timeline**

**Made changes to timeline to allow for request for funds from I/T in October and NLTRA Board and B.O.S. in November**



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

Wednesday, August 1, 2012 – 8:30am – 11am

Tahoe City PUD

Preliminary Minutes

**ATTENDANCE:** Ron Parson, Eric Brandt, Phil GilanFarr, Alex Mourelatos, Jennifer Merchant, Wally Auerbach, Allen Highfield, and TRPA Representative (Kristi Boosman)

**NOT PRESENT:** Julie Regan, Valli Murnane, Bill Rock, Ron McIntyre, Kali Kopley, and Andy Wirth

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

**OTHERS IN ATTENDANCE:** Ernie Dambach, Steve Hoch, John Bergman, and Kathy Long

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

The meeting was called to order at 8:49am by Chair Ron Parson and a quorum was established at 9:05am.

#### B. AGENDA AMENDMENTS AND APPROVAL

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

**M/S/C (Highfield/Mourelatos) (7-0-0) to approve the agenda with items taken out of order if necessary and item 5 removed.**

#### C. PUBLIC FORUM

Andy Chapman, Chief Marketing Officer, reported that Lake Tahoe won the title of Best Lake in America by USA Today. Laura Bly is here to write a story and the article will come out August 10<sup>th</sup>. Pettit Gilwee will be working with her during her two days on the North Shore.

#### D. REPORTS & ACTION ITEMS

##### Marketing:

3. Andy Chapman, gave an MTRiP update. He believes something about the reports seems off as July is now showing to be 14% behind last year, when just last month it was catching up to last year. Our ADR is up for July as is summer as a whole. Incremental Occupancy Data is tracking close to or ahead of last year.

There was a discussion about the properties reporting to MTRiP and if the participating properties were a good representation of our lodging base. Andy said that it was a pretty good sampling, but we could use a stronger representation from small properties and vacation rentals. A good goal would be 20% of the different sectors.

Eric Brandt asked about having an indicator about how other reports compare to MTRiP such as TOT or sales tax. Alex Mourelatos then asked about how lakefront compares to non-lakefront and if there is a way to chart those comparisons. Andy will do some other reports with these comparisons moving forward.

**ACTION:** Andy Chapman will run some other reports with the aforementioned comparisons.

4. Andy Chapman gave an update on the Wedding Marketing Strategy. In the past, there was a North Lake Tahoe Wedding and Honeymoon Association. That Board has since dissolved. The new advertising agency, School of Thought, will be taking over the wedding strategy that the old agency came up with. One of the main wedding fulfillments by the agency will be through the website Pinterest. There will be a new Wedding Task Force created to really emphasize wedding marketing. There are already some volunteers from the Marketing and Lodging committees.
  - Eric Brandt, Tahoe TV, mentioned that there is a lot of wedding marketing out there from the major players such as Squaw Valley, Northstar, and Hyatt. He asked to what extent are those entities going to be involved, as it would be great to have overall brand umbrella the smaller efforts of the major resorts. Andy replied that that is exactly what the Task Force will be doing. The goal will be to get the guests to choose Lake Tahoe as the greater destination for the wedding and the smaller properties can try to win the actual business.
  - Ron Parson said last year we picked up paddle boarding and human powered events. This year we will add emphasis on weddings.
5. Item 5 was removed from the agenda.

#### **Visitor Information**

6. Emily Detwiler, Visitor Information Services Manager, discussed the resolution plan for the Tahoe City Visitor Center issues. Staff conducted a second meeting with concerned retailers/service providers in the community on Tuesday, July 24<sup>th</sup> to discuss the actions and procedures that were put in place since the first meeting to alleviate competition with local businesses.
  - Computer kiosks have removed mice and keyboards as well as disabled on-screen keyboard. Guests can only go to GoTahoeNorth.com and members linked on that site, Nextbus.com, and the TMA/TNT's websites.
  - A number of local products have been sold off to other businesses and even removed from the floor. Moving forward, Emily will be questioning vendors to make sure the TCVIC will not be selling competing products. There will be an emphasis on locally made products.

Emily also discussed the Visitor Information Center Oversight Task Force that is being created. An application has been created and will be sent out to chamber members. Staff is going out into the community to tell them about opportunities at VIC. Some of the opportunities include conference room rentals, kiosks, window displays, a concierge corner, and a business of the month.

There was a discussion about the reaction of guests and business owners as a result of the changes. Emily said that the limited computer access has brought a mixed reaction from guests, but overall people are fine with the computers and the limited access. She also said that the concerned business owners seem to be happy with the changes that have been implemented. The Board members are pleased with the progress made on resolution of the VIC issues.

Emily lastly mentioned the other part of her job is reaching out to lodging. She passed out a packet with a lot of her lodging initiatives and said that she will be visiting all lodging properties this fall.

#### **Membership:**

7. Deanna Frument, Membership Manager, gave an update on the Membership plan. For the month of July there were 11 new members, 16 renewals, and 3 write-offs. One of those write-offs is out of business.

Deanna also gave an update on the WebLink launch. The Business Directory for GoTahoeNorth.com has been launched. Two weeks prior to the Business Directory going live, an email and social media campaign was launched to drive members online to view it. There is a promotion for the first five members who call and inquire about enhancing their business listing to receive a free online coupon. This is done in an effort to up-sell membership tiers and to create coupons for members to view.

Deanna also gave an update on the 2013 mixer schedule. She has restructured the mixer schedule for 2013 and will be having just one mixer a month and one alternative networking event excluding the month of July when there will be no events.

She next discussed the upcoming education schedule. She will be looking at providing certification classes, and providing member locations for online test taking. In an effort to keep the business owner aware of changes in laws and regulations an annual legislative breakfast is being considered. The breakfast would be a forum for members to learn and ask questions about the changes that may affect their businesses.

Jennifer Merchant congratulated Deanna for putting together a very well thought out program. She thinks that the business directory and other initiatives are great for the chamber. However she did express some concern about the business directory being on GoTahoeNorth.com which is TOT funded. The concern is that some of the businesses in the directory are not part of Placer County. She would like to have a meeting with Deanna to discuss the issue.

**ACTION: Jennifer will meet with staff to discuss issue of out of county members and their presence on GoTahoeNorth.com**

8. Deanna then gave an update on the upcoming event and education schedule:
- August 3<sup>rd</sup> – Mixer at the Potlatch in Incline Village
  - August 8<sup>th</sup> – Ribbon Cutting for the North Lake Tahoe Water Shuttle
  - September 13<sup>th</sup> – Mixer at the North Lake Tahoe Bonanza in Incline Village
  - September 18<sup>th</sup> – ChamberEd Class: Networking at the Resort at Squaw Creek
  - September 18<sup>th</sup> – Holiday Mixer at the Resort at Squaw Creek
  - September 20<sup>th</sup> – Mixer at Incline Village Community Hospital, Renovation Celebration

#### **Transportation/Infrastructure:**

9. Ron Treabess gave an update on the North Tahoe Water Shuttle project marketing plan. All permitting, testing, etc., is in place and ready to go. iPads are going to kiosks at three docks. The service will begin Friday. A monitoring plan is in place that can begin immediately. There will be ongoing data collection. The publicity has been going well. They have contacted TRPA to continue service on a daily basis through September instead of just weekends, and TRPA said that is ok, no special hearing process is required.

Some questions were brought up about marketing and specifically about marketing at the Boat Show. Ron said that the TMA would have a booth there, but he was not aware of their specific plans. However, the boat itself should be very recognizable and its route will go right by the boat show as well as by Commons Beach. There has also been marketing on NPR in Sacramento and some other news media.

Finally there was some discussion about the schedule. Some of the Board members said that they felt it was confusing, particularly the way that it was laid out on the brochure. Kristi Boosman mentioned that Washington State Ferry has a good schedule and it may be worthwhile to look at some other established schedules for ideas on how to make the schedule a bit clearer for guests.

10. Ron then gave updates on some of his ongoing projects:
- The Wayfinding Signage Plan is now going through agencies such as TRPA, Placer County and Cal Trans for approval. He is moving ahead with RFP for actual wayfinding sign site plan. The plan will pick out locations, sign types, wording, etc. The plan will also identify property ownership, permitting needs and existing signs that will be removed. The RFP will then be brought to the Joint Committee for review.
  - The Bicycle Friendly Community Application is due February of 2013. This will be a continuation of our application from 2010 when we received an honorable mention. The intent is to reapply to get a higher rating. This will be a great marketing tool in international tour guides as well as another great designation for Tahoe. This is a fairly



small project to get the application in, but we need to work with the League of American Bicyclists to make sure we will receive higher level with this application. This was brought to the Joint committee and was approved for the consulting agency to submit an application.

- Progress has been made on the Coordinated Skier Shuttle Analysis. The analysis was funded by seven ski areas as well as the NLTRA and Town of Truckee. The actual plan to put a coordinated shuttle in place will be presented this month. Alex Mourelatos asked about the background of the study and where we are headed with the plan. He believes that this needs to be a complete redevelopment of the shuttle plan. The Board continued to discuss this study and as a group really hopes that this plan can eventually lead to a much more comprehensive skier transportation system.

11. Sandy Evans Hall gave an update on the TRPA Regional Plan. In the packet there is a timeline of what is going on with TahoeFuture.org. Also recently introduced is bi-state coalition which is a compromise on various points. There are some concerns that the TC golf course is labeled as a stream restoration plan area. That would go against the whole reason Tahoe City purchased the course. Second, there is a 300ft shoreline component that says within that area you cannot be part of the comprehensive incentive program. That takes out almost 80% of Tahoe City lakefront. This bi-state group will have a lot of political push so it is important that we question these issues up front. It is a great process but want to make sure there is not a one solution fits all approach. We need to be able to redevelop our shoreline.

**ACTION: The Board said that they do endorse Sandy to going to the meetings and they would like to make sure that Sandy and Jennifer Merchant have the same voice. Wally encouraged everyone to visit the RPU website and check out the issues.**

#### **County Contract**

12. Sandy Evans Hall gave an update on the County Contract. Lisa passed out to the Board (not in packet) what Sandy had received from Jennifer last week. It is not the actual contract, but some of the key points that refer to the budget. There is no motion or decision requested today but over the next 30 days the budget should come together and will hopefully come back in September for a motion. Some key points are as follows.
  - In the Marketing budget, funding is requested by the county for both the NTBA and the TCDA. The funding request is for \$115,000 and we had not planned on any contribution. Also there is a request from the County to continue to fund the Welcome Center in Auburn at \$40,000.
  - In the Capital Improvements beach maintenance is lower than expected. However funding of the Tahoe Clinics came in at \$115,000 while we were not expecting to have to make any contribution. It is less than half of what we funded last year, so it is going in the right direction.
  - Total funding is quite a bit higher than expected.
  - The two areas that need to be looked at are the funding requests for the two business associations as well as the Auburn Welcome Center.

Sandy said she wanted to share info and welcomes direction or discussion. She would like to leave today with some direction to go back and work with the business associations. There was a discussion about the funding of the Auburn Welcome Center. The Board believes that the center is important, but it is also important that we maximize our return on the center in regard to marketing. Also the Board believes that funding the two business associations is important to continue.

**ACTION: Ron Parson gave Sandy direction to go back and make sure that there is clarity and transparency on every line item in the budget.**

13. Sandy then recommended the approval of the Policy Guidelines for Bonus/Incentive Pay and Wage increases. She said that it has been presented to the Finance Committee and they recommended that the Board approves the motion.

**M/S/C (GilanFarr/Auerbach) (7-0-0) to approve the bonus/incentive pay policy and wage increase policy.**

**Strategic Goals/Master Plan**

14. Sandy Evans Hall gave a report on the Strategic Goals that were discussed and updated at the Board Retreat last month. She included the updated goals in the packet and said that if everyone is in agreement with them she would like to move forward by allowing Staff to put in their action plans to accomplish goals. The Board is in agreement and staff will move forward with action items.
15. Sandy next discussed the Tourism Development Master Plan Review proposed timeline and process. She has created a preliminary plan and timeline for the Master Plan Review. She explained the timeline and it is in the packet.

There was a brief discussion with some questions and clarifications. One concern was to change the wording from "update" to "endorse" the master plan. This is being done in an effort to keep the general public from getting upset about the creation of a new plan. Eventually we will adopt some changes but at this point it is more of an evaluation of the existing plan.

**E. DIRECTOR'S COMMENTS**

- a. Eric Brant, Tahoe TV, asked that we get a head start on the upcoming winter. He would like to address what is new for the upcoming winter at next months meeting.
- b. Alex Mourelatos, commended staff; Deanna, Ron, Andy, and Emily. He said that they have done a great job at being proactive.

**F. CONSENT CALENDAR – MOTIONS**

16. Board Meeting Minutes – July 11, 2012
17. Joint Infrastructure/Transportation Committee – July 23, 2012
18. Marketing Committee – July 24, 2012
19. Membership Advisory Committee – No meeting in July
20. Lodging Committee – July 12, 2012
21. Conference Sales Directors Committee – July 26, 2012
22. Finance Committee – June 28, 2012
23. Approve Financials for May, 2012
24. Approve Emily Detwiler for a company MasterCard Account

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

25. Conference Sales Reports
26. Infrastructure/Transportation Activity Report – June

**M/S/C (GilanFarr/Auerbach) (7-0-0) to approve the consent calendar as presented.**

**G. MEETING REVIEW AND STAFF DIRECTION**

- a. Andy will be putting together data from TOT, sales tax, and MTRiP and how they work together.
- b. Sandy will be working with Jennifer Merchant on how we treat out of county businesses in the new business directory.
- c. Sandy will be looking at clarification in regards to some of the new items in the regional plan and will attend meetings and request clarification in alignment with the county.
- d. Working on clarity and transparency on the County Contract.
- e. Adding what's new for winter to next month's agenda.

**H. CLOSED SESSION**

- a. There is no closed session.

**I. RECONVENE TO OPEN SESSION**

**J. ADJOURNMENT**

The meeting adjourned at 10:43 am.

Submitted by  
Jessica Walker, Executive Assistant  
NLT Chamber/CVB/Resort Association



## north lake tahoe

Chamber | CVB | Resort Association

**COMMITTEE: Membership Advisory**  
**MEETING DATE: August 12<sup>th</sup>**  
**BOARD MEMBERS PRESENT: None**

**Action Items Taken:**

No action items taken

**Motions Made/Vote:**

No votes or motions were made

**Board Approval/Direction Requested:**

No Board approval/direction requested



**COMMITTEE: Finance**  
**MEETING DATE: July 31, 2012**  
**BOARD MEMBERS PRESENT: Allen Highfield, Ron Parson, Jennifer Merchant**

**ACTION ITEMS TAKEN:**

Write-off the outstanding Boulder Bay receivable.

**MOTIONS MADE / VOTE:**

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

M/S/C (Parson/Merchant) (3/0) to approve the Finance Committee minutes of June 28, 2012.

**BOARD APPROVAL / DIRECTION REQUESTED:**

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

M/S/C (Parson/Merchant) (3/0) to recommend that the Board of Directors approve the Draft 2012/13 NLT Chamber/CVB/Resort Association Budget.



**COMMITTEE: Finance**  
**MEETING DATE: August 22, 2012**  
**BOARD MEMBERS PRESENT: Allen Highfield and Bill Rock**

**ACTION ITEMS TAKEN:**

Staff will determine a policy for cutting off conference leads to properties that are more than 90 days delinquent in paying their group commissions.

Lisa de Roulet will work with Gilbert Associates to have the IRS tax penalty abated.

**MOTIONS MADE / VOTE:**

M/S/C (Rock/Salmon) (3/0) to approve the agenda with addition of a closed session at the end of the meeting.

M/S/C (Rock/Salmon) (3/0) to approve the Finance Committee minutes of July 31, 2012.

**BOARD APPROVAL / DIRECTION REQUESTED:**

None

**NLT Chamber/CVB/ Resort Association**

**Financial Statements**

**For the Eleven Months Ending May 31, 2012**



July 31, 2012

To: Finance Committee

From: Kim Lambert

Re: Major Variances of May 2012 Financial Statements

The following are the major budget to actual variances for the **month of May 2012:**

- Conference Commissions are down for the month due to timing of billing, but overall up over budget.
- The increase in Insurance and Bonding expense is offset by part of the decrease of Salaries and Benefits expense (Workers Comp insurance was originally budgeted in Salaries and Benefits, but has been charged to the Insurance and Bonding account).
- The increases in Rent, Equipment Support, Cost of Goods Sold and Marketing Other are associated with the preparation and opening of the new Tahoe City Visitors Information Center.
- Infrastructure and Transportation Project Costs expense is under budget due to timing of projects.

The following are the major budget to actual variances for **Year-to-Date:**

- Member Dues revenue is down due to write-offs of non-paying members.
- Special Events and Functions revenue is up due to increased billing for the Business Directory, Business Expo and Tuesday Morning Breakfast Club.
- Marketing Commissions are down due to slow sales of the Ski Tahoe North lift ticket.
- Consolidated/Visitor Information Miscellaneous revenue and Miscellaneous expense variances are due to timing.
- The increase in Insurance and Bonding expense is offset by part of the decrease of Salaries and Benefits expense (Workers Comp insurance was originally budgeted in Salaries and Benefits, but has been charged to the Insurance and Bonding account).
- Infrastructure and Transportation Project Costs expense is under budget due to timing of projects.



North Lake Tahoe Resort Association  
Statement of Financial Position  
For the Eleven Months Ending May 31, 2012

	<u>Current Month</u>	<u>Last Month</u>	<u>Last Year</u>
<b>ASSETS</b>			
Cash and cash equivalents	\$1,279,535.66	\$1,485,265.00	\$1,306,222.23
Receivables			
Accounts Receivable - Membership Services	100,979.28	88,208.35	96,320.26
Accounts Receivable - Other	<u>9,996,136.59</u>	<u>10,278,593.71</u>	<u>7,200,490.89</u>
Total Receivables	10,097,115.87	10,366,802.06	7,296,811.15
Prepaid expenses	193,036.95	170,038.56	6,929.60
Inventory	4,406.18	4,406.18	928.18
Furniture, Fixtures & Other	12,298.54	12,994.29	21,652.52
Computer Equipment/Software	6,693.02	6,881.51	3,662.02
Vehicles & Leasehold Improvements	<u>194.07</u>	<u>388.46</u>	<u>2,585.16</u>
<b>TOTAL ASSETS</b>	<u><u>11,593,280.29</u></u>	<u><u>12,046,776.06</u></u>	<u><u>8,638,790.86</u></u>
<b>LIABILITIES &amp; NET ASSETS</b>			
Accounts Payable	487,894.11	460,776.56	440,897.31
STN/Marketing Cooperative Liability	166,149.09	270,949.89	127,167.08
Other Liabilities	(3,304.27)	(21.68)	(90.76)
Unearned Revenue & Deferred Support Reserves	<u>9,791,450.53</u>	<u>10,068,148.74</u>	<u>7,215,693.27</u>
	<u>40,202.00</u>	<u>35,820.00</u>	<u>50,000.00</u>
<b>TOTAL LIABILITIES</b>	<u><u>10,482,391.46</u></u>	<u><u>10,835,673.51</u></u>	<u><u>7,833,666.90</u></u>
<b>NET ASSETS</b>			
Beginning Net Assets	697,419.35	697,419.35	667,941.92
Net Change in Net Assets	<u>413,469.48</u>	<u>513,683.20</u>	<u>137,182.04</u>
<b>TOTAL NET ASSETS</b>	<u><u>1,110,888.83</u></u>	<u><u>1,211,102.55</u></u>	<u><u>805,123.96</u></u>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<u><u>11,593,280.29</u></u>	<u><u>12,046,776.06</u></u>	<u><u>8,638,790.86</u></u>

North Lake Tahoe Resort Association.  
Statement of Activities and Changes in Net Assets  
Consolidation of Departments  
For the Eleven Months Ending May 31, 2012

	CURRENT MONTH				YEAR - TO - DATE					
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
Revenue and Other Support										
Member Dues	9,244	10,492	(1,248)	10,024	(12%)	98,049	115,412	(17,363)	104,584	(15%)
Special Events & Functions	3,377	1,030	2,347	1,442	228%	148,316	111,430	36,886	110,599	33%
Miscellaneous	0	0	0	0	0%	70	15,000	(14,930)	4,449	(100%)
Commissions & Booking Fees	11,003	18,715	(7,712)	225	(41%)	145,499	131,065	14,434	132,813	11%
Retail Sales & Other	1,342	1,000	342	1,774	34%	19,093	20,400	(1,307)	21,547	(6%)
Interest & Investment Income	57	310	(253)	86	(81%)	1,827	3,430	(1,603)	3,086	(47%)
Placer County Funding	273,379	555,174	(281,795)	482,676	(51%)	3,666,038	5,910,037	(2,243,999)	3,854,288	(38%)
<b>Total Revenue and Other Support</b>	<b>298,402</b>	<b>586,721</b>	<b>(288,319)</b>	<b>496,228</b>	<b>(49%)</b>	<b>4,078,893</b>	<b>6,306,774</b>	<b>(2,227,881)</b>	<b>4,231,346</b>	<b>(35%)</b>
Expenses										
Salaries and benefits	87,013	102,426	(15,413)	70,835	(15%)	1,065,811	1,138,548	(72,737)	918,074	(6%)
Rent & Utilities	17,087	11,300	5,787	7,445	51%	122,064	117,500	4,564	85,110	4%
Telephone Services	2,453	1,835	618	1,604	34%	25,374	20,185	5,189	20,947	26%
Internet Access	0	30	(30)	0	(100%)	0	330	(330)	290	(100%)
Mail Expenses	475	524	(49)	744	(9%)	3,247	3,094	153	3,082	5%
Insurance & Bonding	853	384	469	374	122%	8,934	4,224	4,710	4,205	112%
Supplies	601	1,450	(849)	1,108	(59%)	14,806	15,950	(1,144)	9,980	(7%)
Equipment Sup.& Maint.	2,711	900	1,811	1,328	201%	13,955	9,900	4,055	9,596	41%
Taxes, Licenses & Fees	292	0	292	0	0%	3,195	1,125	2,070	1,015	184%
Miscellaneous Expense	0	0	0	0	0%	0	50,000	(50,000)	0	(100%)
Equip. Rental / Leasing	919	1,020	(101)	928	(10%)	14,561	13,829	732	14,041	5%
Training & Seminars	0	242	(242)	0	(100%)	2,190	5,662	(3,472)	477	(61%)
Project Costs	138,222	273,281	(135,059)	87,554	(49%)	745,384	3,123,091	(2,377,707)	1,369,624	(76%)
Professional Fees Legal/Accounting	80	200	(120)	0	(60%)	29,450	22,700	6,750	18,886	30%
Special Events	7,400	45,500	(38,100)	29,281	(84%)	123,983	133,000	(9,017)	120,716	(7%)
Autumn Food & Wine Costs	1,479	1,396	83	(109)	6%	78,947	75,000	3,947	79,024	5%
Membership Events/Newsletter	4,809	640	4,169	0	651%	44,558	38,586	5,972	30,286	15%
Cost of Goods Sold	0	0	0	0	0%	16,136	11,380	4,756	16,257	42%
Classified Ads	0	0	0	0	0%	3,280	0	3,280	0	0%
Promotional/ Giveaways	0	0	0	0	0%	200	7,500	(7,300)	0	(97%)
Market Study Reports/Research	0	0	0	0	0%	74,327	68,000	6,327	0	9%
Marketing Cooperative/Media	100,000	100,000	0	174,476	0%	992,000	992,000	0	1,001,236	0%
Marketing Other	22,516	0	22,516	11,287	0%	154,554	156,550	(1,996)	84,523	(1%)
Programs	4,000	12,500	(8,500)	56,600	(88%)	32,910	87,500	(54,590)	162,950	(62%)
Associate Relations	0	42	(42)	104	(100%)	2,723	4,083	(1,360)	3,800	(33%)
Board Functions	738	650	88	2,987	14%	9,446	7,150	2,296	55,258	32%
Credit Card Fees	156	95	61	124	64%	2,898	4,282	(1,384)	4,132	(32%)
Automobile Expenses	980	410	570	231	139%	9,358	4,510	4,848	4,478	107%
Local Meals & Entertainment	295	0	(310)	188	(100%)	2,084	3,410	(1,326)	3,693	(39%)
Dues & Subscriptions	75	2,627	(2,552)	265	(84%)	10,566	12,677	(2,111)	3,832	(17%)
Travel	0	133	(133)	0	(97%)	5,839	9,597	(3,758)	1,357	(39%)
Allocated	0	0	0	0	(100%)	0	1,463	(1,463)	0	(100%)
<b>Total Expense Before Depreciation/Re</b>	<b>393,155</b>	<b>559,795</b>	<b>(166,640)</b>	<b>447,354</b>	<b>(30%)</b>	<b>3,612,780</b>	<b>6,142,826</b>	<b>(2,530,047)</b>	<b>4,026,909</b>	<b>(41%)</b>
Depreciation	1,079	1,090	(11)	1,567	(1%)	12,316	11,990	326	17,237	3%
Reserves	4,382	4,382	0	9,000	0%	40,202	40,202	0	50,018	0%
<b>Total Expense</b>	<b>398,616</b>	<b>565,267</b>	<b>(166,651)</b>	<b>457,921</b>	<b>(29%)</b>	<b>3,665,298</b>	<b>6,195,018</b>	<b>(2,529,720)</b>	<b>4,094,164</b>	<b>(41%)</b>
<b>Changes in Unrestricted Net Assets</b>	<b>(100,214)</b>	<b>21,454</b>	<b>(121,668)</b>	<b>38,306</b>	<b>(567%)</b>	<b>413,594</b>	<b>111,756</b>	<b>301,839</b>	<b>137,182</b>	<b>270%</b>

North Lake Tahoe Resort Association  
Consolidation of Departments Excluding Infrastructure  
For the Eleven Months Ending May 31, 2012

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Prior YR	Budget	Variance	
Revenue and Other Support							
Member Dues	9,244	10,492	(1,248)	10,024	115,412	(17,363)	104,584 (15%)
Special Events & Functions	3,377	1,030	2,347	1,442	111,430	36,886	110,589 33%
Miscellaneous	0	0	0	0	15,000	(14,930)	4,449 (100%)
Commissions & Booking Fees	11,003	18,715	(7,712)	225	131,065	14,434	132,813 11%
Retail Sales & Other	1,342	1,000	342	1,774	20,400	(1,307)	21,547 (6%)
Interest & Investment Income	57	210	(153)	150	2,310	(823)	2,219 (36%)
Placer County Funding	301,060	301,060	0	441,885	3,114,783	0	3,303,644 0%
<b>Total Revenue and Other Support</b>	<b>326,083</b>	<b>332,507</b>	<b>(6,424)</b>	<b>455,501</b>	<b>3,510,400</b>	<b>16,898</b>	<b>3,679,855</b> 0%
Expenses							
Salaries and benefits	82,094	96,411	(14,317)	66,445	1,060,253	(61,350)	855,703 (6%)
Rent & Utilities	16,447	10,550	5,897	6,744	109,250	5,093	77,120 5%
Telephone Services	2,252	1,675	577	1,510	18,425	4,799	19,186 26%
Internet Access	0	30	(30)	0	330	(330)	290 (100%)
Mail Expenses	469	523	(54)	740	3,083	149	3,073 5%
Insurance & Bonding	782	354	428	344	3,894	4,304	3,868 111%
Supplies	575	1,400	(825)	1,065	15,400	(1,502)	9,408 (10%)
Equipment Sup. & Maint.	2,661	850	1,811	1,300	9,350	3,949	9,118 42%
Taxes, Licenses & Fees	292	0	292	0	1,051	1,121	941 107%
Miscellaneous Expense	0	0	0	0	50,000	(50,000)	0 (100%)
Equip. Rental / Leasing	837	935	(98)	845	12,604	670	12,811 5%
Training & Seminars	0	242	(242)	0	5,662	(3,849)	477 (68%)
Project Costs	121,756	31,000	90,756	55,030	458,000	(78,804)	944,274 (17%)
Professional Fees Legal/Accounting	80	200	(120)	0	22,700	6,750	18,886 30%
Special Events	7,400	45,500	(38,100)	29,281	133,000	(9,017)	120,716 (7%)
Autumn Food & Wine Costs	0	0	0	0	75,000	3,947	79,024 5%
Membership Events/Newsletter	1,479	1,396	83	(109)	38,586	5,972	30,286 15%
Cost of Goods Sold	4,809	640	4,169	0	11,380	4,756	16,257 42%
Classified Ads	0	0	0	0	0	3,000	0 0%
Promotional/ Giveaways	0	0	0	0	7,500	(7,300)	0 (97%)
Market Study Reports/Research	0	0	0	0	68,000	6,327	0 0%
Marketing Cooperative/Media	100,000	100,000	0	174,476	992,000	(1,996)	1,001,236 0%
Marketing Other	22,516	11,287	11,229	0	156,550	(54,590)	84,523 (1%)
Programs	4,000	12,500	(8,500)	56,600	87,500	(1,154)	162,950 (62%)
Associate Relations	0	42	(42)	96	3,778	(3,496)	3,496 (31%)
Board Functions	738	650	88	2,987	7,150	2,296	55,258 32%
Credit Card Fees	156	95	61	124	4,282	(1,384)	4,132 (32%)
Automobile Expenses	837	340	497	115	3,740	3,981	3,529 106%
Local Meals & Entertainment	0	305	(305)	94	3,555	(1,288)	3,539 (38%)
Dues & Subscriptions	295	1,900	(1,605)	265	12,623	(2,111)	3,778 (17%)
Travel	75	2,627	(2,552)	0	9,597	(3,758)	1,397 (39%)
Allotted	(3,361)	(3,432)	71	(3,135)	(37,752)	166	(34,437) 0%
<b>Total Expense Before Depreciation/Re</b>	<b>367,189</b>	<b>306,733</b>	<b>60,456</b>	<b>406,106</b>	<b>3,346,291</b>	<b>(221,155)</b>	<b>3,490,838</b> (7%)
Depreciation Reserves	989	1,010	(21)	1,462	11,110	245	16,082 2%
Total Expense	4,382	4,382	0	9,000	40,202	0	50,018 0%
Changes in Unrestricted Net Assets	372,560	312,125	60,435	416,568	3,397,603	(220,910)	3,556,938 (7%)
	(46,477)	20,382	(66,859)	38,933	112,797	237,807	122,917 211%

North Lake Tahoe Resort Association  
 Statement of Activities  
 Departmental Summary  
 For the Eleven Months Ending May 31, 2012

Date 07/30/12 10:36 AM

Page 1

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
<b>REVENUE AND OTHER SUPPORT</b>										
Marketing	201,931	202,177	(246)	349,731	0%	2,026,884	2,031,820	(4,936)	1,935,947	0%
Conferences	37,386	44,428	(7,042)	26,474	(16%)	450,660	424,708	25,952	413,239	6%
Visitor Support & Transportation	51,600	51,600	0	54,750	0%	567,600	567,600	0	1,042,709	0%
Visitor Information	23,175	22,833	342	13,608	1%	318,776	335,013	(16,237)	153,714	(5%)
Member Services	11,934	11,259	675	10,788	6%	161,890	148,949	12,941	127,578	9%
Management & General	57	210	(153)	150	(73%)	1,487	2,310	(823)	6,668	(36%)
<b>Total Revenue and Other Supp</b>	<b>326,083</b>	<b>332,507</b>	<b>(6,424)</b>	<b>455,501</b>	<b>(2%)</b>	<b>3,527,298</b>	<b>3,510,400</b>	<b>16,898</b>	<b>3,679,855</b>	<b>0%</b>
<b>EXPENSES</b>										
Marketing	147,079	195,089	(48,010)	304,632	(25%)	1,777,887	1,904,691	(126,804)	1,823,306	(7%)
Conferences	36,393	37,487	(1,094)	36,181	(3%)	410,311	416,654	(6,343)	424,282	(2%)
Visitor Support & Transportation	130,436	41,006	89,430	63,606	218%	492,282	579,689	(87,407)	1,046,020	(15%)
Visitor Information	54,817	27,950	26,867	11,303	96%	327,992	321,690	6,302	158,380	2%
Member Services	11,448	12,324	(876)	9,362	(7%)	177,715	170,718	6,996	144,816	4%
Management & General	(7,614)	(1,731)	(5,883)	(8,516)	340%	(9,367)	4,161	(13,528)	(39,866)	(325%)
<b>Total Expenses</b>	<b>372,560</b>	<b>312,125</b>	<b>60,435</b>	<b>416,568</b>	<b>19%</b>	<b>3,176,819</b>	<b>3,397,603</b>	<b>(220,785)</b>	<b>3,556,938</b>	<b>(6%)</b>
<b>Net Change in Unrestricted Net Assets</b>										
Marketing	54,852	7,088	47,764	45,099	674%	248,997	127,129	121,868	112,641	96%
Conferences	992	6,941	(5,949)	(9,706)	(86%)	40,349	8,054	32,295	(11,043)	401%
Visitor Support & Transportation	(78,836)	10,594	(89,430)	(8,856)	(844%)	75,318	(12,089)	87,407	(3,312)	(723%)
Visitor Information	(31,643)	(5,117)	(26,526)	2,305	518%	(9,216)	13,323	(22,539)	(4,666)	(169%)
Member Services	486	(1,065)	1,551	1,426	(146%)	(15,825)	(21,769)	5,945	(17,238)	(27%)
Management & General	7,671	1,941	5,730	8,666	295%	10,855	(1,851)	12,706	46,535	(686%)
<b>Net Change in Assets Before In</b>	<b>(46,477)</b>	<b>20,382</b>	<b>(66,859)</b>	<b>38,933</b>	<b>*****</b>	<b>350,479</b>	<b>112,797</b>	<b>237,682</b>	<b>122,917</b>	<b>211%</b>
Infrastructure	(27,681)	254,214	(281,895)	40,727	(111%)	551,595	2,796,374	(2,244,779)	551,491	(80%)
Infrastructure Support	26,056	253,142	(227,086)	41,354	(90%)	488,604	2,797,415	(2,308,811)	537,226	(83%)
Infrastructure Net Change in Assets	(53,737)	1,072	(54,809)	(627)	*****	62,990	(1,041)	64,031	14,265	*****
<b>Change in Net Assets</b>	<b>(100,214)</b>	<b>21,454</b>	<b>(121,668)</b>	<b>38,306</b>	<b>*****</b>	<b>413,469</b>	<b>111,756</b>	<b>301,714</b>	<b>137,182</b>	<b>270%</b>

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North Lake Tahoe Resort Association  
Marketing  
For the Eleven Months Ending May 31, 2012

	CURRENT MONTH				YEAR-TO-DATE			
	Actual	Budget	\$ Variance	% Chg	Actual	Budget	Variance	% Chg
Revenue and Other Support	0	0	0	0%	76,793	75,000	3,793	5%
Special Events & Functions	54	300	(246)	(82%)	2,771	11,500	(8,729)	(76%)
Commissions & Booking Fees	201,877	201,877	0	0%	1,945,320	1,945,320	0	0%
Placer County Funding	201,931	202,177	(246)	0%	2,026,884	2,031,820	(4,936)	0%
Total Revenue and Other Support	19,885	23,183	(3,298)	(14%)	262,688	278,213	(15,525)	(6%)
Expenses	1,800	2,050	(250)	(12%)	21,604	22,550	(946)	(4%)
Salaries and benefits	694	700	(6)	(1%)	7,955	7,700	255	3%
Rent & Utilities	0	30	(30)	(100%)	0	330	(330)	(100%)
Telephone Services	41	85	(44)	(52%)	809	935	(126)	(13%)
Mail Expenses	213	95	118	124%	2,218	1,045	1,173	112%
Insurance & Bonding	72	290	(218)	(75%)	3,928	3,190	738	23%
Supplies	50	150	(100)	(67%)	3,737	1,650	2,087	126%
Equipment Sup. & Maint.	0	0	0	0%	204	233	(29)	(12%)
Taxes, Licenses & Fees	92	120	(28)	(23%)	1,828	1,880	(52)	(3%)
Equip. Rental / Leasing	0	0	0	0%	1,069	3,000	(1,931)	(64%)
Training & Seminars	7,400	45,500	(38,100)	(84%)	123,983	133,000	(9,017)	(7%)
Special Events	0	0	0	0%	78,947	75,000	3,947	5%
Autumn Food & Wine Costs	0	0	0	0%	200	7,500	(7,300)	(97%)
Promotional/ Giveaways	0	0	0	0%	74,327	68,000	6,327	9%
Market Study Reports/Research	88,750	0	88,750	0%	849,250	849,250	0	0%
Marketing Cooperative/Media	6,930	0	6,930	0%	116,948	156,550	(39,603)	(25%)
Marketing Other	4,000	12,500	(8,500)	(68%)	32,910	87,500	(54,590)	(62%)
Programs	0	0	0	0%	408	928	(520)	(56%)
Associate Relations	0	0	0	0%	233	3,200	(2,967)	(93%)
Credit Card Fees	124	0	124	0%	1,693	715	978	137%
Automobile Expenses	0	200	(200)	(100%)	1,489	2,200	(711)	(32%)
Local Meals & Entertainment	0	1,500	(1,500)	(100%)	6,848	8,841	(1,993)	(23%)
Dues & Subscriptions	75	2,500	(2,425)	(97%)	4,737	8,200	(3,463)	(42%)
Travel	12,302	12,709	(407)	(3%)	136,541	139,799	(3,258)	(2%)
Alllocated	142,427	190,427	(48,000)	(25%)	1,734,553	1,861,409	(126,856)	(7%)
Total Expense Before Depreciation/Re	270	280	(10)	(4%)	3,132	3,080	52	2%
Depreciation	4,382	4,382	0	0%	40,202	40,202	0	0%
Reserves	147,079	195,089	(48,010)	(25%)	1,777,887	1,904,691	(126,804)	(7%)
Total Expense	54,852	7,088	47,764	674%	248,937	127,129	121,808	96%
Changes in Unrestricted Net Assets								



North Lake Tahoe Resort Association  
 Visitor Support Transportation  
 For the Eleven Months Ending May 31, 2012

				YEAR - TO - DATE					
				DESCRIPTION					
CURRENT MONTH									
Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
51,600	51,600	0	54,750	0%	567,600	567,600	0	1,042,709	0%
51,600	51,600	0	54,750	0%	567,600	567,600	0	1,042,709	0%
Revenue and Other Support									
Placer County Funding									
Total Revenue and Other Support									
Expenses									
4,441	5,598	(1,157)	4,190	(21%)	63,616	72,658	(9,042)	54,800	(12%)
640	750	(110)	701	(15%)	7,721	8,250	(529)	7,989	(6%)
201	150	51	94	34%	2,150	1,650	500	1,761	30%
4	0	4	0	0%	7	0	7	0	0%
72	30	42	30	139%	744	330	414	336	125%
26	50	(24)	43	(49%)	695	550	145	572	26%
0	50	(50)	28	(100%)	556	550	6	478	1%
0	0	0	0	0%	65	74	(9)	74	(12%)
83	100	(17)	84	(17%)	1,288	1,300	(12)	1,231	(1%)
124,756	31,000	90,756	55,030	293%	375,196	455,000	(79,804)	344,274	(17%)
0	0	0	0	0%	280	0	280	0	0%
0	10	(10)	8	(100%)	99	325	(226)	304	(70%)
143	75	68	115	91%	1,618	825	793	949	96%
0	0	0	94	0%	41	0	41	94	0%
0	0	0	0	0%	54	54	0	54	0%
2,980	3,113	(133)	3,084	(4%)	33,180	34,243	(1,063)	31,948	(3%)
130,346	40,926	89,420	63,501	218%	491,311	578,809	(87,498)	1,044,865	(15%)
Total Expense Before Depreciation/Re									
Depreciation									
91	80	11	105	13%	971	880	91	1,155	10%
130,436	41,006	89,430	63,606	218%	492,282	579,689	(87,407)	1,046,020	(15%)
(78,836)	10,594	(89,430)	(8,856)	(844%)	75,318	(12,089)	87,407	(3,312)	(723%)
Changes in Unrestricted Net Assets									

North Lake Tahoe Resort Association  
 Visitor Information  
 For the Eleven Months Ending May 31, 2012

DESCRIPTION	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Miscellaneous	0	0	0	0	0%	70	15,000	(14,930)	0	(100%)
Retail Sales & Other	1,342	1,000	342	1,774	34%	19,093	20,400	(1,307)	21,547	(6%)
Placer County Funding	21,833	21,833	0	11,833	0%	299,613	299,613	0	132,167	0%
<b>Total Revenue and Other Support</b>	<b>23,175</b>	<b>22,833</b>	<b>342</b>	<b>13,608</b>	<b>1%</b>	<b>318,776</b>	<b>335,013</b>	<b>(16,237)</b>	<b>153,714</b>	<b>(5%)</b>
Expenses										
Salaries and benefits	14,925	16,517	(1,592)	7,808	(10%)	152,750	147,420	5,330	106,493	4%
Rent & Utilities	10,472	3,860	6,612	432	171%	42,674	35,660	7,014	5,135	20%
Telephone Services	230	100	130	123	130%	1,683	1,100	583	1,265	53%
Mail Expenses	69	15	54	31	361%	176	165	11	107	6%
Insurance & Bonding	341	610	(269)	49	118%	1,111	539	572	547	106%
Supplies	2,411	150	2,261	194	(44%)	3,303	6,710	(3,408)	1,056	(51%)
Equipment Sup. & Maint.	0	0	0	537	*****	3,614	1,650	1,964	1,637	119%
Taxes, Licenses & Fees	0	0	0	0	0%	193	206	(13)	206	(7%)
Miscellaneous Expense	0	0	0	0	0%	0	50,000	(50,000)	0	(100%)
Equip. Rental / Leasing	276	300	(24)	278	(8%)	3,944	3,540	404	3,655	11%
Cost of Goods Sold	4,809	640	4,169	0	651%	16,136	11,380	4,756	16,257	42%
Classified Ads	0	0	0	0	0%	720	0	720	0	0%
Marketing Other	15,586	0	15,586	0	0%	37,606	0	37,606	0	0%
Associate Relations	0	15	(15)	14	(100%)	389	593	(204)	494	(34%)
Credit Card Fees	33	35	(2)	40	(6%)	674	478	196	488	41%
Automobile Expenses	53	5	48	0	955%	1,710	55	1,655	43	*****
Local Meals & Entertainment	0	5	(5)	0	(100%)	110	55	55	60	100%
Allocated	5,371	5,509	(138)	1,587	(3%)	59,497	60,599	(1,102)	18,629	(2%)
<b>Total Expense Before Depreciation/Re</b>	<b>54,682</b>	<b>27,810</b>	<b>26,872</b>	<b>11,093</b>	<b>97%</b>	<b>326,288</b>	<b>320,150</b>	<b>6,138</b>	<b>156,070</b>	<b>2%</b>
Depreciation	135	140	(5)	210	(4%)	1,579	1,540	39	2,310	3%
<b>Total Expense</b>	<b>54,817</b>	<b>27,950</b>	<b>26,867</b>	<b>11,303</b>	<b>96%</b>	<b>327,867</b>	<b>321,690</b>	<b>6,177</b>	<b>158,380</b>	<b>2%</b>
<b>Changes in Unrestricted Net Assets</b>	<b>(31,643)</b>	<b>(5,117)</b>	<b>(26,526)</b>	<b>2,305</b>	<b>518%</b>	<b>(9,091)</b>	<b>13,323</b>	<b>(22,414)</b>	<b>(4,666)</b>	<b>(168%)</b>



North Lake Tahoe Resort Association  
 Membership Services  
 For the Eleven Months Ending May 31, 2012

	CURRENT MONTH			YEAR-TO-DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg.	Actual	Budget	Variance	Prior YR	% Chg.
	8,557	9,814	(1,257)	9,346	(13%)	92,367	107,954	(15,587)	97,232	(14%)
	3,377	1,030	2,347	1,442	223%	69,523	36,430	33,093	30,346	91%
	0	415	(415)	0	(100%)	0	4,565	(4,565)	0	(100%)
<b>Total</b>	<b>11,934</b>	<b>11,259</b>	<b>675</b>	<b>10,788</b>	<b>6%</b>	<b>161,890</b>	<b>148,949</b>	<b>12,941</b>	<b>127,578</b>	<b>9%</b>
<b>DESCRIPTION</b>										
Revenue and Other Support										
Member Dues	4,925	5,953	(1,028)	5,983	(17%)	74,974	78,350	(3,376)	74,822	(4%)
Special Events & Functions	642	740	(98)	704	(13%)	7,752	8,140	(388)	8,018	(5%)
Commissions & Booking Fees	333	150	183	181	122%	2,671	1,650	1,021	1,788	62%
Total Revenue and Other Support	215	323	(108)	323	(33%)	721	883	(162)	833	(18%)
Expenses	71	30	41	30	136%	735	330	405	336	123%
Salaries and benefits	26	80	(54)	47	(68%)	1,148	880	268	890	30%
Rent & Utilities	0	60	(60)	28	(100%)	806	660	146	628	22%
Telephone Services	0	0	0	0	0%	65	74	(9)	74	(12%)
Mail Expenses	184	190	(6)	186	(3%)	2,617	2,364	253	2,415	11%
Insurance & Bonding	0	42	(42)	0	(100%)	0	462	(462)	169	(100%)
Supplies	1,479	1,396	83	(109)	6%	44,558	38,586	5,972	30,286	15%
Equipment Sup. & Maint.	0	0	0	0	0%	755	0	755	0	0%
Taxes, Licenses & Fees	0	0	0	0	0%	324	315	9	304	3%
Equip. Rental / Leasing	0	8	(8)	8	(100%)	0	604	(604)	715	230%
Training & Seminars	123	60	63	78	105%	1,991	1,387	604	1,077	(8%)
Membership Events/Newsletter	0	120	(120)	0	(100%)	1,212	1,320	(108)	1,077	(8%)
Classified Ads	0	50	(50)	0	(100%)	96	550	(454)	545	(83%)
Associate Relations	0	0	0	0	0%	838	1,208	(370)	108	(31%)
Credit Card Fees	0	42	(42)	0	(100%)	0	462	(462)	0	(100%)
Automobile Expenses	3,361	3,000	361	1,799	12%	35,491	33,000	2,491	20,653	8%
Local Meals & Entertainment	11,358	12,244	(886)	9,257	(7%)	176,753	169,838	6,915	143,661	4%
Dues & Subscriptions	90	80	10	105	12%	982	880	82	1,155	9%
Travel	11,448	12,324	(876)	9,362	(7%)	177,715	170,718	6,996	144,816	4%
Allocated	486	(1,065)	1,551	1,426	(146%)	(15,825)	(21,769)	5,945	(17,238)	(27%)
Total Expense Before Depreciation/Re										
Depreciation										
Total Expense										
Changes in Unrestricted Net Assets										

North Lake Tahoe Resort Association  
 Management & Administration  
 For the Eleven Months Ending May 31, 2012

	CURRENT MONTH			YEAR - TO - DATE						
	Actual	Budget	\$ Variance	Prior YR	% Chg	Actual	Budget	Variance	Prior YR	% Chg
Revenue and Other Support										
Miscellaneous	0	0	0	0	0%	0	0	0	4,449	0%
Interest & Investment Income	57	210	(153)	150	(73%)	1,487	2,310	(823)	2,219	(36%)
Total Revenue and Other Support	57	210	(153)	150	(73%)	1,487	2,310	(823)	6,668	(36%)
Expenses										
Salaries and benefits	22,489	28,027	(5,538)	17,258	(20%)	282,183	308,806	(26,623)	207,725	(9%)
Rent & Utilities	1,979	2,100	(121)	1,957	(6%)	23,570	23,100	470	22,313	2%
Telephone Services	444	325	119	366	37%	5,300	3,575	1,725	3,663	48%
Mail Expenses	75	60	15	116	25%	711	660	51	726	8%
Insurance & Bonding	213	100	113	94	113%	2,278	1,100	1,178	1,051	107%
Supplies	75	220	(145)	594	(66%)	3,278	2,420	858	2,175	35%
Equipment Sup. & Maint.	0	340	(340)	474	(100%)	3,294	3,740	(456)	3,592	(12%)
Taxes, Licenses & Fees	292	0	292	0	0%	1,538	343	1,195	233	349%
Miscellaneous Expense	0	0	0	0	0%	0	0	0	0	0%
Equip. Rental / Leasing	110	125	(15)	111	(12%)	2,070	2,100	(30)	2,112	(1%)
Training & Seminars	0	200	(200)	0	(100%)	744	2,200	(1,456)	308	(66%)
Professional Fees Legal/Accounting	80	200	(120)	0	(60%)	29,450	22,700	6,750	18,886	30%
Classified Ads	0	0	0	0	0%	1,195	0	1,195	0	0%
Associate Relations	0	0	0	26	0%	962	1,125	(163)	950	(14%)
Board Functions	738	650	88	2,987	14%	9,446	7,150	2,296	55,258	32%
Automobile Expenses	274	60	214	0	357%	482	660	(178)	549	(27%)
Local Meals & Entertainment	0	50	(50)	0	(100%)	307	550	(243)	382	(44%)
Dues & Subscriptions	0	100	(100)	0	(100%)	782	1,100	(318)	694	(29%)
Travel	0	85	(85)	0	(100%)	1,103	935	168	0	18%
Allocated	(34,653)	(34,653)	0	(32,915)	0%	(381,183)	(381,183)	0	(365,057)	0%
Total Expense Before Depreciation/Re	(7,883)	(2,011)	(5,872)	(8,932)	292%	(12,499)	1,081	(13,580)	(44,442)	*****
Depreciation	270	280	(10)	416	(4%)	3,132	3,080	52	4,576	2%
Total Expense	(7,614)	(1,731)	(5,883)	(8,516)	340%	(9,367)	4,161	(13,528)	(39,866)	(325%)
Changes in Unrestricted Net Assets	7,671	1,941	5,730	8,666	295%	10,855	(1,851)	12,706	48,535	(886%)

North Lake Tahoe Resort Association  
Statement of Activities and Changes in Net Assets  
Infrastructure  
For the Eleven Months Ending May 31, 2012

	CURRENT MONTH			YEAR - TO - DATE			% Chg
	Actual	Budget	\$ Variance	Actual	Budget	Variance	
	0	100	(100)	339	1,120	(781)	(70%)
(27,681)	254,114	(281,795)	40,791	581,255	2,795,254	(2,243,999)	(80%)
(27,681)	254,214	(281,895)	40,727	551,595	2,796,374	(2,244,779)	(80%)
	4,919	6,015	(1,096)	66,908	78,295	(11,387)	(15%)
640	750	(110)	4,390	7,721	8,250	(529)	(6%)
201	160	41	701	2,150	1,760	390	22%
5	1	4	94	15	11	4	36%
71	30	41	4	735	330	405	123%
26	50	(24)	30	909	550	359	65%
50	50	0	43	550	550	106	19%
0	0	0	28	1,023	74	949	*****
83	85	0	0	1,225	1,225	63	5%
0	0	(2)	84	378	0	378	0%
16,466	242,281	(225,815)	32,523	386,188	2,665,091	(2,298,903)	(86%)
0	0	0	0	280	0	280	0%
0	0	0	8	99	305	(206)	(68%)
143	70	73	115	1,637	770	867	94%
0	5	(5)	94	17	55	(38)	154
0	0	0	0	54	54	0	0%
3,361	3,565	(204)	3,135	37,586	39,215	(1,629)	(4%)
25,967	253,062	(227,096)	41,249	487,643	2,796,535	(2,308,892)	(83%)
89	80	9	105	961	880	81	9%
26,056	253,142	(227,086)	41,354	488,604	2,797,415	(2,308,811)	(83%)
(53,737)	1,072	(54,809)	(627)	52,990	(1,041)	64,031	*****

**Monthly Report July 2012**

**CONFERENCE REVENUE STATISTICS**

**North Shore Properties**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 7/30/12:	\$1,128,909	\$967,878	17%
Forecasted Commission for this Revenue:	\$51,248	\$69,878	-27%
Number of Room Nights:	7110	6970	2%
Number of Delegates:	3126	3646	-14%
Annual Revenue Goal:	\$1,750,000	\$1,700,000	
Annual Commission Goal:	\$75,000	\$125,000	
Number of Tentative Bookings:	69	48	44%

Monthly Detail/Activity	<u>July-12</u>		<u>July-11</u>	
<u>Number of Groups Booked:</u>	9		5	80%
Revenue Booked:	\$168,743		\$737,507	-77%
Projected Commission:	\$6,118		\$36,875	-83%
Room Nights:	953		2873	-67%
Number of Delegates:	379		890	-57%
Booked Group Types:	5 Corp, 1 Assoc. 3 Smerf		1 Corp, 4 Assoc	
Lost Business, # of Groups:	4		0	
 <u>Arrived in the month</u>	 <u>July-12</u>	 * Est.	 <u>July-11</u>	
Number of Groups:	3		2	
Revenue Arrived:	\$73,083		\$61,096	20%
Projected Commission:	\$0		\$4,855	
Room Nights:	419		541	-23%
Number of Delegates:	202		220	-8%
Arrived Group Types:	1 Corp., 1 Assoc. 1 Govt.		1 Corp., 1 Assoc.	

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

For 2013/14:	\$1,159,569	(Goal)
For 2014/15:	\$2,504,383	\$1,200,000
		\$800,000

**NUMBER OF LEADS Generated as of 7/30/12:** 15

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

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

**Monthly Report July 2012**

**CONFERENCE REVENUE STATISTICS**

**South Lake Tahoe**

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

Prepared By: Anna Atwood, Marketing Executive Assistant

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	<u>FY 12/13</u>	<u>FY 11/12</u>	<u>Variance</u>
Total Revenue Booked as of 7/30/12:	\$191,194	\$132,322	44%
Forecasted Commission for this Revenue:	\$11,657	\$5,919	97%
Number of Room Nights:	1012	1725	-41%
Number of Delegates:	1450	1070	36%
Annual Commission Goal:	\$16,000	\$15,000	
Number of Tentative Bookings:	41	33	24%

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

<u>Arrived in the month</u>	<u>July-12</u>	<u>July-11</u>
Number of Groups:	1	0
Revenue Arrived:	\$5,731	\$0
Projected Commission:	\$859	\$0
Room Nights:	32	0
Number of Delegates:	40	0
Arrived Group Types:	1 Smerf	0

**NUMBER OF LEADS Generated as of 7/30/12: 15**

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

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

NORTH SHORE 1 QUARTER - FY.2012/13						
<b>Jul-12</b>						
<b>Groups Booked: 9</b>						
Placer County:	6	Room Nights:	317	Delegates:	194	Revenue: \$49,760
Washoe County:	3	Room Nights:	636	Delegates:	185	Revenue: \$118,983
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>Groups Arrived: 3</b>						
Placer County:	3	Room Nights:	419	Delegates:	202	Revenue: \$73,083
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>Aug-12</b>						
<b>Groups Booked:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Sep-12</b>						
<b>Groups Booked:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Groups Arrived:</b>						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
<b>Quarter totals by county:</b>						
<b>Groups Booked: 9</b>						
Placer County:	6	Room Nights:	317	Delegates:	194	Revenue: \$49,760
Washoe County:	3	Room Nights:	636	Delegates:	185	Revenue: \$118,983
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>TOTAL:</b>	<b>9</b>		<b>953</b>	<b>Delegates: 379</b>		<b>\$168,743</b>
<b>Groups Arrived: 3</b>						
Placer County:	3	Room Nights:	419	Delegates:	202	Revenue: \$73,083
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
<b>TOTAL:</b>	<b>3</b>		<b>419</b>	<b>202</b>		<b>\$73,083</b>



## north lake tahoe

Chamber | CVB | Resort Association

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

### Integrated Infrastructure and Transportation Work Plan Projects—Update

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

- Purpose is to develop vision for competitive transportation in North Lake Tahoe:
  - Education and awareness of local and regional public transportation plans
  - Review transportation systems in successful resort areas (gap analysis)
  - Determine visitor expectations
  - Brainstorm what can be done
  - Strategize how to move forward
- Summit Planning Committee met August 27<sup>th</sup>, to discuss Date/Venue, Invitees, key speakers, meeting format, sponsors, marketing
- Tentative dates set for October 25 or 26 or November 1 or 2 depending on meeting room and invitee availability
- Invites will be sent out by September 7<sup>th</sup>

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

- No operating subsidy was requested during FY 2011-12.
- The NLTRA portion of the other expenditures including website/reservation system, TMA administration, and marketing, was \$53,749.
- The annual ridership (22,109) was up 20% for the 12 months of 11-1012.
- Passenger revenues (\$653,363) increased 13% for the same period.

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

- Final Wayfinding Signage Design Guidelines Manual is awaiting concurrence from partnering agencies.
- Staff is preparing a RFP to solicit proposals for preparation of an area-wide master signage site plan identifying specific signs, locations, wording, costs, and permit requirements for installation.
- RFP will be presented for approval to release at the September 17<sup>th</sup> Joint Committee after review by Committee Board Members.

- After Manual concurrence, staff will move forward with specific design and construction documents necessary for permitting, fabrication, and installation of pilot/demonstration signs.

#### **4. TRPA Regional Plan Technical Advisory Task Force**

- In response to the TRPA Regional Plan Update process and comment period, the NLTRA:
- Brought together a task force to review the proposed Code of Ordinance that specifically relates to the ability to redevelop the commercial product in North Lake Tahoe;
- Present Comments to the TRPA Governing Board which have been incorporated into the Regional Plan Alternatives.
- Work with the South Lake Tahoe Chamber of Commerce to coordinate a basin-wide business voice on the Regional Plan.
- The outreach portion of the program is TahoeFuture.com

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

- The TMA has received a first draft from LSC Transportation Consultants which develops a specific plan for service, rather than a conceptual study.
- Funding for the plan has been contributed by 9 partners including the ski areas, the Town of Truckee, and the NLTRA.
- The Plan will be presented to all stakeholders on September 6<sup>th</sup> · 10:00 a.m., at Granlibakken following the monthly TMA meeting.
- It will also be presented at the September 17<sup>th</sup> Joint Committee.

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

- The operation of this 3-year pilot water shuttle service and the water shuttle manager's monitoring program commenced service on August 3<sup>rd</sup>.
- It will run daily through September 30<sup>th</sup>, weather permitting.
- To date ridership is     and passenger revenue totals

#### **7. Auburn/Placer County California Welcome Center**

- The North Lake Tahoe exhibit to be placed in this Auburn facility has been fabricated.
- Installation is to take place September 5<sup>th</sup>.

#### **8. Truckee California Welcome Center**

- A temporary North Lake Tahoe exhibit is in place while the permanent one is being fabricated.
- The permanent installation will be completed in mid-September.

#### **9. Bicycle Friendly Communication Application**

- Staff and LSC Transportation Consultants are reevaluating the previous application to the League of American Bicyclists to prepare and resubmit to achieve a higher designation
- Working with the League staff to review suggested measures that will raise our status to the higher level
- Developing a list of short term and long term action items for implementation that will help obtain the higher Bicycle Friendly Community certification



- Coordinate and complete short term action items implementation
- Resubmit the new application before the February 2013 deadline

#### **10. Summer Night Rider Service Extension 2012**

- A funding request was approved by NLTRA to partner with North Shore business owners to do a pilot program to provide service until 2:00 am this summer.
- Through 8/19, 38% of the total ridership between Squaw Valley and the Hyatt has occurred between 11:00 pm and 2:00 am.
- Through 8/18, 46% of the total ridership between Tahoma and Tahoe City has occurred between 11:00 pm and 2:00 am.
- Based on the anticipated success of this summer's program, it is the intent of the partners to develop a multiyear contract through a RFP process for night rider services starting in the winter of 2012/13.

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

- The next meeting of the Joint Committee will be Monday, **September 17**, 2012 at 1:30 p.m., at TCPUD.

#### **Other Meetings and Activities Attended**

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- US Coast Guard Inspection for Water Shuttle
- TMA/Water Shuttle Operator Strategy Meeting
- Water Shuttle Ribbon Cutting
- Tahoe City Visioning with TRPA
- Tahoe Transportation District Board Meeting
- TahoeFuture.Com Committee Meeting
- Senator Feinstein Reception
- Squaw Valley Olympic Museum Board
- Transportation Summit Planning Committee