
Board of Directors:

Chair: Samir Tuma, Tahoe City Lodge

Palisades Tahoe | **Deirdra Walsh**, Northstar California | **Kevin Mitchell**, Homewood Mountain Resort

David Lockard, Resort at Squaw Creek | **Colin Perry**, Ritz-Carlton, Lake Tahoe

Brett Williams, Agate Bay Realty | **Stephanie Hoffman**, Tahoe Luxury Properties

Jim Phelan, Tahoe City Marina | **Tom Turner**, Tahoe Restaurant Collection | **Samir Tuma**, Tahoe City Lodge

Dave Wilderotter, Tahoe Dave's

Melissa Siig, TCDA | **Alyssa Reilly**, NTBA | **Ray Villaman**, Northstar Business Assoc. | **Dan Tester**, Squaw Valley Business Assoc.

Sue Rae Irelan, Placer County Appointee

Advisory members: Stephanie Holloway, Placer County Executive Office | **Jeff Cowen**, TRPA

Join Zoom Meeting

<https://us02web.zoom.us/j/82968523606?pwd=cU0xellxSGZ0ekgzQ2oyZFBnWEUzZz09>

Meeting ID: 829 6852 3606

Passcode: 486552

Dial by your location

+1 669 900 9128 US (San Jose)

-
- 8:30 a.m.** 1. Call to Order – Establish Quorum
- 8:30 a.m.** 2. Public Forum – Any person wishing to address the Board of Directors on items of interest to the Board not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes since no action may be taken by the Board on items addressed under Public Forum.
- 8:40 a.m.** 3. Agenda Amendments and Approval **[ACTION]**
- 8:45 a.m.** 4. Approval of Resolution 2021.02
Page:1 A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD OCTOBER 6, 2021 TO NOVEMBER 5, 2021 PURSUANT TO BROWN ACT PROVISIONS. **[ACTION]**
- 8:50 a.m.** 5. Introduction and Approval of new NLTRA Board Members
A. Introduction and Approval of NLTRA Board Member/Palisades Tahoe, Dee Byrne **[ACTION]**
B. Introduction and Approval of County of Placer, Executive Office/Tahoe advisory board member, Stephanie Holloway **[ACTION]**

- 9:00 a.m.** 6. Consent Calendar – All items listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.
- Page:4**
Page:8
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Page:53
- A. NLTRA Board Meeting Minutes from Sept 1, 2021 [Link to preliminary online document](#)
 B. Approval of modifications to NTBA and TCDA 2021/22 contracts
 C. Approval of Bavetta consultant contract
 D. Approval of Northstar 21.22 Business Association Grant
 E. The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org
- Finance Committee Meeting Sept 28, 2021
 - Tourism Development Committee Sept 28, 2021
 - In-Market Tourism Development Committee Sept 28, 2021
- 9:05 a.m.** 7. Action Item:
Page:55 A. Review and Approval of Northstar/USA Cycling Contract **[ACTION]** -Amber Burke/Northstar
- 9:35 a.m.** 8. Informational Updates/Verbal Reports:
Page:91 A. Fall Tourism Development Strategy Update – Augustine/Amber Burke
 B. CEO search update – Samir Tuma
- 10:10 a.m.** 9. Reports/Back up – The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.
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Page: 209
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Page: 216
- A. Destimetrics Report, Aug 31, 2021
 B. Conference Revenue Statistics Report, Aug 2021
 C. Tourism Development Report on Activities, Aug 2021
 D. Reno Tahoe Airport Report, Aug 2021
 E. Visitor Information Center Report, Aug 2021
 F. North Lake Tahoe Resort Association Financial Statements, Aug 31, 2021
 F. North Lake Tahoe Marketing Coop Financial Statements, Aug 31, 2021
 G. Membership Accounts Receivable Report Aug 31, 2021
 H. Financial Key Metrics Report Aug 2021
- 10:15 a.m.** 10. CEO and Staff Updates
- 10:20 a.m.** 11. Directors Comments
- 10:30 a.m.** 12. Meeting Review and Staff Direction
- 10:35 a.m.** 13. Closed Session
 A. Personnel matter regarding wages
- 11:00 a.m.** 14. Adjournment

This meeting is wheelchair accessible

Posted online at nltra.org



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MEMORANDUM

Date: 10/01/2021

TO: NLTRA Board of Directors

FROM: Bonnie Bavetta, Interim-CEO

RE: Resolution Proclaiming a Local Emergency and Authorizing Remote Teleconference Meeting

Action(s) Requested:

North Lake Tahoe Resort Association (NLTRA) board approval of Resolution No. 2021.02 as **A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD OCTOBER 6, 2021 TO NOVEMBER 5, 2021 PURSUANT TO BROWN ACT PROVISIONS.**

Background:

The NLTRA Board of Directors has been conducting virtual Board of Directors meetings since April 1, 2020 under the provisions of the Governor of California's Executive Order N-29-20 in response to the COVID -19 pandemic. That order expired on September 30, 2021. On September 16, 2021, the Governor signed into law AB 361 which amends the Brown Act to allow continued flexibility for conducting public meetings. A subsequent Executive Order N-15-21 gave AB361 an application date of October 1, 2021. The provisions of AB 361 regarding remote meetings can only be used in the event there is a Governor issued state of emergency that is active under the California Emergency Services Act that impacts our area. The Governor's state of emergency enacted on March 4, 2020 remains in effect.

Under AB 361 the board is required to vote and adopt a resolution finding that meeting in person during the state of emergency would pose imminent risk to the health and safety of attendees. That resolution is attached. This resolution would need to be renewed every 30 days should the board desire to hold another meeting under the modified remote meeting rules.

Fiscal Impact:

None.

Attachments:

Resolution 2021.02

RESOLUTION NO. 2021.02

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION PROCLAIMING A LOCAL EMERGENCY, RATIFYING THE PROCLAMATION OF A STATE OF EMERGENCY BY GOVERNOR NEWSOM'S ORDER DATED MARCH 4, 2020 AND AUTHORIZING REMOTE TELECONFERENCE MEETINGS OF THE LEGISLATIVE BODIES OF THE NORTH LAKE TAHOE RESORT ASSOCIATION FOR THE PERIOD OCTOBER 6, 2021 TO NOVEMBER 5, 2021 PURSUANT TO BROWN ACT PROVISIONS.

WHEREAS, the North Lake Tahoe Resort Association ("NLTRA") is committed to preserving and nurturing public access and participation in meetings of the Board of Directors; and

WHEREAS, all meetings of the NLTRA's legislative bodies organized and meeting for purposes of the North Lake Tahoe Tourism & Business Improvement District ("NLTTBID") are open and public, as required by the Ralph M. Brown Act (Cal. Gov. Code 54950 – 54963), so that any member of the public may attend, participate, and watch the NLTRA's legislative bodies conduct their business; and

WHEREAS, the Brown Act, Government Code section 54953(e), makes provisions for remote teleconferencing participation in meetings by members of a legislative body, without compliance with the requirements of Government Code section 54953(b)(3), subject to the existence of certain conditions; and

WHEREAS, a required condition is that a state of emergency is declared by the Governor pursuant to Government Code section 8625, proclaiming the existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by conditions as described in Government Code section 8558; and

WHEREAS, a proclamation is made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the jurisdictions that are within the NLTRA's boundaries, caused by natural, technological, or human-caused disasters; and

WHEREAS, it is further required that state or local officials have imposed or recommended measures to promote social distancing, or the legislative body meeting in person would present imminent risks to the health and safety of attendees; and

WHEREAS, such conditions now exist in the NLTRA, specifically, the State of Emergency declared by Governor Newsom on March 4, 2020, due to COVID-19; and

WHEREAS, the Board of Directors does hereby find that the increase in SARS-CoV-2 Delta Variant has caused, and will continue to cause, conditions of peril to the safety of persons within the NLTRA that are likely to be beyond the control of services, personnel, equipment, and facilities of the NLTRA, and desires to proclaim a local emergency and ratify the proclamation of state of emergency by the Governor of the State of California; and

WHEREAS, as a consequence of the local emergency, the Board of Directors does hereby find that the legislative bodies of North Lake Tahoe Resort Association organized and meeting for purposes of the NLTTBID shall conduct their meetings without compliance with paragraph (3) of subdivision (b) of Government Code section 54953, as authorized by subdivision (e) of section 54953, and that such legislative bodies shall comply with the requirements to provide the public with access to the meetings as prescribed in paragraph (2) of subdivision (e) of section 54953; and

WHEREAS, the NLTRA enacted virtual meeting protocols on April 01, 2020, which include options for public participation.

NOW, THEREFORE, THE BOARD OF DIRECTORS OF THE NORTH LAKE TAHOE RESORT ASSOCIATION DOES HEREBY RESOLVE AS FOLLOWS:

1. Recitals. The Recitals set forth above are true and correct and are incorporated into this Resolution by this reference.
2. Proclamation of Local Emergency. The Board hereby proclaims that a local emergency now exists throughout the NLTRA, and COVID-19 has caused, and will continue to cause, conditions of peril to the safety of persons within the NLTRA that are likely to be beyond the control of services, personnel, equipment, and facilities of the NLTRA.
3. Ratification of Governor's Proclamation of a State of Emergency. The Board hereby ratifies the Governor of the State of California's Proclamation of State of Emergency, effective as of its issuance date of March 4, 2020.
4. Remote Teleconference Meetings. The General Manager and Board of Directors of the North Lake Tahoe Resort Association are hereby authorized and directed to take all actions necessary to carry out the intent and purpose of this Resolution including, conducting open and public meetings in accordance with Government Code section 54953(e) and other applicable provisions of the Brown Act.
5. Effective Date of Resolution. This Resolution shall take effect immediately upon its adoption and shall be effective until the earlier of (i) November 5, 2021, or such time the Board of Directors adopts a subsequent resolution in accordance with Government Code section 54953(e)(3) to extend the time during which the legislative bodies of Tahoe City Public Utility NLTRA may continue to teleconference without compliance with paragraph (3) of subdivision (b) of section 54953.

PASSED AND ADOPTED by the Board of Directors of the North Lake Tahoe Resort Association Tahoe this 6th day of October 2021 by the following vote:

NORTH LAKE TAHOE RESORT ASSOCIATION

BY:

ATTEST:

Samir Tuma, President

Dan Tester, NLTRA Secretary



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BOARD OF DIRECTORS MEETING
Date: Wednesday, September 1, 2021
Time: 8:30 a.m. – 11:00 a.m.
Location: Virtual meeting via Zoom

Board of Directors:

Chair: **Samir Tuma**, Tahoe City Lodge

Ron Cohen, Squaw Valley Alpine Meadows | **Deirdra Walsh**, Northstar California | **Kevin Mitchell**, Homewood Mountain Resort |

David Lockard, Resort at Squaw Creek | **Colin Perry**, Ritz-Carlton, Lake Tahoe

Brett Williams, Agate Bay Realty | **Stephanie Hoffman**, Tahoe Luxury Properties

Jim Phelan, Tahoe City Marina | **Tom Turner**, Tahoe Restaurant Collection | **Samir Tuma**, Tahoe City Lodge

Dave Wilderotter, Tahoe Daves

Melissa Siig, TCDA | **Alyssa Reilly**, NTBA | **Ray Villaman**, Northstar Business Assoc. | **Dan Tester**, Squaw Valley Business Assoc.

Advisory member: **Jeff Cowen**, TRPA

Advisory member: **Nick Martin and Lindsay Romack**, Placer County Executive Office

1. Call to Order – Establish Quorum at 8:35 AM

Board members in attendance

Samir Tuma, Dan Tester, Brett Williams, Deirdra Walsh, Colin Perry, Jim Phelan, Stephanie Hoffman, Sue Rae Ireland, Ray Villaman, Dave Wilderotter, Tom Turner, and Alyssa Reilly. A quorum was established. Advisory Committee members Nick Martin and Lindsay Romack were also present.

Board members absent

David Lockhard, Kevin Mitchell, Jeff Cowen, Melissa Siig, and the vacant Squaw Valley position

Staff Members in attendance

Bonnie Bavetta, DeWitt Van Siclen, Amber Burke, Katie Biggers, Rosanna Gonzalez, Adam Wilson, and Sarah Winters

Others in attendance

Included (using Zoom names provided) Debbie Milani, Colleen Dalton, Jim Winterberger, Hess Weaver, Stephanie Holloway, Leanne Grimmer, Cindy, Andrew, Luke Eberle, Leslie Heier, and Emily Setzer

2. Public Forum

Stephanie Holloway, the new Operations Officer for Placer County's Tahoe CEO's office, introduced herself.

Jim Winterberger, Chair of Visit Tahoe Truckee, said VTT did not participate in a regional press release issued yesterday regarding the fires and evacuations because there was not time to bring it to the Board for review and approval. He expressed the organization's empathy and concern.

3. Agenda Amendments and Approval

Tuma asked to add "CEO Search Update" to today's agenda.

Motion to approve today's agenda as amended and to take items out of order. PHELAN/WALSH/UNANIMOUS

4. Consent Calendar

A. NLTRA Board Meeting Minutes from July 7, 2021 [Link to preliminary online document](#)

B. NLTRA Special Board of Directors Meeting Minutes July 13, 2021 [Link to preliminary online document](#)

C. Approval of Broken Arrow Live Streaming Sponsorship \$5,000

The Committee Action Summary is provided for informational purposes only. Minutes are available as finalized at www.nltra.org

- Finance Committee Meeting Aug 24, 2021

- Tourism Development Committee Aug 24, 2021
- In-Market Tourism Development Committee Mar 25, 2021

Motion to approve the Consent Calendar as presented. TESTER/WILDEROTTER/UNANIMOUS

5. Action Items

A. NLT Coop Budget 2021.22

Van Siclen presented the co-op budget, noting the contribution was actually approved with the NLTRA budget. A brief discussion followed as the budget was clarified. The marketing plan will be presented next month.

Motion to approve the NLTRA contribution to the NLT Co-op budget for FY 2021.22 as presented. WALSH/WILLIAMS/UNANIMOUS

B. NLTRA Bank Account Signatories

Motion to appoint Jim Phelan, Amber Burke, and Dan Tester as signatories to the NLTRA bank accounts. Further, to add Dan Tester and Greg Long as signatories on the Co-op accounts. WILDEROTTER/WALSH/UNANIMOUS

C. Communications and Digital Marketing Contracts

Adam Wilson explained that before Liz Bowling left NLTRA, he met with her, Chapman, and the Augustine Agency to develop a marketing strategy moving forward. Wilson asked the Board to approve contracts for the next fiscal year with Jess Weaver from JVP Communications, which will oversee public relations and Tiffany Conway from In Blue Marketing, which will handle social and print media, as well as update content on the website. There is an existing agreement with Augustine. A brief discussion followed. There is a 60-day cancellation clause in the contracts in the event the new CEO wants to make changes. Wilson was asked to change the termination clauses to 30-days.

Motion to approve up to \$33,000 for In Blue Marketing and \$56,000 for JVP Communications. IRELAN/TESTER/UNANIMOUS

6. Informational Updates/Verbal Reports

A. NLTRA 2020/21 Annual Report to County of Placer

Winters and Burke presented the North Lake Tahoe Annual Summary 2020-2021 given to Placer County. The report highlighted the sales, marketing, and public relations campaigns done over the last fiscal year. The results of each were tracked and that data will inform future plans. More details were included in today's meeting packet. The Board was appreciative of the work done, noting flexibility was key during a challenging year.

B. TBID Appeals Process and Results

Fourteen businesses requested exemptions from participating in TBID. Bavetta reported the Committee recommends allowing each request. No additional hearing is required since the Committee was unanimous in its decision. Bavetta will advise those businesses.

AGENDA ADDITION: CEO SEARCH UPDATE

Walsh reported Searchwide Global has been contracted to conduct the CEO search. She reviewed the timeline, which anticipates hiring a new CEO in November. A hiring committee is being formed with a wide-representation of the community to assist in the decision.

C. County of Placer Short Term Rental Moratorium

Tuma reminded the group of the County's emergency ordinance to not issue STR permits for 45 days. At yesterday's Board of Supervisor's meeting, the moratorium was extended to the end of March to give staff and the community time to study the issues associated with short term rentals and recommend solutions as appropriate. Although NLTRA cannot take a position on the issue, the organization can be a partner and offer input as the NLTRA focus morphs from destination marketing to destination management. He asked Bavetta to distribute a piece from Visit California about destination stewardship to the Board.

Discussion followed as the pros and cons of the moratorium were considered and possible impacts to real estate sales, property managers, and those who rent their homes. Also discussed were impacts of STRs on the ability of local workers

to find affordable housing in the area. Williams noted data collected by Mountain Housing Council that he would like to present to this Board having to do with perception versus reality of STRs on workforce housing. It was acknowledged that there are many sides of the issue to be considered and taking the time to get it right will be beneficial to all.

The topic was open to public comment. Jim Winterberger from Tahoe Getaways said he supported the 45-day moratorium, but the extension is making his business more difficult. He agreed with a comment from Williams that professionally managed properties can be much different than do-it-yourself owners who rent. He encouraged a data-driven approach.

Leanne Grimmer does not see the need for the moratorium and does not support it. Her experience is that those who rent their cabins do so in order to afford their vacation home. She rented her home long-term and will not do it again because of the way renters let it. Grimmer hopes this Board takes a stand for small businesses.

Public comment was closed and the Board continued to discuss the issue. Tuma said the information from Mountain Housing Council and other stakeholders needs to be considered. The County is running the process and NLTRA needs to stay apprised and ensure a broad section of the community is included in the discussions.

7. Reports/Back up – The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board member.

- A. Destimetrics Report July 31, 2021**
- B. Conference Revenue Statistics Report July 2021**
- C. Tourism Development Report on Activities, July 2021**
- D. Reno Tahoe Airport Report, July 2021**
- E. Visitor Information Center Visitor Report, July 2021**
- F. Preliminary NLTRA Financial Statements of June 30 & July 31, 2021**
- G. Preliminary North Lake Tahoe Marketing Coop Financial Statements July 31, 2021**
- H. Membership Accounts Receivable Report July 2021**
- J. Financial Key Metrics Report July 2021**
- J. NLTRA Annual Report 2020/21**

8. CEO and Staff Updates

Bavetta reported on staffing changes. She thanked Wilson and the Executive Committee for their help and support.

Van Siclen will be dealing with the upcoming audit. Preliminary numbers show a carryover of approximately \$1.5 million. A recommendation on allocating those dollars will be formulated and presented to the Board of Supervisors.

Preliminary reports on TOT collections for FY 2020/21 look good and could be upwards of \$20 million.

Burke announced upcoming events, including Spartan and the Broken Arrow Sky Race.

Northstar and USA Cycling gave a presentation to the Tourism Development Committee, requesting a sponsorship of \$150,000 - \$200,000 for the Gravel Cycling Event taking place in October 2022. The 3-4 day event usually sees about 2000 racers and 3500 attendees in the area for five-nights.

Bavetta reported Jessica Morse, Deputy Secretary for Forest and Wildfire Resilience at the California Natural Resources Agency, will be the featured speaker at the September 7 Breakfast Club. TCPUD's GM Sean Barclay will be talking about the District's long-term financial considerations, and Stephanie Holloway will introduce her new position.

Burke will bring the Board a formal presentation on the fall campaigns, which have been pushed back because of fires. The campaigns will focus on the close fly or drive markets.

9. Directors Comments

Turner found it surprising that the Board of Supervisors needs six-months to consider the short-term rental issue, given the amount of data already available. Also, he is sorry visitors are being told not to come to Tahoe. Interstate 80 is open and he will be taking a major financial hit to his businesses given Labor Day weekend is coming up.

Walsh reported Northstar and Heavenly guest operations have been closed due to fires.

Irelan suggested an orientation be done for new Board members. Others agreed that would be beneficial.

Irelan reported there was a legal challenge to the EIR for the new Cross-Country Center lodge, but it has been settled. Plans and fundraising will move forward after the first of the year.

Villaman reported over 200 Northstar employees have been evacuated. He has food to donate to shelters and front-line workers and asked for suggestions on who to contact. This is a difficult time and everyone should reach out to those in need. Tuma agreed, saying NLTRA is involved in communications and maybe more could be done to help connect people with resources.

10. Meeting Review and Staff Direction

- Bavetta will consider options for new Board member orientations.
- Bavetta will follow up with businesses on TBID appeals.
- Bavetta will circulate the Visit California stewardship piece. She will work with staff and the Executive Committee on ways to collaborate with the STR research being done and staying informed
- The Mountain Housing Council report and other pertinent information on STR data will be presented at the next meeting. Tuma noted the need to have a strategy in place soon as the Board of Supervisors will again consider the issue after the first of the year so recommendations can be implemented by the March deadline.

11. Closed Session

Closed Session was not convened.

12. Adjournment

There being no further business to come before the Board, the meeting adjourned at 10:45 AM.

Respectfully submitted,

Judy Friedman

Recording Secretary

THE PAPER TRAIL SECRETARIAL & BUSINESS SOLUTIONS



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MEMORANDUM

Date: 10/01/2021

TO: NLTRA Board of Directors

FROM: Jim Phelan, Treasurer of the Board of Directors

RE: Modification to the Tahoe City Business Association and the North Lake Tahoe Downtown Association Agreements

Action(s) Requested:

North Lake Tahoe Resort Association board approval of a modification to the 2021/22 Economic Development Services Agreement For Business Community Development And Promotional Services by and between North Lake Tahoe Resort Association and the Tahoe City Downtown Association, and another between the North Lake Tahoe Resort Association and the North Lake Tahoe Business Association as approved at the July 7, 2021 board meeting to eliminate the requirement for Special Claims Made Policy Form Provision for Products Completed Operations in the amount of \$1,000,000.

Background:

The NLTRA Board of Directors approved an Economic Development Services Agreement For Business Community Development And Promotional Services by and between North Lake Tahoe Resort Association and the Tahoe City Downtown Association, and another between the North Lake Tahoe Resort Association and the North Lake Tahoe Business Association at its July 7, 2021 board meeting. The agreements included an insurance requirement for one million dollars of coverage in a Special Claims Made Policy Form Provision for Products Completed Operations. The associations are unable to obtain this coverage and our outside counsel has determined this coverage is not necessary in these contracts. Therefore, it is requested that the board approve the attached modified contracts that eliminate this coverage requirement. The referenced change is seen in the attached documents on Page 4 Section 12.B.5.a.

Fiscal Impact:

None.

Attachments:

TCDA and NLTBA Agreements with changes

**ECONOMIC DEVELOPMENT SERVICES AGREEMENT FOR BUSINESS
COMMUNITY DEVELOPMENT AND PROMOTIONAL SERVICES
BY AND BETWEEN
NORTH LAKE TAHOE RESORT ASSOCIATION, INC.
AND
TAHOE CITY DOWNTOWN ASSOCIATION**

This Economic Development Services Agreement For Business Community Development And Promotional Services ("Agreement") is made and entered into this ____ day of July, 2021 by and between the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation ("NLTRA") and Tahoe City Downtown Association a California Nonprofit Public Benefit Corporation ("TCDA") (hereinafter sometimes referred to individually as "Party" and collectively as "Parties") with respect to the following

RECITALS

WHEREAS, the NLTRA wishes to encourage and support the Tahoe City Downtown Association in its effort to implement a Main Street Program in the Tahoe City/North Lake Tahoe areas; and

WHEREAS, sufficient funds have been budgeted by the NLTRA to fund this Agreement.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements herein contained, it is agreed by and between the Parties hereto as follows:

1. SERVICES. Subject to the terms and conditions set forth in this Agreement, TCDA shall provide the services described in Exhibit A, Scope of Work, incorporated herein by this reference ("Services"). TCDA shall provide said Services at the time, place, and in the manner specified in Exhibit A.
2. PAYMENT. NLTRA shall pay TCDA for Services rendered pursuant to this Agreement at the time and in the amount set forth in Exhibit B, incorporated herein by this reference. The payment specified in Exhibit B shall be the only payments made to TCDA for Services rendered pursuant to this Agreement. TCDA shall submit all billings for said Services to NLTRA in the manner specified in Exhibit B and this Agreement. Evaluations of invoices shall be consistent with the criteria established in this Agreement and associated Exhibits. The amount of the Agreement shall not exceed One-Hundred Thousand (\$100,000).
3. MEMBERSHIP AND SPONSORSHIP BENEFITS. As partial consideration for entering into this Agreement, TCDA shall provide NLTRA with member and event sponsorship benefits set forth in Exhibit C, Membership and Sponsorship Benefits, incorporated herein by this reference.
4. INVOICING PACKAGE. The TCDA shall submit monthly invoices (hereon referred to as "invoices") to address the tasks listed in Exhibit A. These invoices shall be evaluated by the following set of criteria:

- a. Inclusion of monthly report consistent with tasks and metrics identified in Exhibit A.
 - b. Submission of invoice per schedule and required backup as defined in Exhibit B.
 - c. Submission of Contract Compliance Summary Matrix in the form attached hereto as Exhibit D, incorporated herein by this reference.
 - d. Profit/Loss monthly financial report including expenses for each focus area and/or task.
5. REPORTING REQUIREMENTS. TCDA shall report the status of the Services it is providing pursuant to this Agreement to NLTRA as follows.
 - a. Monthly Reports. TCDA to submit monthly reports to NLTRA staff on the 15th of each month, organized by focus area and outlining the metrics accomplished for the TCDA completed in the prior month.
 - b. Semi-Annual NLTRA Staff TCDA Meetings. By December 1, 2021 NLTRA and TCDA will set dates, times (2 hours) and online venues/locations for two meetings per year, one in Fall 2020 and one in Spring 2021. Beginning four weeks prior to the meeting, the NLTRA and TCDA will compile the meeting agenda. NLTRA will distribute agenda to its invited representatives and TCDA to its Board.
 - c. Annual TCDA presentation to the NLTRA Board of Directors. By February 15th, 2022, NLTRA and TCDA will set a mutually agreed upon date prior to May 10 to highlight TCDA's past year's accomplishments and future year's plans. Two weeks prior to presentation date, TCDA to submit PowerPoint presentation to NLTRA.
6. RECORDS. TCDA shall maintain at all times complete and detailed records with regard to the Services provide under this Agreement in a form acceptable to the NLTRA, according to generally accepted accounting and internal control principles, and NLTRA shall have the right to inspect such records at any reasonable time. Notwithstanding any other terms of this Agreement, no payments shall be made to TCDA until the NLTRA is satisfied that Services of such value have been rendered by the TCDA pursuant to this Agreement.
7. EFFECTIVE PERIOD. This Agreement shall be effective for the period of 12 months commencing July 1, 2021 and ending June 30, 2022 unless canceled by either Party pursuant to the cancellation provisions herein. Renewal for any term will require a written amendment to this Agreement, signed by an authorized representative(s) of each Party.
8. INDEPENDENT CONTRACTOR. At all times during the term of this Agreement, employees of TCDA shall be independent contractors and at no time shall employees of the TCDA be employees of the NLTRA. NLTRA shall have no right to control TCDA's performance hereunder except only insofar as is necessary to assure that the NLTRA receives acceptable Services from TCDA pursuant to this Agreement. NLTRA shall not have the right to control the means by which TCDA accomplished Services rendered pursuant to this Agreement, and shall therefore, not be responsible for willful or negligent acts of TCDA.
9. LICENSES, PERMITS, ETC. TCDA represents and warrants to NLTRA that it has all licenses, permits, qualifications, and approvals of whatsoever nature, which are legally required for TCDA to practice its profession. TCDA represents and warrants to NLTRA that TCDA shall, at its sole cost and expense, obtain and keep in effect at all times during the

term of this Agreement, any licenses, permits, and approvals which are legally required for TCDA to provide the Services at the time the Services are performed.

10. TIME. TCDA shall devote such time to the performance of Services pursuant to this Agreement as may be reasonably necessary for the satisfactory performance of TCDA's obligations pursuant to this Agreement. Neither Party shall be considered in default of this Agreement to the extent performance is prevented or delayed by any cause, present or future, which is beyond the reasonable control of the Party failing to timely perform.
11. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT. The TCDA hereby agrees to protect, defend, indemnify, and hold NLTRA, its directors, officers, employees and volunteers (collectively "NLTRA Indemnitees") free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by NLTRA Indemnitees arising in favor of any Party, including claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. TCDA agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the TCDA. TCDA also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against TCDA or the NLTRA Indemnitees or to enlarge in any way the TCDA'S liability but is intended solely to provide for indemnification of NLTRA Indemnitees from liability for damages or injuries to third persons or property arising from TCDA'S performance pursuant to this Agreement.
12. INSURANCE. TCDA shall file with NLTRA concurrently herewith a Certificate of Insurance, in companies acceptable to NLTRA, with a Best's Rating of no less than A-VII showing.
 - A. Worker's Compensation and Employer Liability Insurance.
 - (1). Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.
 - (2). If there is an exposure of injury to TCDA'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.
 - (3). Each Worker's Compensation policy shall be endorsed with the following specific language:
 - a. Cancellation Notice – "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA".
 - b. Waiver of Subrogation – The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the NLTRA, its directors, officers, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this Agreement by the TCDA.

- c. CONTRACTOR shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of Workers' Compensation shall be filed forthwith with the NLTRA upon demand.

B. General Liability Insurance.

- (1). Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of TCDA, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:
 - a. Contractual liability insuring the obligations assumed by TCDA in this Agreement.
- (2). One of the following forms is required:
 - a. Comprehensive General Liability;
 - b. Commercial General Liability (Occurrence); or
 - c. Commercial General Liability (Claims Made)
- (3). If TCDA carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:
 - a. One million dollars (\$1,000,000) each occurrence
 - b. Two million dollars (\$2,000,000) aggregate
- (4). If TCDA carries a Commercial General Liability (Occurrence) policy:
 - a. The limits of liability shall not be less than One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
 - b. Two million dollars (\$2,000,000) General Aggregate
 - c. If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).
- (5). Special Claims Made Policy Form Provisions:

TCDA shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of NLTRA, which consent, if given, shall be subject to the following conditions:

 - a. The limits of liability shall not be less than:
 - One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
 - ~~One million dollars (\$1,000,000) aggregate for Products Completed Operations~~
 - Two million dollars (\$2,000,000) General Aggregate
 - b. The insurance coverage provided by TCDA shall contain language providing coverage up to one (1) year following the completion of this Agreement in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.
- (6). Conformity of Coverages – If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies, or all shall be Claims Made Liability policies, if approved by the NLTRA as noted above. In no cases shall the types of policies be different.

(7). Endorsements. Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- a. "The NLTRA, its directors, officers, agents, employees, and volunteers are to be covered as insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- b. "The insurance provided by the TCDA, including any excess liability or umbrella form coverage, is primary coverage to the NLTRA with respect to any insurance or self-insurance programs maintained by the NLTRA and no insurance held or owned by the NLTRA shall be called upon to contribute to a loss."
- c. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA."

C. Automobile Liability Insurance. Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

(1). Covered vehicles shall include owned, non-owned, and hired automobiles/trucks.

D. Additional Requirements.

(1). Premium Payments – The insurance companies shall have no recourse against the NLTRA and funding agencies, its directors, officers, and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.

(2). Policy Deductibles – The TCDA shall be responsible for all deductibles in all the TCDA's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.

(3). CONSULTANT's Obligations – TCDA's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this Agreement.

(4). Verification of Coverage – TCDA shall furnish the NLTRA with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the NLTRA before Services are provided. However, failure to obtain the required documents prior to the work beginning shall not waive the TCDA's obligation to provide them. The NLTRA reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

E. Material Breach – Failure of the TCDA to maintain the insurance required by this Agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.

13. CONSULTANT NOT AGENT. Except as NLTRA may specify in writing, TCDA shall have

no authority, express or implied, to act on behalf of NLTRA in any capacity as an agent. TCDA shall not have authority, express or implied, pursuant to this Agreement to bind NLTRA to any contractual obligation whatsoever.

14. ASSIGNMENT PROHIBITED. TCDA may not assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no legal effect.

15. STANDARD OF PERFORMANCE. TCDA shall perform all Services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner or business in which TCDA is engaged. All products of whatsoever nature which TCDA delivers to NLTRA pursuant to this Agreement shall be prepared in a workmanlike manner and shall conform to the standards or quality normally observed by a person practicing in TCDA's business. A violation of the standard of performance described in this paragraph shall constitute a material breach of the Agreement.

16. DESIGNATED REPRESENTATIVE. Jeffrey Hentz is the representative of the NLTRA and will administer this Agreement for the NLTRA. Kylee Bigelow, Executive Director is the authorized representative for the TCDA and will administer this Agreement for the TCDA. Changes in designated representatives shall occur only by advance written notice to the other Party.

17. NOTICE AND CORRESPONDENCE.

A) Notice and correspondence to NLTRA regarding this Agreement should be delivered to: Jeffrey Hentz
North Lake Tahoe Resort Association, Inc.
100 North Lake Blvd.
Tahoe City, CA 96145

B) Notice and correspondence to TCDA should be delivered to: Kylee Bigelow, Executive Director
Tahoe City Downtown Association
P.O. Box 6744
Tahoe City, California 96145
Phone: (530) 583-3348 Fax: (530) 583-3098

18. TERMINATION. Either Party shall have the right to terminate this Agreement upon thirty (30) days' notice by giving notice in writing of such termination to the other Party. In the event NLTRA gives notice of termination, TCDA shall immediately cease rendering Service upon receipt of such written notice, and the following shall apply:

A) TCDA shall deliver copies of all writings prepared by it pursuant to this Agreement. The term "writings" shall be construed to mean and include: handwriting, typewriting, printing, photocopies, photographing, computer disks and every other means of recording upon any tangible things, and form of communication or representation, including letters, words, picture, sounds, or symbols, or combinations thereof.

B) NLTRA shall have full ownership and control of all such writings or other communications delivered by TCDA pursuant to this Agreement.

- c) NLTRA shall pay TCDA the reasonable value of Services rendered by TCDA to the date of termination pursuant to this Agreement not to exceed the amount documented by TCDA and approved by NLTRA as work accomplished to date; provided, however, that in no event shall the NLTRA be liable for lost profits which might have been made by TCDA had TCDA completed the services required by this Agreement. In this regard, TCDA shall furnish to the NLTRA such financial information as in the judgment of the NLTRA is necessary to determine the reasonable value of the Services rendered by TCDA. In the event of a dispute as to the reasonable value of the Services rendered by TCDA, the decision of the NLTRA shall be final.

Acceptance of payment described in this paragraph shall constitute a complete accord and satisfaction as between the Parties. The foregoing is cumulative and does not affect any right or remedy, which NLTRA may have in law or equity.

19. OWNERSHIP OF INFORMATION. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA and TCDA agrees to deliver reproducible copies of such documents to NLTRA on completion of the services hereunder. TCDA, by signing this Agreement, disclaims any copyright in the information published or produced in conjunction with this Agreement.
20. DISPUTE RESOLUTION. The Parties agree that in the event of a dispute or claim arising between them out of this Agreement or any resulting transaction they shall undertake the dispute resolution procedures set forth herein.
- a. Informal Dispute Resolution. In order to initiate the informal dispute resolution process, the CEO' Office of the aggrieved Party shall provide notice of the dispute or claim to the CEO's office of the other Party and request resolution of the dispute or claim pursuant to this dispute resolution procedure.
- i. Within five (5) days of receipt of notice of a dispute or claim by either Party, the parties' CEOs, or their representatives, shall meet to attempt to resolve the dispute.
 - ii. In the event the CEOs fail to resolve the dispute to the satisfaction of the Parties, the unsatisfied Party shall, within five (5) days of the CEOs meeting, provide a written notice to the other Party requesting that a committee of each Party meet and attempt to resolve the dispute. The committees of each Party shall meet within five (5) days of receipt of the notice.
 - iii. In the event the committees fail to resolve the dispute to the satisfaction of the Parties, the unsatisfied Party shall within five (5) days of the CEOs meeting, provide a written notice to the other Party requesting that a neutral mediator (agreed to by both committees) be engaged to attempt to resolve the dispute. The mediator shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of the notice.
- b. Formal Dispute Resolution. The Parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the Informal Dispute Resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration

shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the Parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive California law. In all other respects, the arbitration shall be conducted in accordance with Part III, Title 9 of the California Code of Civil Procedure. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The Parties shall have the right to discovery in accordance with Code of Civil Procedure section 1283.05. The award may be vacated or corrected on appeal to a court of competent jurisdiction for any error in applying substantive California law. The arbitration shall take place in Tahoe City, unless the Parties agree to conduct it in a different location.

21. WAIVER. One or more waivers by one Party of any major or minor breach or default of any provision term, condition, or covenant of this Agreement shall not operate as a waiver of any subsequent breach or default by the other Party.
22. ENTIRETY OF AGREEMENT. This Agreement contains the entire agreement of NLTRA and TCDA with respect to the subject matter hereof, and no other agreement, statement or promise made by any Party, or to any employee, offer or agent of any Party which is not contained in this Agreement shall be binding or valid.
23. GOVERNING LAW. This Agreement is executed and intended to be performed in the State of California, and the laws of California shall govern its interpretation and effect. Venue for any litigation arising from this Agreement shall be the Superior Court for the County of Placer.
24. INTEREST OF TCDA. TCDA covenants that it presently has no interest and shall not acquire any interest, direct, or indirect, which would conflict in any manner or degree with the performance of its Services hereunder. TCDA further covenants that in the performance of this Agreement no person having any such interest shall be employed.
25. AMENDMENT. This Agreement may be amended at any time upon the mutual written agreement of the Parties.

Executed as of the day first above stated:

NORTH LAKE TAHOE RESORT ASSOCIATION ("NLTRA")

By: _____
Samir Tuma, Chairman, Board of Directors
North Lake Tahoe Resort Association

Date: _____

TAHOE CITY DOWNTOWN ASSOCIATION ("TCDA")

By: _____
Rob Olson, President
North Lake Tahoe Resort Association

Date: _____

Exhibit A

Tahoe City Downtown Association (TCDA) / Scope of Work

Scope of Work

Tasks identified in the scope of work address key focus areas of the Main Street approach as defined and outlined in the TCDA's three-year Strategic Plan, and other critical areas to support business community goals:

1. Economic & Community Vitality

Purpose / Objectives

- Serve as a catalyst for Economic Vitality and Innovation
- Facilitate and fundraise for Tahoe City beautification projects, flower baskets, and downtown lighting
- Utilize the Business Advocacy Committee to support existing businesses and encourage new business in Tahoe City
- Support and connect businesses to each other and to information and resources that strengthen businesses and the community
- Advocate for business sustainability, expansion, recruitment & infrastructure

2. Events, Promotions & Marketing

Purpose / Objectives

- Attract visitors and residents to District to enhance the downtown experience and support the community
- Build awareness of District and TCDA-produced events
- Support Community Partners with Community Events (TCPUD, NLTRA, NTBA, others)
- Promote attributes with in-market advertising and marketing campaigns
- Increase revenue for two events per year, (Tahoe City Food + Wine and Oktoberfest)
- Utilize events to brand Tahoe City as the best place to live, work, play, and visit

3. Community Issues

Purpose / Objectives

- Participate in public meetings and provide feedback to Placer County North Lake Tahoe Executive Office on behalf of local business community
- Publicize and engage people in positive ways on relevant local issues/topics impacting economic and social well-being
- Work and collaborate with NLTRA on critical infrastructure, transportation, transit and housing challenges facing our region, and participate in key committees and other efforts utilizing the redirected TOT dollars.
- Covid-19 public health education and business recovery

4. TBID Implementation

Purpose/Objectives

- Provide support to NLTRA in the implementation of the TBID and within the business community
- Support community education of the TBID in North Lake Tahoe
- Collaborate with NLT Chamber to build support and educational programs for those TBID assessed businesses.
- Promote public involvement in TBID meetings & committees

5. Collaboration with NLT Chamber

Purpose /Objectives

- Identify business operation activities and functions that can become a shared resource to enable and realize improved operational efficiencies
- Work with NLT Chamber and NTBA on membership efficiencies and collaboration
- Work with NLT Chamber and NTBA on accounting efficiencies and collaboration
- Work with NLT Chamber and NTBA on marketing & communications efficiencies and collaboration
- Work to identify support and collaboration opportunities within NLT regional special events and festivals

The TCDA will focus on the tasks as outlined below. These tasks implement the Main Street approach to support business and economic development in North Lake Tahoe.

Focus Area 1: Economic & Community Vitality

Task #1.1- Develop and/or coordinate programs that enhance physical and visual assets in downtown areas within TCDA’s District to attract visitors and support community vibrancy

Overview

The TCDA will work with partner organizations and community groups to support programs and projects that enhance physical and visual assets in downtown areas. TCDA will facilitate the fundraising, installation, and maintenance of the following:

- Tahoe City Flower Baskets,
- Tahoe City Downtown Lights,
- Tahoe City Streetlight Banners, and
- Public art

Implementation

TCDA will engage local businesses on the importance of town-wide beautification projects in Tahoe City, fundraise for programs through events and sponsorship, and establish fundraising goals for each program. TCDA will seek funding via TBID to support and grow these programs. TCDA will install the flower baskets before the Food & Wine Classic and maintain them all summer; install downtown lights before Christmas and maintain them until March; and recognize sponsors on the website and social media. The TCDA will continue to coordinate design of event banners and coordinate banner installation and removal.

Reporting/Measurement

Progress reports and event results will be provided in quarterly reports.

Task #1.2 – Support business development and growth by promoting resources for current and/or future business owners in TCDA district

Overview

To stabilize and build resiliency in the business community, the TCDA will collaborate with Placer County, the Sierra Business Council, and North Lake Tahoe Business Association and Chamber Collaborative (BACC) to promote business seminars, business consulting services, and other resources that may be available through the Placer County Business Resource Center and North Lake Tahoe Chamber.

Implementation

TCDA will promote seminars, business consulting opportunities, and other business support initiatives in the TCDA district through the TCDA newsletter, social media, website posts, and word of mouth. TCDA will attend BACC meetings, and through the BACC, TCDA will provide input related to seminar dates, times, locations, speakers and topics, and a TCDA representative will attend the seminars. TCDA, in partnership with BACC, will support businesses via programming that encourages visitors and community to “Think Local” and support our local small business community. This can include but is not limited to shopping, dining or other promotional campaigns.

Reporting

The TCDA will summarize TCDA's involvement and accomplishments in small business support in the quarterly report.

Task 1.3 – Implement economic vitality and business attraction strategies within the TCDA district

Overview

The TCDA's Business Advocacy Committee will collaboratively explore development and implementation strategies to attract business in the TCDA district. If successful, these strategies may be applied to other communities in eastern Placer County.

The Business Advocacy Committee will stay engaged in projects that support economic vitality in the downtown core region. This committee will engage with partners at Placer County, NLTRA, TCPUD, and interested developers.

Implementation

The TCDA Business Advocacy Committee would collaborate with the Placer County North Lake Tahoe Executive Office to explore identification of action steps, such as:

1. Identifying vacant commercial space and working with commercial brokers and landowners to compile information on vacancies and provide data to LOIS/County, and market commercial vacancies through TCDA's channels
2. Outreach to business and community members, and visitors, to identify gaps in business type
3. Identifying and exploring steps to attract new business, and conduct outreach to potential developers
4. Stay current of all programs/projects that are planned for Tahoe City that can improve economic vitality of downtown Tahoe City.

TCDA staff and the TCDA Business Advocacy Committee will coordinate to complete this task.

Reporting/Measurement

The Business Advocacy Committee, in collaboration with NLTRA and Placer County, will explore development and implementation of this initiative beginning Summer 2021. Program results will also be included after implementation in quarterly progress reports.

Task 1.4 – Support targeted professional development training aimed to equip business association leaders with the tools they need to lead results-oriented community revitalization

Overview

To support redevelopment of the North Lake Tahoe town centers, the TCDA will participate in educational opportunities that provide the tools and strategies needed to lead results-oriented revitalization efforts in downtown communities.

Implementation

TCDA will attend conferences, seminars, classes or workshops that support the Main Street

America program, focus on community development, and identify best practices and new ideas for downtown communities.

Reporting

The TCDA will summarize in the quarterly report TCDA's participation in educational opportunities and describe how the skills learned will be applied in their ongoing work.

Focus Area 2: Events, Promotions, and Marketing

Task #2.1 – Develop and execute in-market marketing plan and annual media plan (public health restrictions allowing)

Overview

TCDA will promote TCDA's district, including its events, attractions, and businesses, to support the district's economy and enhance visitor experience. The marketing and media plans outline strategies in support of these efforts. TCDA will also collaborate on in-market marketing campaigns by participating on NLTRA's In-Market Tourism Development Committee.

Implementation

TCDA shall execute marketing and media plans consistent with the strategic plan goals, and shall submit the Annual 2022 Marketing and Media plan to the CEO Office of NLTRA with the May monthly report.

Reporting/Measurements

TCDA will achieve performance goals included in the marketing and media plan, as described below:

- Increase monthly Blog Post on www.VisitTahoeCity.com click-through rate by 1% over the prior fiscal year
- Increase monthly E-Newsletter open rate to Email Database by 2% over the prior fiscal year
- Increase monthly Social Media engagement (likes, comments, shares) by 1% over the prior fiscal year

Progress will be described in quarterly reports and invoices submitted on a quarterly basis.

Task #2.2- Develop, market, and implement community events to attract visitors, build community awareness, and support economic vitality

Overview

TCDA will develop and produce community events to achieve the following:

- Drive visitor and local traffic to our business community
- Enhance visitor experience,
- Provide networking opportunities for members, and
- Support business.

TCDA will develop and produce the following community events, in chronological order:

1. Marquee Events
 - Tahoe City Food & Wine Classic & Grab Your Glass (June 17/18th-’22)
 - Concerts at Commons Beach (12 events every Sunday June 19- September 4)
 - 4th of July Fireworks (canceled for 2020 but anticipated for 2021)
 - Tahoe City Oktoberfest at Commons Beach (September 25,2021)
2. Community Events
 - Tahoe City Solstice Festival (June 13th-June19th, 2022)
 - Tahoe City Farmers Markets (Reoccurring Summer 2021/22)
 - Tahoe City Labor Day Sales (Labor Day 2021)
 - Tahoe City Halloween (October 31st, 2021)
 - Tahoe City Tree Lighting Ceremony & Small Business Saturday -Nov. 26th ‘21
 - Tahoe City Member & Volunteer Party (January 2021)
 - Other partner events as they rise through partnership with NLTRA, TCPUD, NTBA, BACC, SnowFest! and others

Implementation

TCDA will ensure deadlines are met and all tasks are complete. Event planning will take place on a monthly basis.

Reporting/Measurements

- Provide event updates in quarterly reports, including: estimated/ticketed attendance of each event and net revenue or loss of each event within 60 days of event end date
- Submit 4th of July fireworks receipts and expenses to Placer County, and NLTRA for reimbursement

Focus Area 3: Community Issues

Task #3.1 - Participate in public meetings, provide feedback, and disseminate information to constituents about issues or projects affecting business and economic vitality within TCDA’s district

Overview

The TCDA will attend public meetings, provide input and comments, and disseminate information to constituents to educate and elicit engagement, and gather and provide feedback when requested and appropriate (consistent with its Board of Directors policy) on initiatives in the TCDA’s district, including but not limited to:

- SR 89 Revitalization Project
- The Tourism Business Improvement District (TBID)
- Renewal on the sunseting TOT for eastern Placer County
- Bikeshare program
- Tahoe City Firehouse

- Workforce housing planning, transit programs, and projects
- North Tahoe Parking Study
- Tahoe City Mobility Study
- Arts & Culture

TCDA will be participatory and responsive in meetings and processes and disseminate information to TCDA constituents through TCDA’s marketing channels, Business Advocacy committee, Board meetings, and communications with local businesses. TCDA will also gather member feedback as necessary through verbal feedback and surveys and submit comments on behalf of its Board of Directors, to the County North Lake Tahoe Executive Office, consistent with TCDA policy.

Reporting/Measurement

TCDA include activities and findings, as well as the Community Issue Matrix, in quarterly reports.

Focus Area 4: TBID Implementation

Task #4.1 – TCDA will continue to be an active partner during the TBID transition and support NLTRA’s efforts in implementation.

Overview

TCDA will assist the NLTRA in the TBID transition and work to ensure TCDA members are well informed on the benefits and value of the TBID for business and community members.

- Participate in NLTRA Board meetings, TBID committees and other key committees
- Host TBID updates and informational sessions for TCDA members twice a year

Reporting / Measurement

TCDA will include examples and activities in quarterly reports

Focus Area 5: Collaboration with NLT Chamber

Task # 5.1 – TCDA will work closely with NLTRA CEO and staff to identify operational efficiencies.

Collaboration with NLT Chamber

Purpose /Objectives

- Identify business operation activities and functions that can become a shared resource to enable and realize improved operational efficiencies
- Work with NLT Chamber and NTBA on membership efficiencies and collaboration

- Work with NLT Chamber and NTBA on accounting efficiencies and collaboration
- Work with NLT Chamber and NTBA on marketing & communications efficiencies and collaboration
- Work to identify support and collaboration opportunities within NLT regional special events and festivals

Exhibit B
Payment Schedule

All payments require an invoice to the NLTRA CEO office, provided by TCDA and are to be submitted quarterly with invoices to include the following backup:

1. Invoice with overview of TCDA's past quarter activities and summary of community services provided and any related costs to provide those services
2. Profit/Loss monthly financial report including expenses for each focus area and task
3. Quarterly Report with status of each task and categorized as defined in agreement

Payment Schedule

Payment #	Invoice Date	Payment Date	Invoice/Payment Amount
1	July 15, 2021	July 27, 2021	\$40,000
2	Oct. 15, 2021	Oct. 27, 2021	\$20,000
3	Jan. 15, 2022	Jan. 27, 2022	\$20,000
4	April 15, 2022	April 27, 2022	\$20,000

Payments on approved invoices to the TCDA will be made by check. _____

- (1) One prepayment will be made on July 27, 2021 to minimize cash flow impacts to TCDA. Prepayment is based on projected expenses in the first quarter of FY 2021-2022.
-

Exhibit C
Membership and Sponsorship
Benefits

Through this Agreement, TCDA provides to NLTRA with the following member and event sponsorship benefits valued at \$5,000

Platinum Member benefits:

- Listing in our online Tahoe City business directory (including a 600-character description and map)
- 24/7 access to post special offers in our online Tahoe City business directory
- Monthly e-mail about Tahoe City current news, events, and issues
- Business seminars and networking opportunities
- Discounted advertising with local media partners (print, TV, and radio)
- Blog articles and/or news listing opportunities on our website
- TCDA event calendar listing
- Feature on Faces of Tahoe City
- Participation in Shop Local North Tahoe Truckee Program
- TCDA Member decal sticker, to display proudly at your business!
- TCDA Board voting privileges and invitation to annual membership party
- Event participation and sponsorship opportunities
- "Member of the Month" feature in our TCDA monthly newsletter
- Featured "Business of the Month" highlighted on our TCDA website
- Special TCDA social media postings promoting your business
- "Business of the Week" opportunity at the Tahoe City Farmers Market
- Business consulting session (\$200 value)
- Logo and business website link on the HOMEPAGE of VisitTahoeCity.org
- Verbal recognition at all TCDA signature events
- Promotional support of your special events through TCDA website and Facebook/Twitter/Instagram
- Complimentary dedicated email blast opportunity

Value: \$1,000

Concerts at Commons Beach 2021/2022 sponsor benefits:

1. Color logo on:
 - a. Bottom of posters (150 distributed throughout North Lake Tahoe a Truckee starting early June)
 - b. Handbills (2,000 distributed at local retailers and restaurants throughout North Lake Tahoe and Truckee starting early June)
 - c. Print advertisements ran in publications distributed in North Lake Tahoe, South Lake Tahoe and Truckee
 - d. Dedicated Concerts at Commons Beach Website – <https://concertsatcommonsbeach.com/>
 - e. TCDA's online event calendar listings (9)
2. Listed on:
 - a. Sponsor banner to the left of the stage at each concert (12) on each side of stage
 - b. As sponsor in TCDA press release(s) about event

Value: \$1500

Tahoe City Adventure Digital Scavenger Hunt 2022 sponsor benefits:

1. Color logo included on:
 - a. All event marketing collateral and print advertising
 - b. Dedicated TCDA event webpage; live year-round and promoted from homepage from Summer to Fall 2020
 - c. TCDA's online event calendar listing
 - d. Event banners to be displayed at the venue
2. Listed as a sponsor in TCDA press release(s) about event

Value: \$500

Oktoberfest 2021 Sponsorship Benefits

1. Color logo included on:
 - a. Oktoberfest Banners at Event
 - b. On Oktoberfest Webpage, posters, fliers, and local media ads
 - c. Email campaigns

Value: \$500

Food & Wine Classic 2021/22 Sponsorship Benefits

1. Logo on:
 - a. Promotional Bag
 - b. 8'x3' banner in downtown Tahoe City
 - c. Regional Print Advertising
 - d. Posters
 - e. Event Tasting Map
 - f. Food & Wine Classic Website
 - g. Event Email Campaigns

Value: \$1500

**ECONOMIC DEVELOPMENT SERVICES AGREEMENT FOR BUSINESS
COMMUNITY DEVELOPMENT AND PROMOTIONAL SERVICES
BY AND BETWEEN
NORTH LAKE TAHOE RESORT ASSOCIATION, INC.
AND
NORTH TAHOE BUSINESS ASSOCIATION**

This Economic Development Services Agreement For Business Community Development And Promotional Services ("Agreement") is made and entered into this ____ day of July, 2021 by and between the North Lake Tahoe Resort Association, Inc., a California Nonprofit Public Benefit Corporation ("NLTRA") and North Tahoe Business Association a California Nonprofit Public Benefit Corporation ("NTBA") (hereinafter sometimes referred to individually as "Party" and collectively as "Parties") with respect to the following

RECITALS

WHEREAS, the NLTRA wishes to encourage and support the North Tahoe Business Association in its effort to implement a Main Street Program in the Kings Beach/North Lake Tahoe areas; and

WHEREAS, sufficient funds have been budgeted by the NLTRA to fund this Agreement.

NOW, THEREFORE, for and in consideration of the mutual promises and agreements herein contained, it is agreed by and between the Parties hereto as follows:

1. **SERVICES.** Subject to the terms and conditions set forth in this Agreement, NTBA shall provide the services described in Exhibit A, Scope of Work, incorporated herein by this reference ("Services"). NTBA shall provide said Services at the time, place, and in the manner specified in Exhibit A.
2. **PAYMENT.** NLTRA shall pay NTBA for Services rendered pursuant to this Agreement at the time and in the amount set forth in Exhibit B, incorporated herein by this reference. The payment specified in Exhibit B shall be the only payments made to NTBA for Services rendered pursuant to this Agreement. NTBA shall submit all billings for said Services to NLTRA in the manner specified in Exhibit B and this Agreement. Evaluations of invoices shall be consistent with the criteria established in this Agreement and associated Exhibits. The amount of the Agreement shall not exceed One-Hundred Thousand (\$100,000).
3. **MEMBERSHIP AND SPONSORSHIP BENEFITS.** As partial consideration for entering into this Agreement, NTBA shall provide NLTRA with member and event sponsorship benefits set forth in Exhibit C, Membership and Sponsorship Benefits, incorporated herein by this reference.
4. **INVOICING PACKAGE.** The NTBA shall submit quarterly invoices (hereon referred to as "invoices") to address the tasks listed in Exhibit A These invoices shall be evaluated by the following set of criteria:

- a. Inclusion of quarterly report consistent with tasks and metrics identified in Exhibit A.
 - b. Submission of invoice per schedule and required backup as defined in Exhibit B.
 - c. Submission of Contract Compliance Summary Matrix in the form attached hereto as Exhibit D, incorporated herein by this reference.
 - d. Profit/Loss monthly financial report including expenses for each focus area and/or task.
5. REPORTING REQUIREMENTS. NTBA shall report the status of the Services it is providing pursuant to this Agreement to NLTRA as follows.
 - a. Quarterly Reports. NTBA to submit Quarterly reports to NLTRA CEO and assigned staff on a quarterly basis - October 15th, January 15th, and April 15th, July 15th - of this fiscal year to align with invoice schedule. Reports are to be organized by focus area and outlining the metrics accomplished by the NTBA completed in the prior quarter
 - b. Semi-Annual NLTRA Board Mid-Year Update - NTBA will present to the NLTRA Board of Directors at the February 2022 meeting an update on all Agreement Scope of Work tasks and targeted goals/objectives from the first (6) months of the fiscal year. In addition, By March 1, 2022 NLTRA and NTBA will set a mutually agreed upon date, time and venue location to meet in Spring 2022 to plan next fiscal year strategy and goals. Beginning four weeks prior to the meeting, the NLTRA and NTBA will compile the meeting agenda. NLTRA will distribute agenda to its invited representatives and NTBA to its Board.
 - c. Annual Report and Presentation to the NLTRA & Board of Directors. NTBA agree to prepare an annual report on past years accomplishments and submit no later than August 15th 2022, to the NLTRA CEO and assigned staff. In addition, NTBA will present at the NLTRA Board of Directors September Board meeting a PowerPoint presentation on NTBA's past year's accomplishments and goals/objectives for the next Fiscal year.
6. RECORDS. NTBA shall maintain at all times complete and detailed records with regard to the Services provide under this Agreement in a form acceptable to the NLTRA, according to generally accepted accounting and internal control principles, and NLTRA shall have the right to inspect such records at any reasonable time. Notwithstanding any other terms of this Agreement, no payments shall be made to NTBA until the NLTRA is satisfied that Services of such value have been rendered by the NTBA pursuant to this Agreement.
7. EFFECTIVE PERIOD. This Agreement shall be effective for the period of 12 months commencing July 1, 2021 and ending June 30, 2022 unless canceled by either Party pursuant to the cancellation provisions herein. Renewal for any term will require a written amendment to this Agreement, signed by an authorized representative(s) of each Party.
8. INDEPENDENT CONTRACTOR. At all times during the term of this Agreement, employees of NTBA shall be independent contractors and at no time shall employees of the NTBA be employees of the NLTRA. NLTRA shall have no right to control NTBA's performance hereunder except only insofar as is necessary to assure that the NLTRA receives acceptable Services from NTBA pursuant to this Agreement. NLTRA shall not have the right to control the means by which NTBA accomplished Services rendered pursuant to this

Agreement, and shall therefore, not be responsible for willful or negligent acts of NTBA.

9. LICENSES, PERMITS, ETC. NTBA represents and warrants to NLTRA that it has all licenses, permits, qualifications, and approvals of whatsoever nature, which are legally required for NTBA to practice its profession. NTBA represents and warrants to NLTRA that NTBA shall, at its sole cost and expense, obtain and keep in effect at all times during the term of this Agreement, any licenses, permits, and approvals which are legally required for NTBA to provide the Services at the time the Services are performed.
10. TIME. NTBA shall devote such time to the performance of Services pursuant to this Agreement as may be reasonably necessary for the satisfactory performance of NTBA's obligations pursuant to this Agreement. Neither Party shall be considered in default of this Agreement to the extent performance is prevented or delayed by any cause, present or future, which is beyond the reasonable control of the Party failing to timely perform.
11. HOLD HARMLESS AND INDEMNIFICATION AGREEMENT. The NTBA hereby agrees to protect, defend, indemnify, and hold NLTRA, its directors, officers, employees and volunteers (collectively "NLTRA Indemnitees") free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by NLTRA Indemnitees arising in favor of any Party, including claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. NTBA agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the NTBA. NTBA also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against NTBA or the NLTRA Indemnitees or to enlarge in any way the NTBA'S liability but is intended solely to provide for indemnification of NLTRA Indemnitees from liability for damages or injuries to third persons or property arising from NTBA'S performance pursuant to this Agreement.
12. INSURANCE. NTBA shall file with NLTRA concurrently herewith a Certificate of Insurance, in companies acceptable to NLTRA, with a Best's Rating of no less than A-VII showing.
 - A. Worker's Compensation and Employer Liability Insurance.
 - (1). Worker's Compensation Insurance shall be provided as required by any applicable law or regulation. Employer's liability insurance shall be provided in amounts not less than one million dollars (\$1,000,000) each accident for bodily injury by accident, one million dollars (\$1,000,000) policy limit for bodily injury by disease, and one million dollars (\$1,000,000) each employee for bodily injury by disease.
 - (2). If there is an exposure of injury to NTBA'S employees under the U.S. Longshoremen's and Harbor Worker's Compensation Act, the Jones Act, or under laws, regulations, or statutes applicable to maritime employees, coverage shall be included for such injuries or claims.
 - (3). Each Worker's Compensation policy shall be endorsed with the following specific language:
 - a. Cancellation Notice – "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice

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of cancellation for non-payment of premium to the NLTRA".

- b. Waiver of Subrogation – The workers' compensation policy shall be endorsed to state that the workers' compensation carrier waives its right of subrogation against the NLTRA, its directors, officers, employees, agents or volunteers, which might arise by reason of payment under such policy in connection with performance under this Agreement by the NTBA.
- c. CONTRACTOR shall require all SUBCONTRACTORS to maintain adequate Workers' Compensation insurance. Certificates of Workers' Compensation shall be filed forthwith with the NLTRA upon demand.

B. General Liability Insurance.

- (1). Comprehensive General Liability or Commercial General Liability insurance covering all operations by or on behalf of NTBA, providing insurance for bodily injury liability and property damage liability for the limits of liability indicated below and including coverage for:
 - a. Contractual liability insuring the obligations assumed by NTBA in this Agreement.
- (2). One of the following forms is required:
 - a. Comprehensive General Liability;
 - b. Commercial General Liability (Occurrence); or
 - c. Commercial General Liability (Claims Made)
- (3). If NTBA carries a Comprehensive General Liability policy, the limits of liability shall not be less than a Combined Single Limit for bodily injury, property damage, and Personal Injury Liability of:
 - a. One million dollars (\$1,000,000) each occurrence
 - b. Two million dollars (\$2,000,000) aggregate
- (4). If NTBA carries a Commercial General Liability (Occurrence) policy:
 - a. The limits of liability shall not be less than One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
 - b. Two million dollars (\$2,000,000) General Aggregate
 - c. If the policy does not have an endorsement providing that the General Aggregate Limit applies separately, or if defense costs are included in the aggregate limits, then the required aggregate limits shall be two million dollars (\$2,000,000).
- (5). Special Claims Made Policy Form Provisions:

NTBA shall not provide a Commercial General Liability (Claims Made) policy without the express prior written consent of NLTRA, which consent, if given, shall be subject to the following conditions:

 - a. The limits of liability shall not be less than:
 - One million dollars (\$1,000,000) each occurrence (combined single limit for bodily injury and property damage)
 - ~~One million dollars (\$1,000,000) aggregate for Products Completed Operations~~
 - Two million dollars (\$2,000,000) General Aggregate
 - b. The insurance coverage provided by NTBA shall contain language providing coverage up to one (1) year following the completion of this Agreement in order to provide insurance coverage for the hold harmless provisions herein if the policy is a claims-made policy.

(6). Conformity of Coverages – If more than one policy is used to meet the required coverages, such as a separate umbrella policy, such policies shall be consistent with all other applicable policies used to meet these minimum requirements. For example, all policies shall be Occurrence Liability policies, or all shall be Claims Made Liability policies, if approved by the NLTRA as noted above. In no cases shall the types of policies be different.

(7). Endorsements. Each Comprehensive or Commercial General Liability policy shall be endorsed with the following specific language:

- a. "The NLTRA, its directors, officers, agents, employees, and volunteers are to be covered as insured for all liability arising out of the operations by or on behalf of the named insured in the performance of this Agreement."
- b. "The insurance provided by the NTBA, including any excess liability or umbrella form coverage, is primary coverage to the NLTRA with respect to any insurance or self-insurance programs maintained by the NLTRA and no insurance held or owned by the NLTRA shall be called upon to contribute to a loss."
- c. "This policy shall not be changed without first giving thirty (30) days prior written notice and ten (10) days prior written notice of cancellation for non-payment of premium to the NLTRA."

C. Automobile Liability Insurance. Automobile Liability insurance covering bodily injury and property damage in an amount no less than one million dollars (\$1,000,000) combined single limit for each occurrence.

(1). Covered vehicles shall include owned, non-owned, and hired automobiles/trucks.

D. Additional Requirements.

- (1). Premium Payments – The insurance companies shall have no recourse against the NLTRA and funding agencies, its directors, officers, and employees or any of them for payment of any premiums or assessments under any policy issued by a mutual insurance company.
- (2). Policy Deductibles – The NTBA shall be responsible for all deductibles in all the NTBA's insurance policies. The maximum amount of allowable deductible for insurance coverage required herein shall be \$25,000.
- (3). CONSULTANT's Obligations – NTBA's indemnity and other obligations shall not be limited by the foregoing insurance requirements and shall survive the expiration of this Agreement.
- (4). Verification of Coverage – NTBA shall furnish the NLTRA with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by the NLTRA before Services are provided. However, failure to obtain the required documents prior to the work beginning shall not waive the NTBA's obligation to provide them. The NLTRA reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

- E. Material Breach – Failure of the NTBA to maintain the insurance required by this Agreement, or to comply with any of the requirements of this section, shall constitute a material breach of the entire Agreement.
13. CONSULTANT NOT AGENT. Except as NLTRA may specify in writing, NTBA shall have no authority, express or implied, to act on behalf of NLTRA in any capacity as an agent. NTBA shall not have authority, express or implied, pursuant to this Agreement to bind NLTRA to any contractual obligation whatsoever.
14. ASSIGNMENT PROHIBITED. NTBA may not assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and of no legal effect.
15. STANDARD OF PERFORMANCE. NTBA shall perform all Services required pursuant to this Agreement in the manner and according to the standards observed by a competent practitioner or business in which NTBA is engaged. All products of whatsoever nature which NTBA delivers to NLTRA pursuant to this Agreement shall be prepared in a workmanlike manner and shall conform to the standards or quality normally observed by a person practicing in NTBA's business. A violation of the standard of performance described in this paragraph shall constitute a material breach of the Agreement.
16. DESIGNATED REPRESENTATIVE. Jeffrey Hentz is the representative of the NLTRA and will administer this Agreement for the NLTRA. Alyssa Reilly, Executive Director is the authorized representative for the NTBA and will administer this Agreement for the NTBA. Changes in designated representatives shall occur only by advance written notice to the other Party.
17. NOTICE AND CORRESPONDENCE.
- A) Notice and correspondence to NLTRA regarding this Agreement should be delivered to: Jeffrey Hentz
North Lake Tahoe Resort Association, Inc.
100 North Lake Blvd.
Tahoe City, CA 96145
- B) Notice and correspondence to NTBA should be delivered to: Alyssa Reilly, Executive Director
North Tahoe Business Association
PO Box 1023
Kings Beach, California 96143
Phone: (530) 546-9000
18. TERMINATION. Either Party shall have the right to terminate this Agreement upon thirty (30) days' notice by giving notice in writing of such termination to the other Party. In the event NLTRA gives notice of termination, NTBA shall immediately cease rendering Service upon receipt of such written notice, and the following shall apply:
- A) NTBA shall deliver copies of all writings prepared by it pursuant to this Agreement. The term "writings" shall be construed to mean and include: handwriting, typewriting, printing, photocopies, photographing, computer disks

and every other means of recording upon any tangible things, and form of communication or representation, including letters, words, picture, sounds, or symbols, or combinations thereof.

- B) NLTRA shall have full ownership and control of all such writings or other communications delivered by NTBA pursuant to this Agreement.
- C) NLTRA shall pay NTBA the reasonable value of Services rendered by NTBA to the date of termination pursuant to this Agreement not to exceed the amount documented by NTBA and approved by NLTRA as work accomplished to date; provided, however, that in no event shall the NLTRA be liable for lost profits which might have been made by NTBA had NTBA completed the services required by this Agreement. In this regard, NTBA shall furnish to the NLTRA such financial information as in the judgment of the NLTRA is necessary to determine the reasonable value of the Services rendered by NTBA. In the event of a dispute as to the reasonable value of the Services rendered by NTBA, the decision of the NLTRA shall be final.

Acceptance of payment described in this paragraph shall constitute a complete accord and satisfaction as between the Parties. The foregoing is cumulative and does not affect any right or remedy, which NLTRA may have in law or equity.

19. OWNERSHIP OF INFORMATION. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA and NTBA agrees to deliver reproducible copies of such documents to NLTRA on completion of the services hereunder. NTBA, by signing this Agreement, disclaims any copyright in the information published or produced in conjunction with this Agreement.
20. DISPUTE RESOLUTION. The Parties agree that in the event of a dispute or claim arising between them out of this Agreement or any resulting transaction they shall undertake the dispute resolution procedures set forth herein.
- a. Informal Dispute Resolution. In order to initiate the informal dispute resolution process, the CEO' Office of the aggrieved Party shall provide notice of the dispute or claim to the CEO's office of the other Party and request resolution of the dispute or claim pursuant to this dispute resolution procedure.
 - i. Within five (5) days of receipt of notice of a dispute or claim by either Party, the parties' CEOs, or their representatives, shall meet to attempt to resolve the dispute.
 - ii. In the event the CEOs fail to resolve the dispute to the satisfaction of the Parties, the unsatisfied Party shall, within five (5) days of the CEOs meeting, provide a written notice to the other Party requesting that a committee of each Party meet and attempt to resolve the dispute. The committees of each Party shall meet within five (5) days of receipt of the notice.
 - iii. In the event the committees fail to resolve the dispute to the satisfaction of the Parties, the unsatisfied Party shall within five (5) days of the CEOs meeting, provide a written notice to the other Party requesting that a neutral mediator (agreed to by both committees) be engaged to attempt to resolve the dispute. The mediator shall use best efforts to meet within thirty (30) days of receipt of the notice, but no later than forty-five (45) days after receipt of

the notice.

- b. Formal Dispute Resolution. The Parties agree that any dispute or claim in law or equity arising between them out of this Agreement or any resulting transaction, which is not settled through the Informal Dispute Resolution procedures set forth above, shall be decided by neutral, binding arbitration and not by court action. The arbitration shall be conducted by a retired judge or justice, or an attorney with not less than five (5) years substantial experience with business law, unless the Parties mutually agree to a different arbitrator, who shall render an award in accordance with substantive California law. In all other respects, the arbitration shall be conducted in accordance with Part III, Title 9 of the California Code of Civil Procedure. Judgment upon the award rendered by the arbitrator(s) may be entered in any court having jurisdiction. The Parties shall have the right to discovery in accordance with Code of Civil Procedure section 1283.05. The award may be vacated or corrected on appeal to a court of competent jurisdiction for any error in applying substantive California law. The arbitration shall take place in Tahoe City, unless the Parties agree to conduct it in a different location.
21. WAIVER. One or more waivers by one Party of any major or minor breach or default of any provision term, condition, or covenant of this Agreement shall not operate as a waiver of any subsequent breach or default by the other Party.
22. ENTIRETY OF AGREEMENT. This Agreement contains the entire agreement of NLTRA and NTBA with respect to the subject matter hereof, and no other agreement, statement or promise made by any Party, or to any employee, offer or agent of any Party which is not contained in this Agreement shall be binding or valid.
23. GOVERNING LAW. This Agreement is executed and intended to be performed in the State of California, and the laws of California shall govern its interpretation and effect. Venue for any litigation arising from this Agreement shall be the Superior Court for the County of Placer.
24. INTEREST OF NTBA. NTBA covenants that it presently has no interest and shall not acquire any interest, direct, or indirect, which would conflict in any manner or degree with the performance of its Services hereunder. NTBA further covenants that in the performance of this Agreement no person having any such interest shall be employed.
25. AMENDMENT. This Agreement may be amended at any time upon the mutual written agreement of the Parties.

Executed as of the day first above stated:

NORTH LAKE TAHOE RESORT ASSOCIATION ("NLTRA")

By: _____
Samir Tuma, Chairman, Board of Directors
North Lake Tahoe Resort Association

Date: _____

NORTH TAHOE BUSINESS ASSOCIATION ("NTBA")

By: _____
Brian Gonsolves, VicePresident
North Tahoe Business Association

Date: _____

Exhibit A
North Tahoe Business Association Scope of Work

Scope of Work Overview

Tasks identified in the scope of work cover the NTBA District (Kings Beach, Carnelian Bay, and Tahoe Vista) and address three focus areas of the Main Street approach as defined and outlined in NTBA's 5-Year Strategic Plan, including:

1. Economic & Community Vitality

Purpose / Objectives

- Advocate for business sustainability, expansion, recruitment & infrastructure
- Serve business community as an information provider
- Support and connect businesses to each other and to information and resources that strengthen businesses and the community
- Work and collaborate with NLTRA on critical infrastructure, transportation, transit and housing challenges facing our region, and participate in key committees and other efforts utilizing the redirected TOT dollars.
-

2. Events, Promotions, & Marketing (Pending public health restrictions)

Purpose / Objectives

- Attract visitors and residents to District to improve economic vitality
- Build awareness of District and NTBA-produced events
- Promote attributes with in-marketing advertising and marketing including social media
- Publicize and engage people in positive ways: on relevant local issues/topics impacting economic and social well-being
- Support Community Partners with Community Events (NTPUD, NLTRA, TCDA, others)

3. Community Design

Purpose / Objective

- Improve and visually enhance the district from an aesthetic and cleanliness perspective to attract visitors and promote a unique sense of place
- Participate in public meetings and provide feedback to NLTRA and Placer County North Lake Tahoe Executive Office on behalf of local business community
- Publicize and engage people in positive ways on relevant local issues/topics impacting economic and social well-being
- Covid-19 public health education and business recovery

4. TBID Implementation

Purpose/Objectives

- Provide support to NLTRA in the implementation of the TBID and within the business community

- Support community education of the TBID in North Lake Tahoe
- Collaborate with NLT Chamber to build support and educational programs for those TBID assessed businesses.
- Promote public involvement in TBID meetings & committees

5. Collaboration with NLT Chamber

Purpose /Objectives

- Identify business operation activities and functions that can become a shared resource to enable and realize improved operational efficiencies
- Work with NLT Chamber and TCDA on membership efficiencies and collaboration
- Work with NLT Chamber and TCDA on accounting efficiencies and collaboration
- Work with NLT Chamber and TCDA on marketing & communications efficiencies and collaboration
- Work to identify support and collaboration opportunities within NLT regional special events and festivals

The NTBA will focus on the tasks outlined below. These tasks implement the Main Street approach to support business and economic development in North Lake Tahoe. Tasks are organized by focus area. Cost to complete each task are also included.

Focus Area 1: Economic & Community Vitality

Task 1.1 – Participate in public meetings, provide feedback, and disseminate information to constituents about issues or projects affecting business and economic vitality within NTBA’s district

Overview

The NTBA will attend public meetings, provide input and comments, and disseminate information to constituents to educate and elicit engagement, and gather and provide feedback when requested and appropriate (consistent with NTBA’s Advocacy Policy) in regard to issues affecting economic and community vitality, including but not limited to:

- Successor Agency properties in Kings Beach and the Kings Beach Center
- Transportation, including TART Summer Park ‘n Ride, Kings Beach crosswalk pilot program, Transportation Demand Management, Kings Beach Western Approach and other potential opportunities should they become available such as progress towards safe connections from Crystal Bay and Tahoe Vista to the Kings Beach Commercial Core.
- Proposed new or increased taxes/assessments, including the potential Tourism Business Improvement District
- County-provided Benefit Assessment District services such as snow removal, trash pickup and streetscape maintenance
- Bikeshare program
- Achievable housing planning, programs, and projects
- Work with community partners to identify housing and transit solutions.

Implementation

NTBA will be participatory and responsive in meetings and processes and disseminate information to NTBA constituents through its marketing channels, Economic Vitality committee, Board meetings, and communications with local businesses. NTBA will also gather member feedback through surveys and submit comments on behalf of its Board of Directors including member survey results to the North Lake Tahoe County Executive Office, consistent with the NTBA Advocacy Policy.

Reporting/Measurement

NTBA will submit reports as outlined in the reporting schedule detailing activities and findings.

Task 1.2 – Support business development and growth by providing and promoting resources to current and future business owners in NTBA District

Overview

To stabilize and build resiliency in the business community, the NTBA will collaborate with Placer County, the Sierra Business Council, and the North Lake Tahoe Chamber of Commerce to promote business seminars, business consulting services, and other resources that may be available through the Placer County Business Resource Center and North Lake Tahoe Chamber.

Implementation

The NTBA will promote seminars, business consulting opportunities, and other business support initiatives through the NTBA e-Newsletter, social media, and online calendar and website blog posts. NTBA will attend Business Association & Chamber Collaborative (BACC) meetings, and through the BACC, NTBA will provide input related to seminar dates, times, locations, speakers and topics. An NTBA representative will attend the seminars. NTBA, in partnership with BACC, will support businesses via programming that encourages visitors and community to “Think Local” and support our local small business community. This can include but is not limited to shopping, dining, or other promotional campaigns.

Reporting

NTBA will submit reports as outlined in the reporting schedule detailing activities of NTBA’s involvement and accomplishments in the BACC and small business support.

Task 1.3 – Implement economic vitality and business attraction strategies within the Kings Beach Commercial Area

Overview

The NTBA and Placer County will collaboratively implement strategies to attract businesses to Kings Beach. The Business Advocacy Committee will stay engaged in projects that support economic vitality in the downtown core region. This committee will engage with partners at Placer County, NLTRA, NTBA, and interested developers.

Implementation

The strategies will consist of the following action steps in partnership with NLTRA and Placer County:

1. Identify vacant commercial space, work with commercial brokers and landowners to compile information on vacancies and provide data to LOIS/County, and market commercial vacancies through NTBA’s channels
2. Outreach to business and community members, and visitors, to identify gaps in business types.
3. Identifying and exploring steps to attract new businesses, and conduct outreach to potential developers, including but not limited to: providing input and assisting with public outreach on strategies, including reduced parking requirements, alternatives to frontage requirements, promoting County-led economic development incentive programs, etc.).
4. Stay current on all programs/projects that are planned for Kings Beach that can improve economic vitality of downtown Kings Beach.

Reporting/Measurement

NTBA will report activities and progress on these activities as outlined in the reporting schedule.

Task 1.4 – Support targeted professional development training aimed to equip business association leaders with the tools they need to lead results-oriented community revitalization

Overview

To support redevelopment of the North Lake Tahoe town centers, the NTBA will participate in educational opportunities that provide the tools and strategies needed to lead results-oriented revitalization efforts in downtown communities.

Implementation

NTBA will attend conferences, seminars, or classes or workshops that support the Main Street America program, focus on community development, and identify best practices and new ideas for downtown communities.

Reporting

The NTBA will summarize in reports as outlined in the reporting schedule of NTBA’s participation in educational opportunities and describe how the skills learned will be applied in their ongoing work.

Focus Area 2: Events, Promotions & Marketing

Task 2.1 – Develop and execute summer and winter in-market marketing plans and annual media plan.

Overview

NTBA will promote NTBA’s district including its events, attractions and businesses to support the district’s economy and enhance visitors’ experience. The marketing and media plans will outline strategies in support of these efforts. NTBA will also collaborate on in-market marketing campaigns by participating on NLTRA’s In-Market Tourism Development Committee.

Implementation

NTBA shall develop and execute summer and winter marketing plan and an annual media schedule consistent with strategic plan goals, and shall submit the Annual 2022 Marketing and Media plan to the CEO office of NLTRA with the May monthly report.

Reporting/Measurements

Progress toward performance goals will be included in marketing plans in all reports: the Winter Marketing Plan will be submitted in the October monthly report, the Summer Marketing Plan will be submitted in the March monthly report, and the Annual Media Plan will be submitted in the May monthly report. Reports will include metrics reporting to include, website visits/growth YOY, electronic marketing efforts/results, and social media engagement.

Task 2.2 – Develop, market, and implement community events to attract visitors, build community awareness, and support economic vitality

Overview

The NTBA will develop and produce community events to achieve the following:

- Drive visitation, and local traffic to our events and business community
- Enhance visitor experience,
- Provide networking opportunities for members, and
- Support business

NTBA will develop and produce the following community events, in chronological order:

1. Music on the Beach 8-week concerts series, Fridays, July 9- Sept. 3 2021
2. July 3rd Fireworks & Beach Party (canceled for 2021 but anticipated for 2022)
3. Passport to Dining, Thursday, November 4, 2021
4. Kings Beach Snowfest Parade, Saturday, March 5, 2022

Timeline/Implementation

NTBA will ensure deadlines are met and all tasks are complete. Event planning will take place on a monthly basis.

Reporting/Measurements

- Provide event updates in quarterly reports including estimated/ticketed attendance for each event, and net revenue or loss of each event within 60 days of event end date.

Focus Area 3: Community Design

Task 3.1 – Develop and/or coordinate programs that enhance physical and visual assets in downtown areas within NTBA’s District to attract visitors, enhance visitor experience, and support community vibrancy

Overview

The NTBA will work with partner organizations and volunteers to support programs and projects that enhance physical and visual assets in downtown areas. Strategies will include the following:

- Kings Beach Streetlight Banner program,
- Kings Beach lighting program
- Workforce housing planning, programs and projects
- Blight and overall town Clean Up
- Partnership with Clean Tahoe Organization
- Clean Team programs that encourage businesses to assist with trash pickup within the commercial core,
- Provide feedback to NLTRA and Placer County regarding services funded by the Kings Beach Benefit Assessment District
- Collaborate with community and agency partners to identify opportunities to increase public art throughout the district

Implementation

Streetlight Banner Program – The NTBA will manage third-party requests for event streetlight banners and work with vendor to install and remove according to NTBA’s specifications. The NTBA will advertise the program by issuing two press releases annually, one in the spring and one in the fall, and communicate with its members about the opportunity. Thirty-nine streetlight banners will be on display throughout the contract period. The NTBA will continue implementing the Kings Beach roofline lighting program.

Main Street Litter Free Program – The NTBA will continue the program by communicating with and providing recognition to existing participants through window decals and online and social media exposure. By June 30, 2022 a minimum of four additional participants will be confirmed, bringing the total to 38 participants.

NTBA will host and organize two “Clean Up Days” on Saturday, September 26, 2021 and Saturday, June 4, 2022 consistent with community design focus area objectives.

Reporting/Measurement

NTBA will provide progress reports and event results to NLTRA via quarterly reports.

Focus Area 4: TBID Implementation

Task #4.1 – NTBA will continue to be an active partner during the TBID transition and support NLTRA’s efforts in implementation.

Overview

NTBA will assist the NLTRA in the TBID transition and work to ensure NTBA members are well informed on the benefits and value of the TBID for business and community members.

- Participate in NLTRA Board meetings, TBID committees and other key committees
- Host TBID updates and informational sessions for NTBA members twice a year

Reporting / Measurement

NTBA will include examples and activities performed in quarterly reports to NLTRA.

Focus Area 5: Collaboration with NLT Chamber

Task # 5.1 – NTBA will work closely with NLTRA CEO and staff to identify operational efficiencies.

Collaboration with NLT Chamber

Purpose /Objectives

- Identify business operation activities and functions that can become a shared resource to enable and realize improved operational efficiencies

- Work with NLT Chamber and NTBA on membership efficiencies and collaboration
- Work with NLT Chamber and NTBA on accounting efficiencies and collaboration
- Work with NLT Chamber and NTBA on marketing & communications efficiencies and collaboration
- Work to identify support and collaboration opportunities within NLT regional special events and festivals

Exhibit B
Payment Schedule

All payments require an invoice to the NLTRA CEO office, provided by NTBA and are to be submitted quarterly with invoices to include the following backup

1. 1. Invoice with overview of NTBA's past quarter activities and summary of community services provided and any related costs to provide those services
2. Profit/Loss monthly financial report including expenses for each focus area and task
3. Quarterly Report with status of each task and categorized as defined in agreement

Payment Schedule

Payment #	Invoice Date	Payment Date	Invoice/Payment Amount
1	July 15, 2021	July 27, 2021	\$40,000
2	Oct. 15, 2021	Oct. 27, 2021	\$20,000
3	Jan. 15, 2022	Jan. 27, 2022	\$20,000
4	April 15, 2022	April 27, 2022	\$20,000

Payments on approved invoices to the NTBA will be made by check.

- (1) One prepayment will be made on July 27, 2021 to minimize cash flow impacts to NTBA. Prepayment is based on projected expenses in the first quarter of FY 2021-2022.

Exhibit C
Membership and Sponsorship Benefits

Through this Agreement, NTBA provides to NLTRA with the following member and event sponsorship benefits valued at \$3,200

Elite Member benefits:

- NTBA Online Business Directory listing including 60-word description, logo, contact info and URL link
- Opportunity to submit unlimited events and articles
- Opportunity to submit unlimited blog posts
- Ability to Utilize Expanded Marketing Benefits for a fee
- Up to 2 complimentary email broadcasts to NTBA database following NTBA's policy and reservation/submission guidelines
- Collateral Distribution at NTBA Information Counter
- Color Logo and URL link on NTBA website home page
- Color Logo and URL link on ~90% of NTBA website page sidebars
- Color Logo on footer of all e-Newsletters and member standalone email broadcasts
- Verbal recognition as Elite member at all NTBA-produced events

Value: \$1,000

Music on the Beach 2022 sponsor benefits:

1. Color logo on:
 - a. The bottom of 3' x 10' banner at the at the Coon Street roundabout; displayed (mid June – end August)
 - b. Bottom of posters (150 distributed throughout North Lake Tahoe a Truckee starting early June)
 - c. Handbills (3,000 distributed at local retailers and restaurants throughout North Lake Tahoe and Truckee starting early June)
 - d. Print advertisements in various regional publications
 - e. Logo and URL link on dedicated NTBA event webpage; live year-round
 - f. NTBA's online event calendar listings (9)
2. Listed on:
 - a. Two vertical banners displayed at each concert (9) on each side of stage
 - b. As sponsor in NTBA press release(s) about event

Value: \$700

Clean Up Days 2021, 2022 sponsor benefits:

1. Color logo included on:
 - a. All event marketing collateral and print advertising
 - b. Marketing and/or event banners to be displayed at the venue
2. Listed as a sponsor in NTBA press release(s) about event

Value: \$500

Passport to Dining 2022 sponsor benefits:

1. Color logo included on all event marketing collateral and print advertising
1. Verbal recognition as a sponsor a minimum of three (3) times

Value: \$500

Kings Beach Snowfest Parade 2022 sponsor benefits:

1. Prominent color logo on:
 - a. Sponsor Thank You banner carried in the parade and at announcing area
 - b. Event flyer
2. Listed as a Sponsor on two vertical banners at the announcing area
3. Complimentary parade entry fee
4. At least two (2) mentions/recognition by emcee from parade announcing stand

Value: \$500



north lake tahoe

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MEMORANDUM

Date: 09/29/2021

TO: NLTRA Board of Directors

FROM: Samir Tuma, Chairman of the Board

RE: Agreement for consultant services

Action(s) Requested:

NLTRA board approval of a short-term contract for consultant services of Bonnie Bavetta during the vacancy of a CEO.

Background:

Due to the departure of the NLTRA CEO in August of this year, the Association reached out to Bonnie Bavetta, who has served in that role previously on an interim basis, for assistance. She did not have availability to commit to a full-time, short-term position, however she agreed to consult on a part-time basis as needed until a new CEO is hired. It is anticipated the project will require roughly 10 to 15 hours per week of her time, at \$120 per hour. Due to her unique knowledge of the operations of NLTRA, this falls within the sole source contract requirements of the NLTRA agreement with Placer County.

Fiscal Impact:

Estimated expense of \$14,000 to \$25,000 to be offset by CEO wage savings.

Attachments:

None.

Bonnie Bavetta Consulting Agreement

This agreement ("Agreement") dated July 19, 2021 is made between North Lake Tahoe Resort Association located at 100 North Lake Boulevard, Tahoe City, California ("Client") and Bonnie Bavetta with business address of PO Box 4298, Truckee, California ("Consultant").

Client desires to engage Consultant to perform various services for Client, and Consultant is agreeable to providing such consulting services to the Client on the terms and conditions set out in this Agreement.

In consideration of the above and subject to the conditions below, and for the mutual benefits and obligations set forth in this Agreement, the receipt and sufficiency of which consideration is hereby acknowledged, the Client and the Consultant (the "Parties") agree as follows:

Services Provided

Consultant, from time to time during the term of this Agreement, agrees to provide various services to Client, which may include, but shall not be limited to, services broadly described as short-term financial and operational reviews and management. Client and Consultant will mutually agree on project scope, timing, deliverables and budget prior to start of work. Any variation to agreed project terms requires mutual agreement and approval prior to continuation of work.

Term of Agreement

The term of this Agreement will begin on the date of the Agreement and will remain in full force and effect indefinitely until terminated as provided in this Agreement.

The Agreement may be terminated at any time by mutual agreement of the Client and Consultant. In the event one of the parties wishes to terminate this agreement, that party is required to provide 10 days' written notice to the other party. Breach of any material provision under this agreement will result in immediate termination of this Agreement. The obligations of the Consultant will end upon termination of this Agreement.

Compensation

Client will pay Consultant for services provided based on actual hours worked by Consultant at a rate of \$120.00 per hour, unless otherwise specified in a project agreement. Actual hours worked will not include travel time to or from Client's offices.

Costs and Expenses

Neither Party shall be liable for any costs or expenses incurred by the other in performance of their obligations under any project, unless previously agreed to in writing.

Payment

Consultant will periodically invoice Client for services provided, either on a per project basis or by monthly invoice. All invoices are due and payable upon receipt. A late fee of 1.5% will be charged per month if payment is not received within 30 days of the date of the invoice.

If Client in good faith disputes any amounts presented in an invoice, Client will notify the Consultant within 15 days of receipt of the invoice and the parties agree to work together in good faith to resolve the dispute in a prompt manner.

Confidential Information

Confidential information ("Confidential Information") refers to any data or information relating to the business of the Client which would reasonably be considered to be proprietary to the Client including, but not limited to, accounting records, business processes, and client records and that is not generally known in the industry of the Client and where the release of that Confidential Information could reasonably be expected to cause harm to the Client.

The Consultant agrees to not disclose any Confidential Information which the Consultant has obtained, except as authorized by the Client or as required by law. The obligations of confidentiality will apply during the term of this Agreement and will survive indefinitely upon termination of this Agreement.

Independent Contractor

In providing the Services under this Agreement it is expressly agreed that the Consultant is acting as an independent contractor and not as an employee. The Consultant and the Client acknowledge that this Agreement does not create a partnership or joint venture between them and is exclusively a contract for service.

Notice

All notices, requests, demands or other communications required by the terms of this Agreement will be given in writing and delivered to the Parties at the following addresses:

North Lake Tahoe Resort Association	Bonnie Bavetta
100 North Lake Boulevard	PO Box 4298
Tahoe City, CA 95649	Truckee, CA 96160

Indemnification

Except to the extent paid in settlement from any applicable insurance policies, and to the extent permitted by applicable law, each Party agrees to indemnify and hold harmless the other Party, and its respective affiliates, officers, agents, employees, and permitted successors and assigns against any and all claims, losses, damages, liabilities, penalties, punitive damages, expenses, reasonable legal fees and costs of any kind or amount which result from or arise out of any act or omission of the indemnifying Party and its respective affiliates, officers, agents, employees, and permitted successors and assigns that occurs in connection with this Agreement. This indemnification will survive the termination of this Agreement.

Agreed Upon:

North Lake Tahoe Resort Association	Bonnie Bavetta
By: _____ Client	By: _____ Consultant
Printed Name: _____	Printed Name: _____
Date: _____	Date: _____

Consultant Agreement – Bavetta/NLTRA dated July 19, 2021
Scope of Work

1. Project to include determination of and execution on transitional management needs of the organization while in the process of hiring a new CEO.
2. Project anticipated to require 8 – 15 hours per week of consultant time.
3. Deliverables to include weekly reports to the Executive Committee on needs of the organization in this transitional period and requirements for resolution. Consultant will work closely with staff to best evaluate the organizational functions during this transition and to identify areas requiring support.
4. Project will commence on July 19, 2021 and continue until no later than the hire of a CEO for the organization.



MEMORANDUM

Date: September 29, 2021
TO: NLTRA Board of Directors
FROM: Amber Burke, Dir. of Marketing
RE: Northstar Business Association Community Marketing Grant – 2021.2022 Fiscal Year

Action Requested:

Approve the 21.22 Northstar Business Association Community Marketing Grant of \$10,000 to support a paid media opportunity with Pinkbike.

Background:

The NLTRA budgets \$30,000 annually to be used for business association marketing grants each fiscal year. The three business associations eligible for a \$10,000 grant each, are Squaw Valley Business Association, Northstar California and the West Shore Business Association.

For the 21.22 fiscal year, Northstar submitted a proposal to utilize their \$10,000 grant towards a paid media sponsorship opportunity with Pinkbike, one of the largest endemic mountain biking media outlets. The funds will go towards hosting Pinkbike representatives at the Northstar bike park to capture POV video content and photos.

The In-Market Tourism Development and Tourism Development committees both approved the planned usage of this funding and support the project.

Fiscal Impact:

\$10,000

- Designated funds were included in the approved 21.22 budget.

Attachments:

- 21.22 Northstar and Pinkbike Business Association Grant Proposal



NLTRA x Northstar California 21.22 Business Association Grant Proposal
(Summer 2021)
As of August 5th, 2021

PREFACE

Northstar is requesting to use the funds from the 2021/22 Business Association Grant to support funding for a paid media sponsorship with Pinkbike, one of the largest endemic mountain biking media outlets. As the State of California has now fully reopened, Northstar is partnering with Pinkbike in the aim to help jumpstart travel back to the North Lake Tahoe Region and drive awareness of the Northstar Mountain Bike Park, the largest mountain bike park in Northern California.

BACKGROUND

Northstar will use the Grant funds to run an online campaign – First Impressions – highlighting the Northstar Bike Park as well as biking options in the region with Pinkbike, the “World’s largest online cycling community and news source” (Pinkbike). As part of their itinerary, we’d look to host them with Village vendors and make sure they can attend any events/activities are going on. We’d also love to explore partnering with NLTRA partners to host the team with lodging closer to the Lake if possible.

Pinkbike, recently acquired by Outside, the outdoor lifestyle magazine, is a one-stop-shop for everything bike related. Pinkbike’s website acts as a blogging forum as well as a large marketplace for bikes and equipment. Pinkbike’s YouTube channel covers anything from bike reviews to high quality race previews and highlights. Pinkbike currently has 518k subscribers on YouTube with videos seeing 100k+ views on average. Pinkbike has an even larger following on Social Media with 1.4 million followers on Instagram.

OVERVIEW

With the assumption of more guests coming into the region and resort to visit the bike park, and the overall growth of the mountain bike industry, Pinkbike offers a quick overview of what to expect when visiting a new park. Via POV GoPro filming, Pinkbike Presenters ride the resort’s most noteworthy trails, speaking on dirt conditions, technical features and overall flow while highlighting the history of the resort, region, or notable riders from the area. In the write-up Pinkbike focuses its text around a photo gallery while also giving recommendations on dining, accommodations and other activities the area provides to create an epic mountain biking trip. Highlighting Northern California as the birthplace of mountain biking, the Truckee Trails Foundation, and world famous trails such as The Flume and Lake Tahoe Rim Trail are examples of regional talking points throughout the video and write-up. Accommodations may include resorts close to the action as well as those with incredible lake views to make the trip especially memorable.

EXECUTION

Funds provided from the Grant will go towards the following:

- 10-12 minute POV style video showcasing the quality of the riding your region has to offer across multiple trail levels - blue, black, double black - hosted and promoted on Pinkbike’s YouTube Channel
- 20 photos accompanied by 500 word overview of your destination - Accommodation, food, bike shops, trail associations





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MEMORANDUM

Date: October 6, 2021
TO: NLTRA Board of Directors
FROM: Katie Biggers, Sr. Event Specialist
RE: UCI Gravel World Championship - Northstar Contract

Action Requested:

Review and possible commitment with Northstar California Resort to sponsor the 2022 UCI Gravel World Championships taking place at Northstar California, October 5-8, 2022 with a \$175,000 sponsorship. Staff will bring the final contract for approval to the November 3rd NLTRA Board of Directors Meeting.

Background:

USA Cycling, the governing body for cycling in the US, has secured the rights to host the first ever Gravel World Championships and controls the event for 2022-2024.

As presented to Tourism Development last month, Northstar California Resort was approached by USA Cycling to partner as the host venue for the event. The event has the potential to increase awareness of North Lake Tahoe as a world class destination and to expand Northstar's visibility with a large international audience. The event aligns with Northstar's strategy to utilize their bike park to attract off-peak visitation to both the resort and the village.

There has never been a National or World Championship, sanctioned by the UCI and awarding a "Rainbow Jersey" The Lake Tahoe region can be home to the first ever gravel world championship.

They have developed a course that requires very limited road closures, uses existing fire roads and bike paths, and can allow for a sustainable event that can help establish Lake Tahoe and Northstar California as a major gravel racing region.

This race will also give North Lake Tahoe “UCI Bike City” designation which has lasting effects for destination travel. North Lake Tahoe would join cities from around the world, such as Copenhagen and Paris, that have received the designation due to “their commitment of developing cycling at all levels, from elite competition to the use of bikes for leisure and as a means of transportation.”

Northstar California and USA Cycling expect 1500-2000 participants and 2.5 guests in total per participant. With a 5 Night Average stay. Similar events have had an economic impact of \$6-10M for hosting communities.

Entry Fees are expected to be \$250 (Consistent with the events referenced above) and this income will be used to offset the costs of the World Championship.

Media information is attached in the deck provided by Northstar California Resort.

Deliverables are available in the draft contract, attached.

The staff's proposed payment schedule is as follows:

- First Payment of \$87,500 (50%) will be made on August 1st, 2022
- Second Payment of \$87,500 (50%) will be made on October 1st, 2022

Fiscal Impact:

\$175,000

EVENT SPONSORSHIP AGREEMENT

UCI Gravel Bike World Championships at Northstar California

This EVENT SPONSORSHIP AGREEMENT (this “Agreement”) is made and entered into between TRIMONT LAND COMPANY dba NORTHSTAR CALIFORNIA (“Producer”), and the NORTH LAKE TAHOE RESORT ASSOCIATION, LLC, a California nonprofit corporation (“Sponsor”).

1. Event. Trimont Land Company is the venue and partial operator of the “2022 UCI Gravel Bike World Championships” which will take place on October 5-8, 2022 at Northstar California, Placer County, California (the “Event”). Sponsor desires to obtain, and Producer desires to grant, sponsorship rights to the Event, as set forth in this Agreement.
2. Obligations of Producer/Event to Sponsor: Sponsor will be incorporated into the Event marketing and will receive the following benefits:
 - a) Sponsor’s name and logo shall be included on digital, print and grassroots media pertaining to the event where applicable.
 - b) Sponsor’s logo/web address/social handles/hashtags shall be included in all event collateral, posters, websites, social media, on-site signage, etc. where applicable. Sponsors is to be mentioned as a sponsor of the event wherever possible.
 - c) Sponsor’s name and logo shall be included on the Northstar Event website home page and sponsor page, listed as a partner, with a link to GoTahoeNorth.com.
 - d) Producer will include regional information on Northstar event website and in participant communications, promoting additional activities in the region to encourage longer regional stays.
 - e) Sponsor information will be included in a minimum of two (2) Northstar Event E-blasts/newsletters. Content will be created collaboratively and approved by both parties.
 - f) Producer will highlight the North Lake Tahoe destination in a minimum of two (2) destination specific posts on event social media channels. Content will be created collaboratively and approved by both parties.
 - g) Sponsor shall be included in daily PA announcements during the Event.
 - h) Producer will list event on GoTahoeNorth.com event calendar no later than 90 days prior to event.
 - i) Producer will make reasonable efforts to partner with lodging properties within Placer County in regard to the event and track overnight lodging as a result of the event.
 - j) Producer will provide Sponsor with images and video for use in promoting both the event and the region.
 - k) Sponsor is granted ability to use the official Event trademarks and logos in promotions, marketing material, website and the like.
 - l) Sponsor shall receive twenty (20) complementary VIP area tickets/entries.
 - m) Sponsor shall receive twenty (20) complementary tickets/entries which can be used for giveaways and/or staff.

- n) Sponsor shall receive 10X10 booth space in prime location during expo that Sponsor will staff at the Event base area.
- o) Producer will provide a post-event recap report within 45 days of the event.
- p) Producer will conduct a post-event survey including the NLTRA specific questions and include results in the post-event report.
- q) Inclusion of North Lake Tahoe Destination video on Northstar event page of the 2022 UCI Gravel World Championships.
- r) Inclusion of destination content in pre-arrival athlete emails, event briefs, Official Race Book, and emails to teams and riders.
- s) During the event, Producer will shoot 5 videos which will show a variety of the region. Sponsor will be recognized in the videos and will have rights to utilize the videos through Sponsor owned channels.
- t) Inclusion of the North Lake Tahoe logo on event swag (staff/volunteer shirts, athlete shirts/hats, awards, etc.)
- u) North Lake Tahoe branded race tape at start and finish line.
- v) North Lake Tahoe branding on podium.
- w) Option to partner on a media reception the day before the race.
- x) USA Cycling/UCI Benefits, guaranteed by Producer:
 - a. Article on front page of USA Cycling website highlighting North Lake Tahoe.
 - b. Link to North Lake Tahoe lodging properties will be included in registration communications immediately upon registration.
 - c. A minimum of 5 Sponsor dedicated social posts on USA Cycling and partner channels. Sponsor will provide content for each post.
 - d. Paid digital on Google Stack and FB & IG display banners.
 - e. Mention on pre-arrival marketing materials with lodging, activity info, and where to stay; suggestions for exploring the area following the event. Sponsor will provide content for inclusion.
 - f. Logos on merchandise, banners, and other marketing materials.
 - g. Community and region highlight via GCN – Global Cycling Network. Northstar will produce the video content, with Sponsor input, and then final approved video will be distributed through GCN channels.
 - h. PR Agency (TRUE Communications) support via USA Cycling
- y) Prior to the Event, Producer will procure and maintain, through the end of the Event, liability insurance in amounts not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate that provides coverage for the Event. Producer will name Sponsor, its members, directors, officers, employees, agents, attorneys, representatives and volunteers as additional insureds on said policy or policies and provide Sponsor with an endorsement or endorsements to said policy or policies evidencing such coverage.
- z) Should the Event be canceled or postponed for a period of six months or more after the above-stated Date of Event due to an act of God, natural disaster, inclement weather, catastrophe, pandemic, disease, accident, or fire immediately upon such cancellation or postponement, Producer shall return to Sponsor all the sponsorship funding which has not been spent by Producer. Upon cancellation or postponement, Sponsor's obligations to Producer per this Agreement shall terminate.

3. Obligations of Sponsor to Producer/Event:

- a) Sponsor shall provide a \$175,000 cash sponsorship to the Event:
 - i. **First Payment of \$87,500 (50%) will be made on August 1st, 2022**
 - ii. **Second Payment of \$87,500 (50%) will be made on October 1st, 2022**
- b) For any and all joint marketing efforts to promote the Event, both organizations will work together on the materials and will have joint approvals.
- c) Producer will provide Sponsor an acceptable Certificate of Insurance naming Sponsor as an additional insured (\$1,000,000 per occurrence, \$2,000,000 general aggregate).

4. Economic Impact Assessment. Producer and Sponsor shall work together to share available information and data to develop and economic impact analysis of the Event.

5. Use of Producer's Intellectual Property by Sponsor. Sponsor hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of Producer, including, without limitation, the Event Marks; the Event (collectively "Producer Property"); and all accounts, descriptions, pictures, videos, audio, reproductions, recordings, memorialization or other information concerning or in connection with the Event, belong exclusively to Producer, (ii) Sponsor is hereby provided a limited license to use Producer Property only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Sponsor to use such Producer Property shall immediately cease, (iii) Sponsor will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to Producer Property, (iv) all uses of Producer Property by Sponsor, and all goodwill therefrom, inure to the benefit of Producer, (v) any permitted use of Producer Property may be used only to indicate a sponsor relationship with the Event and/or for event promotions across Sponsor marketing and PR channels, and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by Producer, and (vi) Event Marks must be used in a complete format, and no abbreviated uses are permitted.

6. Use of Sponsor's Intellectual Property by Producer. Producer hereby acknowledges and agrees that (i) all right, title and interest in the name, logos, trademarks, copyrights and other intellectual property rights of Sponsor, including, without limitation, web addresses, social hashtags and social handles (collectively "Sponsor Property"), belong exclusively to Sponsor, (ii) Producer is hereby provided a limited license to use Sponsor Property only in the manner and for the uses expressly permitted hereunder, and upon expiration or termination of this Agreement, all rights of Producer to use Sponsor Property shall immediately cease, (iii) Producer will not adopt or use any term, work, mark or designation which is in any respect confusingly similar to Sponsor Property, (iv) all uses of Sponsor Property by Producer, and all goodwill therefrom, inure to the benefit of Sponsor and (v) any permitted use of Sponsor Property may be used only to indicate a sponsor relationship with the Event and will use ownership marks (such as ® or ™) and designations (such as "An Official Sponsor") as directed by Sponsor.

7. Relationship of the Parties. The relationship of Sponsor and Producer hereunder shall be solely that of independent contractors and nothing herein or in any related document or representation shall be construed to create or imply any relationship of employment, agency, partnership, joint venture or any relationship other than that of independent contractors. Sponsor and Producer acknowledge and agree that each of them is engaged in a separate and independent business and neither shall state, represent or imply any interest in or control over the business of the other.

8. Indemnity. Producer agrees to defend, indemnify and hold harmless Sponsor, its members, directors, officers, employees, agents, attorneys, representatives and volunteers, from and against any and all expenses, liabilities, damages and claims ("Claims") arising from Producer's use of the sponsorship funding provided under this Agreement or from any other term or provision of the Agreement, including without limitation, all attorneys, accountants, and other professional fees incurred by Sponsor in defense of any action, suit or other proceeding which may be brought against the Sponsor as a result of any action or inaction of Producer, and Producer further agrees that it will pay or satisfy any judgment which may be rendered against Sponsor arising from such claims.

9. Governing Law, Venue and Attorney Fees. This Agreement shall be governed by and interpreted in accordance with the laws of the State of California. Any lawsuit, proceeding or other attempt to enforce, construe or to determine the validity of this Agreement shall be commenced and maintained only in the Superior Court in and for the County of Placer, State of California. In any lawsuit, proceeding or other attempt to enforce, construe or to determine the validity of this Agreement, the prevailing party shall be entitled to an award of its attorneys' fees, costs, expert witness fees, fees of consultants and court costs incurred in connection therewith, in addition to any other relief awarded.

10. Sole Agreement/Amendment: This Agreement represents the entire agreement between Sponsor and Producer and supersedes any and all or prior agreements, negotiations or proposals related to the subject matter of this Agreement. This Agreement shall not be amended except by written agreement signed by both parties. No consent to any departure by Producer from the limitations on use of the Funding contained in this Agreement shall be effective unless in writing and signed by an officer of Sponsor and then only in the specific instance and for the specific purpose given.

11. Counterparts; Scan/Facsimile. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original but all of which taken together shall constitute one and the same instrument. This Agreement may be executed and delivered by exchange of scanned or facsimile copies showing the signatures of the parties hereto. Such copies showing the signatures of all Parties hereto shall constitute originally signed copies of the same Agreement requiring no further execution. This Agreement may be enforced by any of the Parties upon scanned or facsimile signatures.

IN WITNESS WHEREOF, the parties have caused this document to be executed on the date indicated by their signatures below.

NORTH LAKE TAHOE RESORT ASSOCIATION, LLC

TRIMONT LAND COMPANY

By:

By:

Name: Bonnie Bavetta

Name: Deirdra Walsh

Title: Interim CEO

Title: Vice President/General Manager

Date:

Date:



July 16, 2021

Susan Whitman, Vail Resorts
Sent to: sswhitman@vailresorts.com

Dear Susan,

We are very excited about holding the 2021 UCI Gravel World Championships at Northstar on October 1/2 2022. With your confirmation we are ready to begin the contractual agreement with Vail Resorts and to form a Local Organizing Committee to begin the project. The attached document outlines the specific requests we have of Northstar. Most of the requests are tied to the Northstar Venue. Your confirmation of these terms will allow us to begin working with Vail to put a formal agreement in place.

We have identified a World Championship Course that includes two loops that would have the race start on the Northstar Property, pass through the village 2x (increasing fan engagement) and finish on the property with very minimal road crossings and closures. The course will highlight the beauty of both Lake Tahoe as well as the Northstar property and will have very minimal impact on the local community.

We also would like Deirdra to lead the Local Organizing Committee specifically with Truckee and the local Visitors Bureau as we believe local and embedded community partners will help outline how this Gravel World Championship will establish the area as a sustainable gravel destination for many years to come.

Please confirm Northstar's acceptance of the terms outlined and advise us who from your team will lead the contract process. From USA Cycling, Chuck Hodge and I will stay on point and Shane Garman our legal counsel will connect with your designate to get the contract completed. With your approval we will have about a month to advance the agreement ahead of a September communication.

Hosting the first ever UCI Gravel World Championship will establish Northstar and Lake Tahoe as a global gravel destination, we look forward to a productive and exciting relationship.

Sincerely,

Rob DeMartini
CEO & President, USA Cycling

CC: Chuck Hodge & Shane Garman, USA Cycling

Local Organizing Committee Requirements

USA Cycling is seeking the following services from Northstar as part of a partnership for the first UCI Gravel World Championships. The items below are focused on the Northstar property and owned venue, with USA Cycling and its Operations Team focused on the broader course and community. USA Cycling does desire Northstar to be an integral part of a Local Organizing Committee (LOC) made up of local stakeholders who will provide input and support for the entire event.

Northstar Provided Services

SECURITY/POLICE SERVICES – Northstar will obtain all necessary local security or police services to provide safe road closures inside their venue/property. Needs may include fixed-post traffic positions, traffic control, crowd control, overnight security in expo/finish area beginning three nights prior to the event start and continuing one evening post-event, enforcing no-parking zones and maintaining general public safety.

VENUE/COURSE - Northstar will provide a venue within their property with a completely closed start and finish area which may contain paved and/or grass/dirt sections. This venue must be available 5 days before the start of the event for venue construction. Northstar is responsible for any costs associated with securing the venue. Northstar is responsible for all restoration to the grounds that may be required.

PERMIT SERVICES – Northstar will obtain all necessary permits for their venue/property, which may include:

- City and county permits for stages, tents, electrical, health, alcohol, encroachment, sound and road closures
- Parking - both on and off the street
- Alcoholic beverages - consumption in public, if served at a start, from cups, bottles and cans, in a private VIP area
- Road closures and use – all permits required for the closure and use of roads for setup and racing. (includes permits for construction of staging, tents, wiring and electrical, portable generators, power equipment and a fork lift)
- Construction Permits - Includes permits for construction of staging, tents, wiring and electrical, portable generators, power equipment and a fork lift
- Special and ancillary events - pre-event and race day(s)
- Banners and signs - hanging and display of pre-event, race day advertising and sponsor banners
- Concession sales -on-site merchandise and concession stands as requested by race organizers

EMT/EMS SERVICES – Northstar will provide EMT/EMS services for the participants and general public within their venue. Placement of EMT/EMS services will be decided by the event's race director. This includes a minimum of (1) one on-site ambulance and a first-aid area.

Local Organizing Committee Requirements

RESIDENT/BUSINESS NOTIFICATIONS – Northstar will notify all properties and businesses within their venue.

WASTE MANAGEMENT – Northstar will provide waste management, trash removal services for the Event within their venue. Necessary supplies and services include: trash containers, roll off containers, dumpsters, recycling containers, and the crews to empty full containers. Also needed are crews to restore the venue to its original appearance, meaning removal of trash from streets, parking lots, parking garages, curbs, etc.

WEBSITE LANDING PAGE – The partner venue will create a landing page for local information for participants and spectators. This page should include lodging information, information about the area, and other activities that travelers can make plans to participate in. This page will be linked to from the USA Cycling event page. Page must NOT include race specific information like race schedule, registration information, course maps, rules etc., but may link back to the USA Cycling page for that information.

EXPO AREA/FESTIVAL – In conjunction with USA Cycling, Northstar will coordinate the expo and finish festival managing the following:

- Allocation of a suitable area for the tech expo and/or festival
- Handle all festival permits and associated fees
- Electricity and waste management
- Parking for vendors
- Pro Teams should have a set aside area for support. Northstar and USAC to split any net fees.
- USAC and USAC sponsors have rights to any space needed in the expo at no charge
- USAC must approve expo layout before it is finalized with expo participants
- USAC to lead sells efforts with industry partners
- Adequate food and beverage supply for “party like” atmosphere post event

USAC and Northstar will share net proceeds on expo sales on a 50/50 basis. Northstar will retain all revenue from food and beverage sales for the post event party, and through facilities on site.

HOTEL ACCOMMODATIONS FOR STAFF

STAFF ROOMS – Northstar will work with local partners to provide up to 100 room nights to be used from seven days before the event to two days after.

HOTEL REQUIREMENTS – The hotel should meet the following requirements:

- USAC Hotel Sponsor, if any, must be given first right to provide the necessary rooms
- No more than one hotel property is preferable
- Hotel must be a minimum of a 3-star hotel property
- Hotel must be within close proximity to the finish line
- Hotel property must be pre-approved by USA Cycling
- Hotel must provide free parking and internet to staff

Local Organizing Committee Requirements

SITE VISITS– Northstar will work with local partners to provide 20 hotel room nights per year to be used anytime during the year for pre-planning purposes by USA Cycling or Operations Team.

AUXILIARY SPACES

Northstar will provide the following auxiliary spaces 48 hours leading up to the event start to 1 day after the event finish:

OPERATIONS ROOM – A medium room for 15-20 people at the race venue with wireless internet access. Needed from three days before event day until one day after. May be partitioned from registration room.

- 10 chairs and six 6' skirted tables
- Ten 110V outlets and power strips

REGISTRATION/PACKET PICKUP ROOM – Area open 1 day before the start of the event (set up 2 days before the event) for participants to pick up number plates and register for the event. Requires approximately 1,000 square feet. Below are the elements that the Registration Room must have:

- 10 chairs and six 6' skirted tables
- Ten 110V outlets and power strips
- Access to one high speed copier which can collate and staple. Copier will be delivered and installed and should print a minimum of 30-50 pages per minute. Copier should come with a service agreement that includes on-site maintenance, if necessary (can share this copier with media work room if areas are adjacent to each other)
- Wireless high speed internet capability with minimum 10 MB upload to accommodate 10 users
- Sufficient trash and recyclable cans

WEBCAST PRODUCTION ROOM AND SERVICES – If USA Cycling elects to do a webcast of the event, Northstar will provide an area for the production crew which shall include access to a dedicated line internet connection, established near or at the finish line or space available in the expo for a production truck. This line should be able to handle a high speed Internet connection speed with a minimum of 20 Mbps of upload/download speed.

ANTI-DOPING FACILITY – Northstar must provide a drug control facility that meets United States Anti-Doping Agency (USADA) specifications. The area must provide the following (subject to change per USADA's changing regulations):

- A location that includes men's and women's restroom (cannot be open to the public) comprising the following:
- Comfortable waiting area with chairs for athletes
- Separate room or partition for paperwork formalities
- Separate bathroom facility with sink
- Clean, private and secure, with no access by public or press
- Access to a telephone
- On the venue grounds – preferably within 400 meters of the finish

Local Organizing Committee Requirements

- Temperature controlled
- Four six-foot table, 16 chairs, and full sized trash cans
- Coolers with ice or a refrigerator
- 6-10 sealed drinks (juice, water, and electrolyte drinks) per athlete tested
- Sealed snack food

MEDIA WORK ROOM– LOC will provide a Media Work Room that must meet the following requirements:

- Approximately 2,000 heated square feet
- No more than 500 meters from the finish line area
- Remain operational until 9:00 PM each day
- 50 chairs
- Fifteen (15) 6' skirted tables
- Ten (10) 110V outlets and a power strip for each table
- High speed copier which can collate and staple. Copier will be delivered and installed in the media office and should print a minimum of 30-50 pages per minute. Copier should come with a service agreement that includes on-site maintenance, if necessary
- Wireless high-speed internet capability to accommodate 100 users with speeds not less than 20 Mbps of upload/download speed
- Sufficient trash and recycling containers

COMMISSAIRES MEETING ROOM – A small conference room for 8 to 10 people at the race venue with wireless internet access. Needed from noon until the completion of competition on event day.

PARKING REQUIREMENTS

Northstar will provide the following parking and suggested directions to each parking area:

- **STAFF HOTEL PARKING** –Headquarter Hotel parking lot at no cost (see hotel information)
- **EVENT PARKING** – Requires a sizable lot(s) within close proximity of the finish area for approximately 1500. Some teams can travel with a motor coach, trailer and support vehicle.
- **CREW PARKING** – Parking must be secured for the construction crew's vehicles at the Start/Finish location.
- **MEDIA PARKING** – Free parking for 30 local and visiting media vehicles within close proximity of the press work room/press conference.
- **STAFF EVENT PARKING** – Requires parking for approximately 20 vehicles adjacent to the finish line location.
- **VIP PARKING** – Space for 30-50 VIP's. This space may be branded by a USAC sponsor.

UCI Gravel World Championship Discussion

Background:

USA Cycling, the governing body for cycling in the US has secured the rights to host the first ever Gravel World Championships and controls the event for 2022-2024

Currently, Gravel is the fastest growing cycling discipline and events like Unbound Gravel (Emporia Kansas) Steamboat Gravel (Steamboat CO) Belgian Waffle Ride (San Diego and Southern Utah) are drawing 1500-4000 riders. Gravel events are "Mass Start" and include Pros, Retired Pros, Age Group Cyclists and many cyclists that are new to organized events.

There has never been a National or World Championship, sanctioned by the UCI and awarding a "Rainbow Jersey" The Lake Tahoe region can be home to the first ever gravel world championship.

After significant research we would like to host the event on 10/8 at NorthStar Resort (Events 10/5-10/8)

We have developed a course that requires very limited road closures, uses existing fire roads and bike paths, and can allow for a sustainable event that can help establish Lake Tahoe and NorthStar as a major gravel racing region.

The UCI is asking us to secure a host partner and region quickly so communication of this first event can be communicated at the UCI Road World Championship in Belgium in mid-September 2021.

The Course

See Attached course map and list of required permitting authorities and outlines road closure and controlled areas for the World Championship.

USA Cycling and Medalist Sports has connections with many of the permitting organizations and has previous experience hosting The Tour of California.

We believe that our next step is a coordinated approach with NorthStar and The North Lake Tahoe Resort Association to Truckee leadership to secure support and approval.

Business Terms Required:

USAC as the host organization is not requiring a fee from the Partner (NorthStar & NTLA)

USAC does require outlined "run of the facility" to host an expo, and the business support for a World Championship.

USAC does request support from NorthStar and NTLA the use of 100 rooms at providers expense to offset the cost of conducting the event. These rooms would be 15% ahead of the event and 85% during the event.

USAC does request in kind support from NTLA & Truckee for CHP/Police support of road closures and controls

Budget outlined does not include \$250K estimate of TV production and distribution which will be distributed globally, featuring NorthStar, North Lake Tahoe and Truckee. GCN is the current targeted partner – Not confirmed.

Participants & Guests:

We expect 1500-2000 participants and 2.5 guests in total per participant. Similar events have had an economic impact of \$6-10M for hosting communities.

Entry Fees are expected to be \$250 (Consistent with the events referenced above) and this income will be used to offset the costs of the World Championship.

~~Take the stage.~~
~~Make the stage.~~

Be the stage.

Providing the first-ever UCI Gravel World Championships
a worthy home.



1893

First Track World Championships | Chicago

1921

First Road World Championships | Copenhagen

1950

First CX World Championships | Paris

1990

First MTB World Championships | Durango

2017

First Urban Cycling World Championships | Chengu

2022

First Gravel Cycling World Championships | Northstar - Tahoe

Gravel growth & event economics

The world's largest single-day bike race, takes place in Emporia, KS. Starting in 2006 with just 34 racers, the event has grown into a four-day, family-friendly festival with a 100+ booth expo, and five separate races.

Outside of e-bikes, Gravel is globally the fastest-growing bicycling segment

\$450M

Domestic gravel bike sales

\$2B

Global gravel bike sales

Unbound Gravel

4,000

Total riders

Garmin

Primary sponsor

50 | 38

States | Countries

5 minutes

Time to sell out

\$5.5M

EI in one weekend



Cycling destination growth follows participation growth

Even prior to COVID new cycling destinations were emerging. Post-COVID growth is staggering and mirrors general bicycling participation growth.

Trinidad, CO | Pony Xpress
Steamboat Springs, CO | SBT GRVL
Beaver, UT | Crusher in the Tushar
North County, CA | Belgian Waffle Ride (BWR)
Hendersonville, NC | BWR
Cedar City, UT | BWR
Lawrence, KS | BWR

>168%

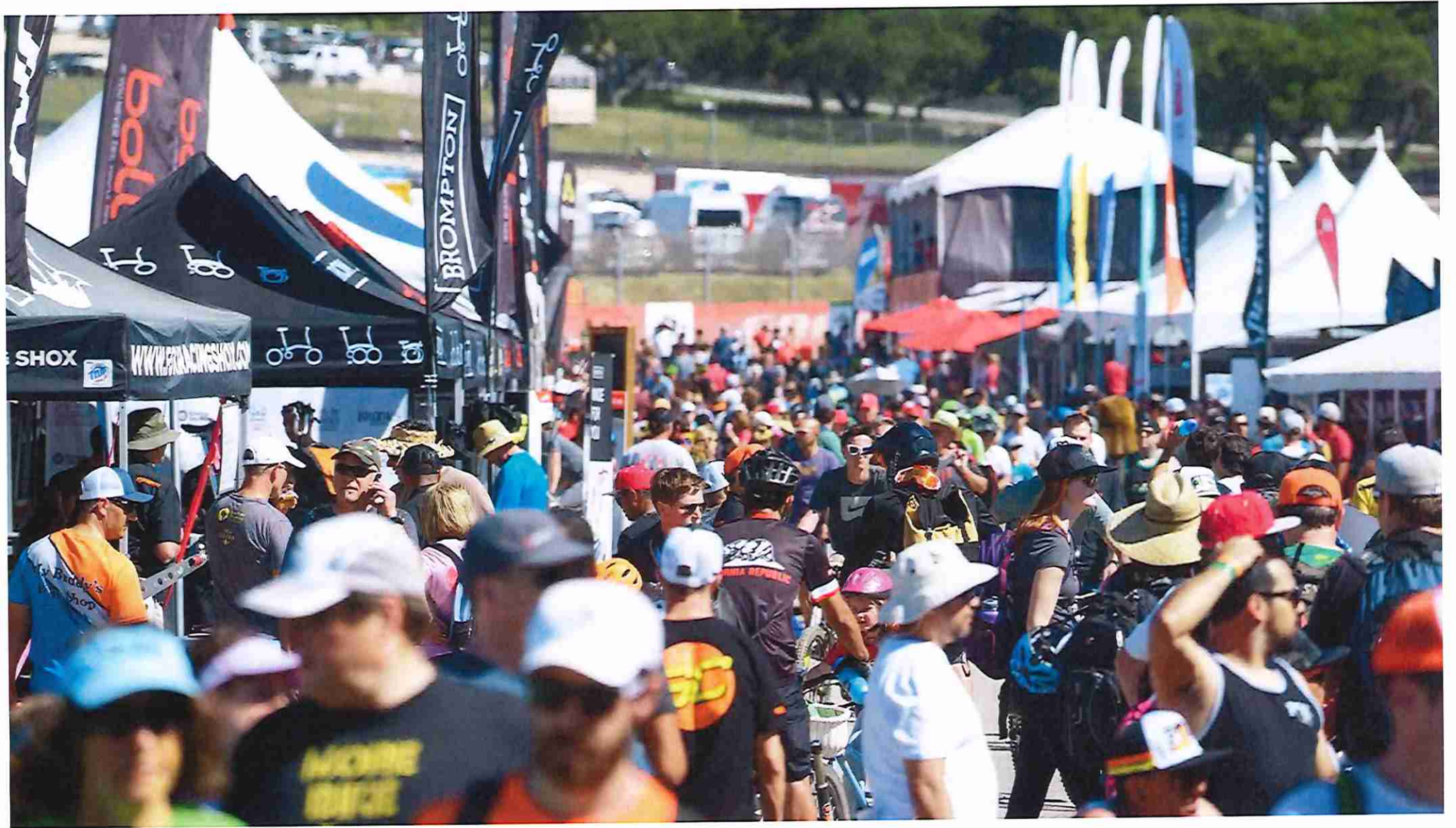
YoY cycling participation growth

>80%

YoY bike vertical growth (\$9B annually)

\$137M

Annual bicycling economic benefit to NW Arkansas



An international multi-day, family-friendly festival in the off-season

Our vision: a 3-year, 3- to 4-day international festival for pros, amateurs, their families and friends when resorts need it most: the shoulder-season between summer and winter.

Year 1

Ca. 2,000 racers | 3,000 attendees

Year 2

Ca. 3,000 racers | 4,500 attendees

Year 3

Ca. 4,000 racers | 5,550 attendees

Sponsorship



Requirements for success

A new **UCI World Championship** is a once-in-a-lifetime event. This event will be the world stage of cycling when it takes place: success is the only acceptable outcome. That success requires:

Iconic, world-class destination with global awareness and appeal

World-class terrain and course design

Alignment with local community for permitting, enclosures, and security

Facilities access for expo, entertainment, media, and managing the business of a World Championship

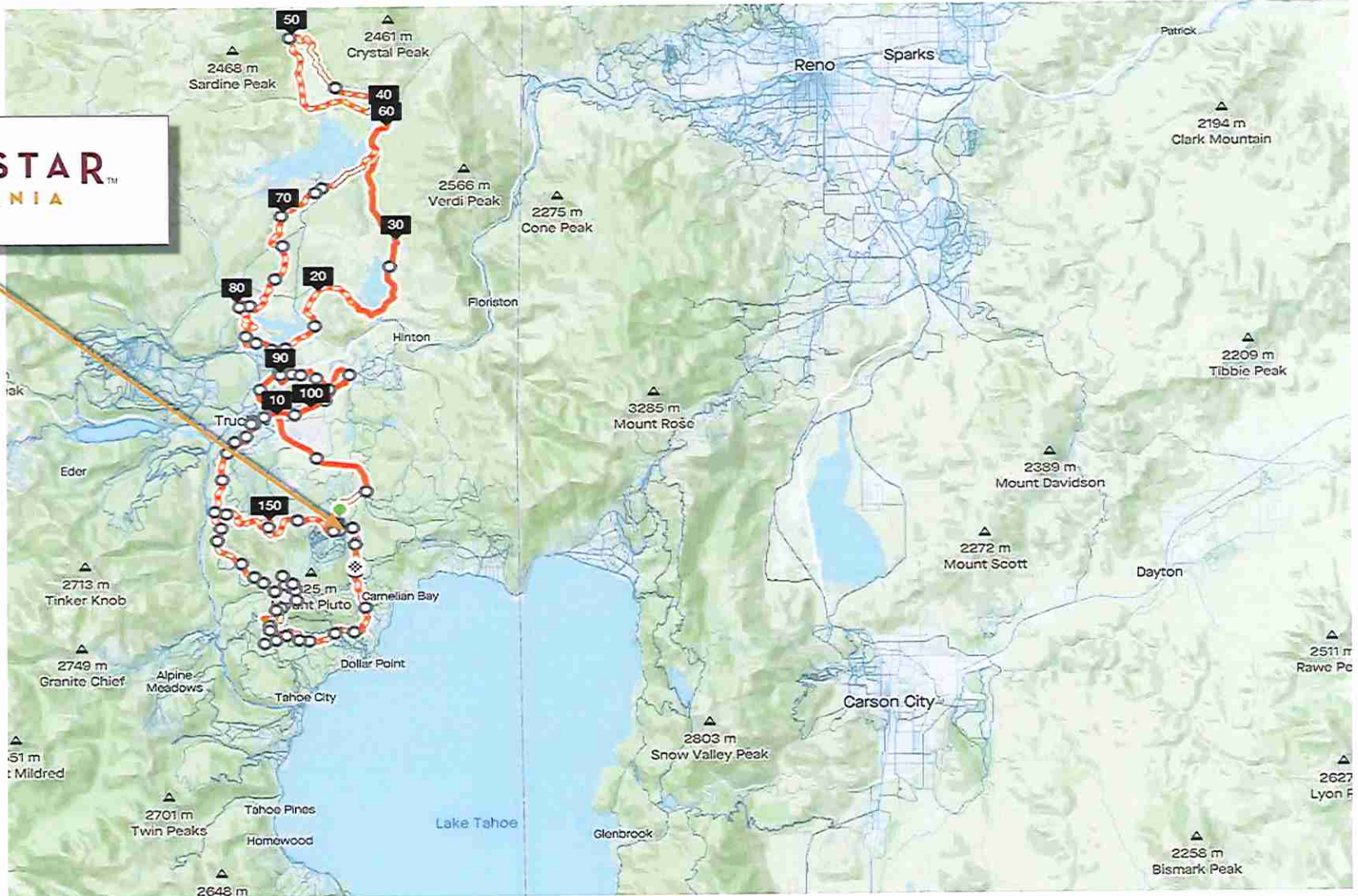




182 Km | 114 Miles

Elevation Gain
2,953 M | 9,888 Feet

31% Paved | 69% Dirt



UCI World Championships economic impact results

Innsbruck, Austria 

UCI Road World Championships
22-29 September

Attendance reached over half a million throughout the Championships, driving a €39.8mn boost to the Tirol economy

Attendance	560,000
International visitors	100,000
GVA impact	€39.8mn
Employment impact	720
Average visitor stay	4.1 nights
Daily spend per visitor	€110

Lenzerheide, Switzerland 

UCI Mountain Bike World Championships
5-9 September

The five day festival of cycling brought 30,000 visitors into Lenzerheide generating €11.5mn for the regional economy

Attendance	65,000
International visitors	3,000
GVA impact	€11.5mn
Employment impact	190
Average visitor stay	2.1 nights
Daily spend per visitor	€110

Varese, Italy 

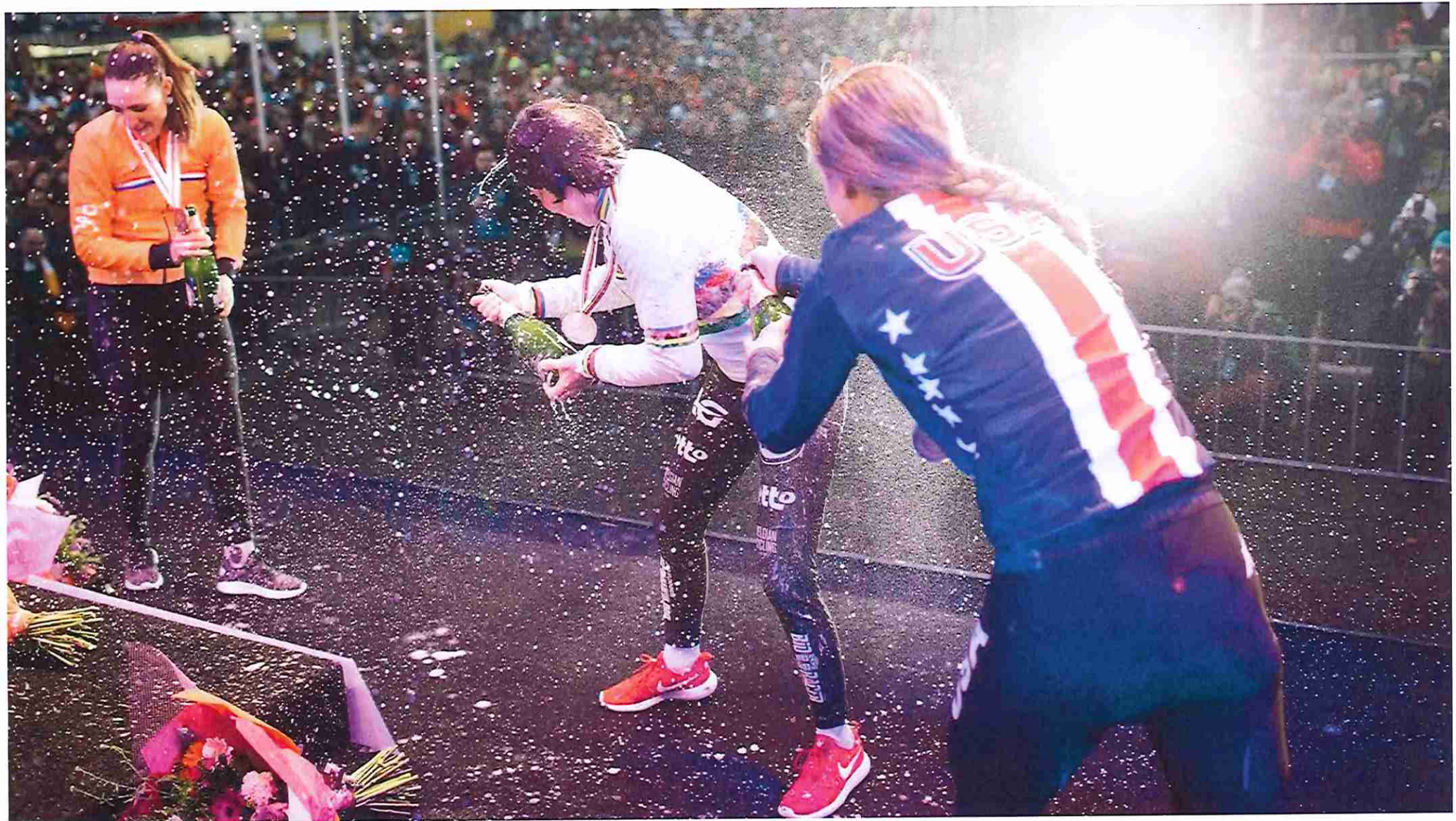
UCI Gran Fondo World Championships
30 August-2 September

Over 3,100 amateur cyclists contributed to a hugely popular event that provided significant benefits to the local tourism industry

Attendance	1,770
International visitors	1,670
GVA impact	€4.4mn
Employment impact	70
Average visitor stay	5.1 nights
Daily spend per visitor	€165

GVA impact assumes an average daily spend >2X higher than Varese, IT due to significantly higher accommodation and food & drink costs. Average spend per person per night in Varese: accommodation, 76 Euro; food & drink, 44 Euro.

LOCATION DATE	EVENT TYPE	SPECTATORS ATTENDANCE	GVA IMPACT	LOCAL EMPLOYMENT IMPACT	AVERAGE VISITOR STAY
Innsbruck, Austria 2018	Road World Championships	200,000 560,000	39.8M Euro	720	4.1 Nights
Lenzerheide, Switzerland 2018	MTB World Championships	30,000 65,000	11.5M Euro	190	2.1 Nights
Varese, Italy 2018	Gran Fondo World Championships	3,100 (riders) 1,770	4.4M Euro	70	5.1 Nights
Bergen, Norway 2017	Road World Championships	175,000 765,000	25M Euro	350	3.3 Nights
Northstar, California USA	Gravel World Championships	3,000 (riders) 1,500	9M USD (est.)	75 - 100 (est.)	5 Nights (est.)



Thank You!

Rob DeMartini, CEO

Bob Stapleton, Chairman

Brendan Quirk, Vice-Chairman

Chuck Hodge, Chief of Events



GCN
INTRO



GCN COVERAGE

Our ecosystem of outlets looks to provide end-to-end engagement for users at all levels



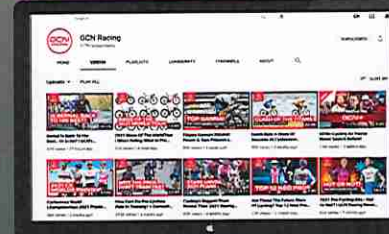
PRE-RACE

Event previews and insights



DURING

Unrivalled LIVE coverage, quizzes and analysis in up to 8 languages



POST EVENT

News and post race reflection in our regular shows

Via our numerous outlets, channels, platforms, and products, we are well on our way to providing racing fans with the most complete coverage of the world's greatest bike races.



ALWAYS ON

Evergreen content that stays relevant year round keeps viewers and interested parties in the loop whenever they crave insight.

This also supports the reach for any partners.

HOW WE WORK WITH BRANDS

Credibly integrating brands to reach a truly engaged and receptive audience

1: PARTNERSHIPS

Become a key part of our channels



- Long term series & channel partnerships that integrate your brand into our day-to-day content
- Multiple opportunities
- Connect with our audience over several years
- Builds deep consumer awareness and engagement

2: BRANDED CONTENT

Tailored content opportunities



- Single or multiple videos
- Seamlessly integrate your product into our content
- Educates the audience and deepens brand engagement to maximise effectiveness

3: ADVERTISING

Hyper-targeted pre-roll and display



- Video pre-roll and display advertising
- Target our hyper-engaged cycling audiences
- Zero-wastage
- Targeted messaging to key territories
- Video advertising drives purchase consideration and brand recall

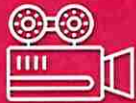
PSN Clients

We enjoy long-term relationships built on years of trust with some of the leading, most high profile brands in *and* out of the cycling world



SOCIAL VIDEO SCALE & GROWTH

LIFETIME



60k

VIDEOS PUBLISHED



3

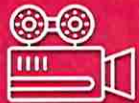
BILLION
Video Views



16

THOUSAND YEARS
WATCHTIME

2020



280+

YOUTUBE VIDEOS
PUBLISHED EACH
MONTH



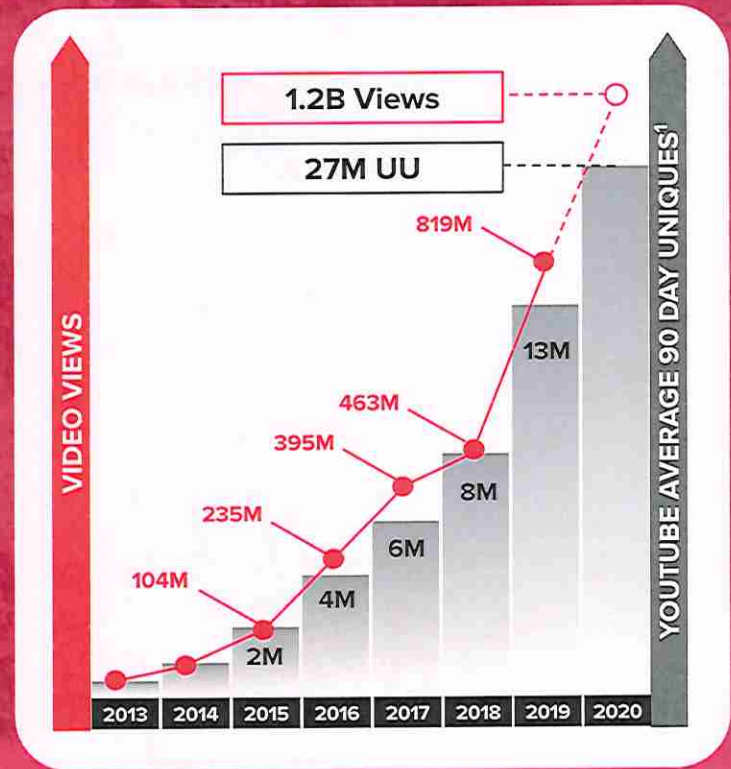
27

MILLION
PEAK 90 DAY
YOUTUBE REACH



5

MILLION HOURS
MONTHLY YOUTUBE
WATCHTIME



¹ Average 90 day YouTube Uniques Jan-Aug

WE ENGAGE ACROSS MULTIPLE CHANNELS



Our platform-agnostic approach delivers content to our audiences, wherever they are



FUELLING PASSION

- The world's largest and fastest growing cycling channel
- Ex-pro rider presenters give authenticity and unparalleled access
- Uniquely qualified insight into the dynamic and dramatic world of cycling
- GCN fuels its viewers' passion and knowledge

MONDAY

GCN Race Show

TUESDAY

GCN Show

WEDNESDAY

How To

THURSDAY

GCN Tech Show

FRIDAY

Gravel Friday

SATURDAY

Short Feature

SUNDAY

Long-form Feature

Daily longer form videos published worldwide in English + 3 videos every week in Spanish, Italian, Japanese, German, and French

GCN CONTENT

Unique content from all around the world of cycling that informs & entertains

Our core audiences' main interests are centred around cycling technology, equipment, self-development and videos that celebrate and further fuel their passion for cycling.



Cycling health



Entertaining features



Inspiring adventure stories



Exploration of key topics



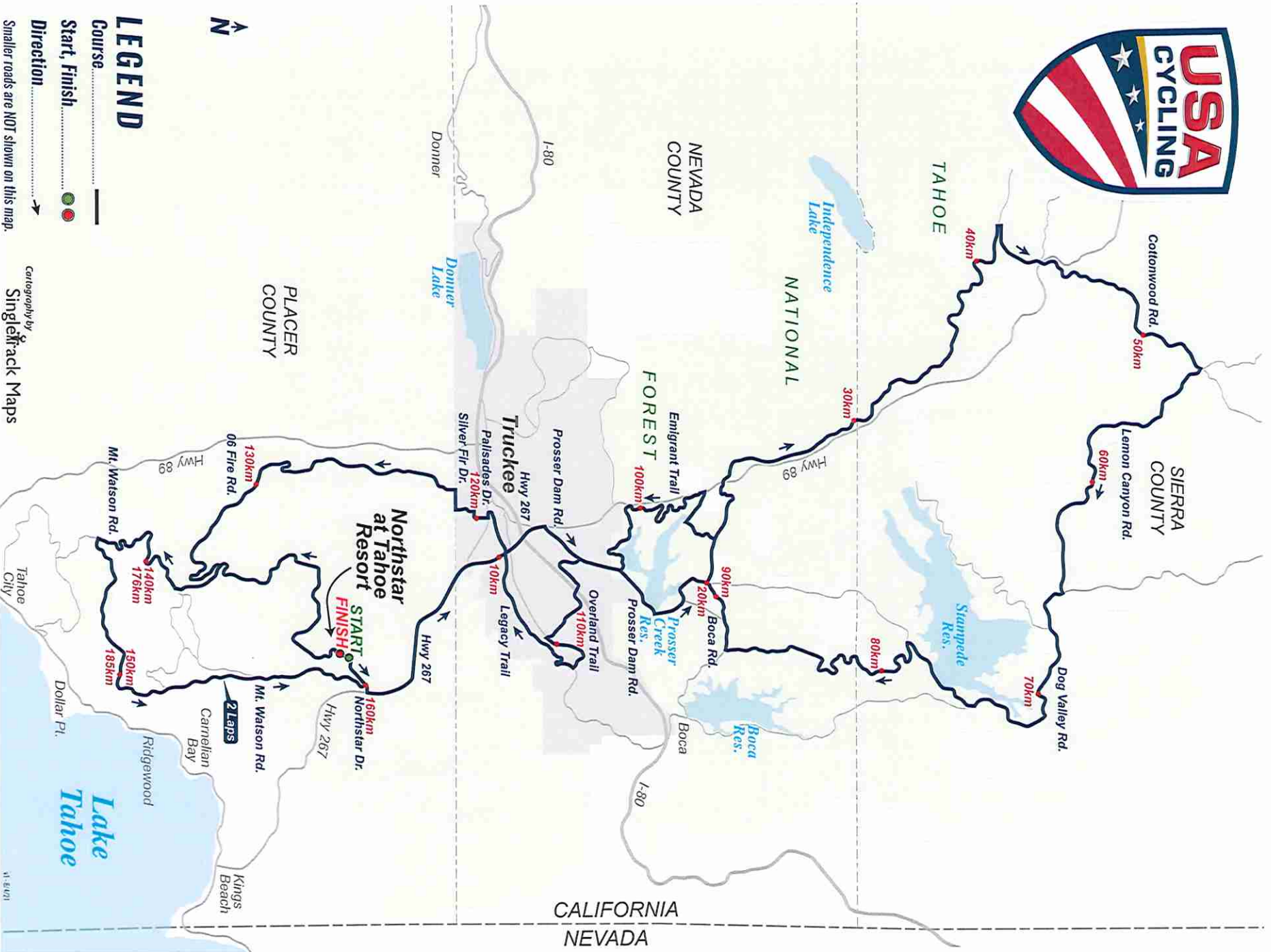
Informative how-to content



Fitness and training advice



Informative and entertaining tech advice, know-how and features across all channels



LEGEND

- Course: —————
 - Start, Finish: ● ●
 - Direction: —————>
- Smaller roads are NOT shown on this map.

Cartography by Singletrack Maps

Draft Event Budget - US Gravel Qualifier and Worlds

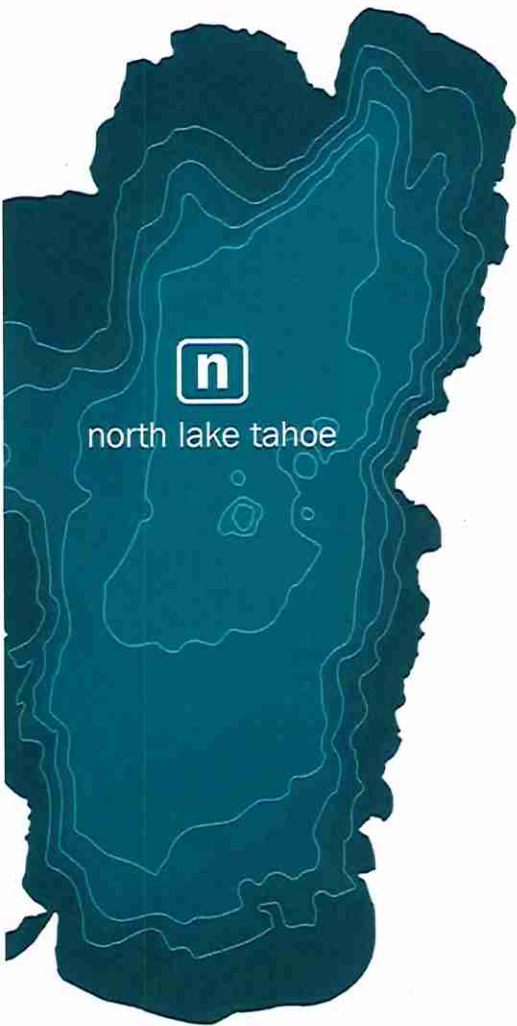
Expenses	Budget	Actual	Comments/Detail
Project Management	\$182,000.00	\$0.00	Medalist Sports
On site coordinators	\$30,000.00	\$0.00	Todd H. and Katarina N.
Venue Permit Fees	\$5,000.00	\$0.00	Event permits for 4 jurisdictions
VIK accrued :Police Fees/Public Services	\$50,000.00	\$0.00	Includes police, traffic management, etc. - Reflected in VIK Income
Event Travel Ground/Air	\$20,000.00	\$0.00	Includes staff, announcers plus pre event site visits
Announcer Fees	\$8,000.00	\$0.00	Two announcers per event
USAC Insurance Surcharges	\$16,450.00	\$0.00	Internal allocation at \$4.70 per rider for 2 events @ 3500 riders total
Hired non-owned vehicle insurance	\$6,000.00	\$0.00	Staff vehicles, motor marshals, etc.
Course support staff	\$15,000.00	\$0.00	Motor marshals, course supervisors
USAC Permit Fees	\$0.00	\$0.00	comped
Race Numbers	\$3,000.00	\$0.00	
Timing/Scoring Services	\$20,000.00	\$0.00	
Postage and Shipping	\$1,500.00	\$0.00	
Radios/Communications	\$2,000.00	\$0.00	USAC equipment as workable
Medals/Jerseys/Prizes	\$30,000.00	\$0.00	\$20k prize money for Worlds/\$10k for qualifier
Medical	\$15,000.00	\$0.00	On course medical - \$7500 per event
Venue Trash/Sanitation	\$8,000.00	\$0.00	For on course - assume VIK at start/finish
Directional/Course Signage	\$2,000.00	\$0.00	Much of current signage is usable
Staff Vehicles and Fuel	\$20,000.00	\$0.00	
Marketing	\$150,000.00	\$0.00	Outside marketing firm
Printing/Copies/Shipping	\$4,000.00	\$0.00	Design work
Event Staff and Volunteer Food	\$5,000.00	\$0.00	Possible VIK solution
Additional Housing	\$4,000.00	\$0.00	Contingency for overage of VIK
Volunteer Program	\$7,500.00	\$0.00	Includes coordinator and recognition
Tents/Generators/Rentals/Stage	\$4,000.00	\$0.00	Incremental to USAC owned
Finish Truck costs	\$20,000.00	\$0.00	Includes Socket costs
Fence rental	\$12,000.00	\$0.00	
Course Structure Construction	\$10,000.00	\$0.00	Event specific signage/truss
Event HQ Supplies (chairs, tables, Etc.)	\$6,000.00	\$0.00	Includes staff food on event day
Entertainment/Finish celebration	\$50,000.00	\$0.00	Possible VIK with venue
Expo expense	\$0.00	\$0.00	Currently awarded to Alterra or LOC
VIP Area Expense	\$0.00	\$0.00	Need to determine level/could award to Alterra or LOC
Misc Event Expenses	\$47,000.00	\$0.00	5% contingency
Participant Fees - Worlds	\$22,000.00	\$0.00	10CHF per person x2000
UCI Fees - Worlds	\$28,000.00	\$0.00	25,000CHF for Year 1
UCI Fees - series	\$5,500.00	\$0.00	5500CHF per event
VIK accrued	\$150,000.00	\$0.00	Housing, base ops and services from venue and LOC-Reflected in VIK Income
Total Event Expenses	\$958,950.00	\$0.00	
Revenue			
Sponsorship Sales	\$150,000.00	\$0.00	
Expo space sales	\$0.00	\$0.00	To LOC as part of package
VIP Area Income	\$0.00	\$0.00	
VIK recognized	\$200,000.00	\$0.00	Hotel Rooms, Police & Public Services (NorthStar, NTLA, Truckee
One USAC Qualifier	\$300,000.00	\$0.00	\$200 x 1500 Riders
World Championship Entry Fees	\$500,000.00	\$0.00	\$250 x 2000 Riders
Total Event Revenue	\$1,150,000.00	\$0.00	
Does not currently include TV production costs	\$250,000.00		
Overall Operating Net	-\$58,950.00		

2021 Fall Strategy

NLT Secret Season



north lake tahoe



Supporting NLTRA Stewardship Principles

- **Elevate the experience of Lake Tahoe for all**
 - Increase visitation during fall season
 - Promote the NLT Know Before You Go Guide
- **Honor our region's history and local culture**
 - Nevada Day communications

Supporting NLTRA Stewardship Principles

- **Ensure that our natural resources are cared for by visitors and residents**
 - Promote Traveler Responsibility Pledge
 - Sustainability messaging (TART Connect, Fire Safety)
- **Engage our partners in collaboration toward common outcomes**
 - Caldor fire public relations & communication efforts
 - Fall & Winter What's New press releases



Supporting NLTRA Stewardship Principles

- **Create opportunities that support a balance for business owners, workers & residents**
 - Increase length of stay and mid-week visitation
 - Work from Nature messaging
 - Target national high value visitors
 - Paid media targeting meeting planners to drive meeting and convention leads
 - Increase in-market spending and support local businesses
 - North Lake Tahoe Gift Card promotion



KEY STRATEGIES

- Tier 1:
 - Increase length of stay
 - Increase mid-week visitation
 - Increase visitation during spring and fall
- Tier 2:
 - Support Traveler Responsibility Pledge and sustainability efforts
 - Increase in-market spending and support of local businesses
 - Engage with locals and visitors, promoting positive sentiment and community support
 - Attract and motivate audiences by evoking emotion and creating a deeper connection through positioning, visuals and copy
 - Increase awareness of seasonal activities, events and experiences
 - Continue to grow destination awareness, brand loyalty and conversation



TARGET MARKETS

Data Driven Decision

- RNO & SMF direct flight data
- Fusion7 & Arrivalist GPS data

2021 Fall Markets

- Los Angeles
- San Diego
- Portland
- Seattle

Reno - RNO															
City	Direct Flight	Total Direct Flights/Day	Average Flight Cost	Allegiant		Alaska		American		Delta		Frontier		JetBlue	
				# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost		
SEA	x	3	\$ 17		\$ 97	3									
Portland - PDX	x	2	\$ 194		\$ 190	2									
San Diego - SAN	x	6	\$ 199				233	4							
York - JFK	x	1	\$ 280										5280		
LA	x	0	-												
LA - LGA	x	14	\$ 176		\$ 117	2	525	4	5267	3				\$ 117	
LA - SAN	x	2	\$ 137								\$ 111	1			
LA - LAS	x	10	\$ 150	279	2			5345	2						
LA - ORD	x	2	\$ 373												
DAL	x	0	-												
LAH - MIA	x	1	\$ 500								\$ 180	1			
LAH - DEN	x	1	\$ 213												
MIA	x	1	\$ 199												
LAH - SFO	x	0	-												
LAH - AUS	x	2	\$ 407					5407	1						

Sacramento - SMF															
City	Direct Flight	Total Direct Flights/Day	Average Flight Cost	Allegiant		Alaska		American		Delta		Frontier		JetBlue	
				# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost	# of Direct flight per day	Cost		
SEA	x	12	\$ 22		\$ 137	0									
Portland - PDX	x	0	\$ 216		\$ 216	1									
San Diego - SAN	x	11	\$ 190				512	4			\$ 83	1			
LA	x	0	-												
LA - LGA	x	0	-												
LA - SFO	x	208	\$ 151				5276	4	5	3	252				
LA - SEA	x	10	\$ 167		\$ 137	0									

Fall 2018 (No California)						Fall 2019 (No California)					
Top City by PDI			Top City by PDI			Top City by PDI			Top City by PDI		
City	Connections	#	City	Connections	#	City	Connections	#	City	Connections	#
Los Angeles	1,875	2,098	Los Angeles	1,875	2,098	Los Angeles	1,875	2,098	Los Angeles	1,875	2,098
San Diego	1,341	1,341	San Diego	1,341	1,341	San Diego	1,341	1,341	San Diego	1,341	1,341
Portland	1,006	715	Portland	1,006	715	Portland	1,006	715	Portland	1,006	715
Seattle	2,008	408	Seattle	2,008	408	Seattle	2,008	408	Seattle	2,008	408
San Francisco	2,852	520	San Francisco	2,852	520	San Francisco	2,852	520	San Francisco	2,852	520
Los Angeles	2,401	709	Los Angeles	2,401	709	Los Angeles	2,401	709	Los Angeles	2,401	709
San Diego	2,238	475	San Diego	2,238	475	San Diego	2,238	475	San Diego	2,238	475
Portland	2,270	783	Portland	2,270	783	Portland	2,270	783	Portland	2,270	783
Seattle	2,233	522	Seattle	2,233	522	Seattle	2,233	522	Seattle	2,233	522
San Francisco	2,140	451	San Francisco	2,140	451	San Francisco	2,140	451	San Francisco	2,140	451
Los Angeles	2,072	522	Los Angeles	2,072	522	Los Angeles	2,072	522	Los Angeles	2,072	522
San Diego	2,041	657	San Diego	2,041	657	San Diego	2,041	657	San Diego	2,041	657
Seattle	2,037	657	Seattle	2,037	657	Seattle	2,037	657	Seattle	2,037	657
San Francisco	2,036	465	San Francisco	2,036	465	San Francisco	2,036	465	San Francisco	2,036	465
Los Angeles	2,034	399	Los Angeles	2,034	399	Los Angeles	2,034	399	Los Angeles	2,034	399
San Diego	2,033	421	San Diego	2,033	421	San Diego	2,033	421	San Diego	2,033	421
Portland	2,045	473	Portland	2,045	473	Portland	2,045	473	Portland	2,045	473
Seattle	1,999	543	Seattle	1,999	543	Seattle	1,999	543	Seattle	1,999	543

PAID MEDIA TACTICS


- **Utilize visitation data to guide decisions (Fusion7, Arrivalist, etc.)**
 - Target markets
 - Media channels
 - Audience segments, persona's, etc.
 - High value visitors
- **Analyze industry data (AirDNA, Destimetrics, etc.) to understand future bookings and booking windows.**
- **Prioritize flexible media channels**
- **Promote sustainability messaging on an ongoing basis**



FALL CAMPAIGN CREATIVE

North Lake Tahoe
Sponsored · 🌐

You can make a positive impact on the North Lake Tahoe region by following these six simple tips.



BECOME A STEWARD OF LAKE TAHOE

GOTAHOENORTH.COM
Travel Responsibly. Take the Pledge.

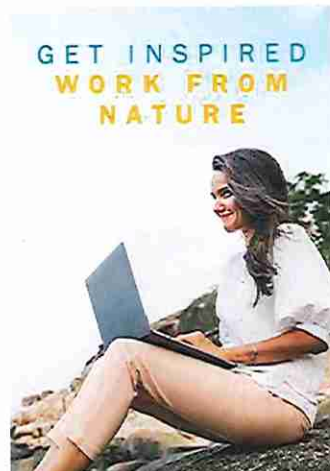
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EXPLORE THE BEAUTY OF THE SECRET SEASON



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it's human nature

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WORK FROM NATURE




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NEW NORTH LAKE TAHOE
FREE ON-DEMAND SHUTTLE SERVICE



n north lake tahoe **TART** connect **RIDE NOW**

An aerial photograph of a lake with clear, turquoise water. A white boat is visible in the lower center, and a person in a yellow kayak is in the upper left. The shoreline is rocky and has green trees. A semi-transparent white box is overlaid on the center of the image.

Supporting Information

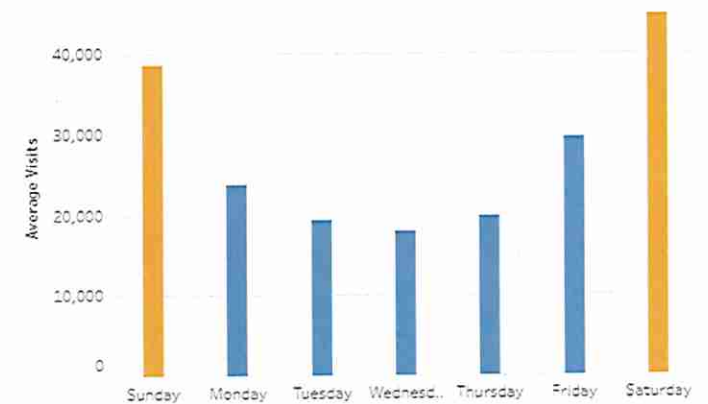
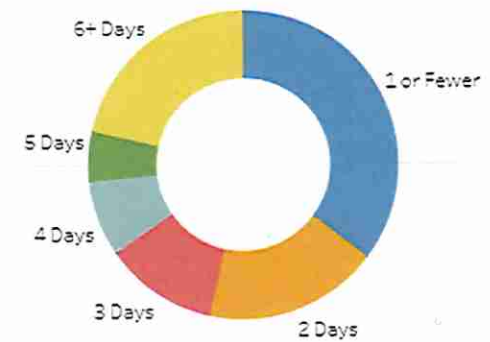
VISITATION DATA

- Using visitation data, target:
 - Past visitors and look-a-likes
 - Summer/winter visitors to push fall/spring
 - Share data/audience profiles across programmatic display, social and OTT.CTV
 - Prioritize the "high value" visitor



HIGH VALUE VISITORS

- Visitation data: benchmarks:
 - Length of stay = 4+ nights
 - Includes some mid-week
 - Origin city = any fly market (national)
 - Has higher spending percentage



north lake tahoe

DIGITAL AND SOCIAL

- Programmatic display prospecting and retargeting
- Programmatic native
- Search marketing
- FB/IG prospecting and retargeting
- Instagram Stories
- Twitter
- TikTok
- YouTube prospecting and retargeting



VIDEO

- YouTube prospecting and retargeting
- TikTok
- Facebook/Instagram
- OTT.CTV
 - Primary focus on ConnectedTV to gain additional viewers and ensure quality
 - Live dashboard updated daily to provide data transparency

Devices



Device Type



Day Part Distribution



OTA'S AND MISCELLANEOUS

- TripAdvisor Annual – continues to be top performer
- Expedia spring co-op
- Weekend Sherpa (targeting Los Angeles) for fall/spring
- 1x email per season
- Native direct (winter/summer)
 - Direct opportunities with properties such as ski.com



SUSTAINABILITY

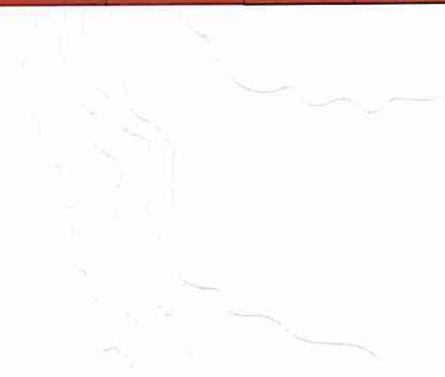
- San Francisco/Sacramento Television
 - Utilize during high drive market visitation seasons (summer/winter)
- Facebook/Instagram
 - Continuous messaging all year to locals and visitors



CONSUMER MEDIA FLOWCHART

NLT 2021-22 MEDIA PLAN	1Q 2021							2Q 2021							3Q 2022							4Q 2022							Net Total																						
	July			August				September			October				November			December				January			February					March			April				May			June											
	20	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3		10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	2	9	16	23	30	6
CAMPAIGN: CONSUMER	Summer							Fall							Winter							Spring							Summer																						
	Fly/Local/3 Year Visitor							Fly/Local/3 Year Visitor							Fly/Local/3 Year Visitor							Fly/Local/3 Year Visitor							Fly/Local/3 Year Visitor																						
	\$25,210							\$218,571							\$73,054							\$257,424							\$44,544							\$18,304															
DIGITAL																																																			
Programmatic Display PT																																																			
Programmatic Display RT																																																			
Native (programmatic)																																																			
Native (direct)																																																			
Search Marketing																																																			
Digital Total																													\$189,839																						
SOCIAL																																																			
FB/IG PT																																																			
FB/IG RT																																																			
IG Stories																																																			
Twitter																																																			
Social Total																													\$65,404																						
VIDEO																																																			
OTT_CTV																																																			
Facebook Video																																																			
TikTok																																																			
Youtube PT																																																			
Youtube RT																																																			
Video Total																													\$109,499																						

CONSUMER MEDIA FLOWCHART



OTA's											
TripAdvisor (Desktop/Mobile/Audience/etc)											
Expedia											
OTA's Total											\$73,400
MISC											
Email											
Weekend Sherpa (LA)											
Programmatic Display (High Value / National)											
FB/IG (High Value / National)											
MISC Total											\$84,750
SUSTAINABILITY/PLEDGE/TART/etc											
TV: Sac/SF (KRON/KCRA/etc)											
FB/IG (In-Market Travelers)											
Sustainability/Pledge Totals											\$28,250
Adserving											
Total Media Investment											\$618,804

MCC MEDIA FLOWCHART



NLT 2021-22 MEDIA PLAN CAMPAIGN: MCC	1Q 2021							2Q 2021							3Q 2022							4Q 2022						Total																							
	July			August				September				October				November			December				January			February				March			April			May			June												
	28	5	12	19	26	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27		3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	2	9	16	23	30	6
DIGITAL																																																			
Programmatic Display PT																																																			
Programmatic Display RT																																																			
Digital Total																																											\$7,345								
SOCIAL																																																			
LinkedIn																																																			
FB/IG RT																																																			
Social Audience Matching (MT)																																																			
Social Total																																											\$8,806								
VIDEO																																																			
Facebook Video RT																																																			
LinkedIn Video																																																			
Youtube RT																																																			
Video Total																																											\$6,780								
MISC																																																			
LeadGen (MT)																																																			
MISC Total																																											\$4,520								
CVENT																																																			
CVENT																																																			
CVENT Totals																																											\$12,066								
Adserving																																																			
Total Media Investment																																											\$39,882								

FALL CAMPAIGN CREATIVE – DISPLAY ADS

EXPLORE THE
BEAUTY OF
**THE SECRET
SEASON**

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it's human nature

GET INSPIRED
**WORK FROM
NATURE**

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PLAN NOW

IT'S TIME
FOR A
**SECRET
SEASON
ADVENTURE**

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PLAN NOW

EXPLORE SECRET SEASON
LODGING SPECIALS

n
north lake tahoe

SAVOR THE
SECRET SEASON

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PLAN NOW



FALL CAMPAIGN CREATIVE – SOCIAL MEDIA ADS

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Explore towering mountains, crystal blue waters and unique towns this fall in North Lake Tahoe.




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Plan an Unforgettable Secret Season Getaway [LEARN MORE](#)

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FAMILY

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Elevate your senses, enjoy breathtaking lake views and reset this fall in North Lake Tahoe.



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MILLENNIAL

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BOOMER

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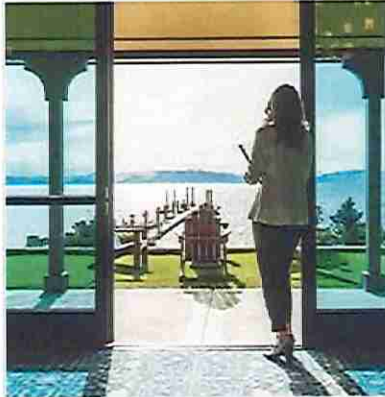
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Work From Nature
Stay longer with lodging specials.


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RETARGETING

FALL CAMPAIGN CREATIVE – WILDFIRE RESOURCES

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Fire and Health Safety Tips [LEARN MORE](#) **Sign Up Alerts**

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[MORE](#) **Stay Informed** [LEARN MORE](#)

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Travel responsibly by being prepared, informed and aware. Find resources on how to be fire safe in North Lake Tahoe.



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SUSTAINABILITY – TART CONNECT

**NEW NORTH LAKE TAHOE
FREE ON-DEMAND
SHUTTLE SERVICE**



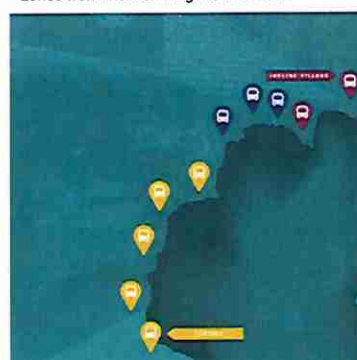
RIDE NOW




RIDE NOW

North Lake Tahoe
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The TART Connect app offers a free and easy way to get around North Lake Tahoe. Get picked up in as little as 15 minutes. Servicing three zones from Incline Village to Tahoma.



GOTAHOENORTH.COM
Free Shuttle Service
Now - September 6, 2021

[LEARN MORE](#)

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Try the new, FREE North Lake Tahoe on-demand shuttle service app that connects you to restaurants, shopping and more.



GOTAHOENORTH.COM
TART Connect
Now - September 6, 2021

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SUSTAINABILITY – TRAVELER RESPONSIBILITY PLEDGE

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Help us make a difference and preserve the natural wonders of our region by taking the Traveler Responsibility Pledge.

Take the Pledge [LEARN MORE](#) Become a Steward

Become a Steward [LEARN MORE](#) Respect the Environment

Stay Educated [LEARN MORE](#) Keep Wildlife Wild

Be Fire Safe [LEARN MORE](#) Demonstrate Mindful Travel

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TRAVELER RESPONSIBILITY PLEDGE

TRAVEL RESPONSIBLY

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From picturesque crystal blue waters and towering tree-lined mountains, preserving North Lake Tahoe's natural beauty starts with you.

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You can make a positive impact on the North Lake Tahoe region by following these six simple tips.

BECOME A STEWARD OF LAKE TAHOE

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Executive Summary

Data based on a sample of up to 12 properties in the North Lake Tahoe destination, representing up to 1664 Units ("DestiMetrics Census**") and 51.52% of 3229 total units in the North Lake Tahoe destination ("Destination Census**")

Last Month Performance: Current YTD vs. Previous YTD		2021/22	2020/21	Year over Year Variance
North Lake Tahoe Occupancy for last month (Aug) changed by (-1.5%)	Occupancy (Aug) :	48.5%	49.3%	-1.5%
North Lake Tahoe ADR for last month (Aug) changed by (2.1%)	ADR (Aug) :	\$ 489	\$ 479	2.1%
North Lake Tahoe RevPAR for last month (Aug) changed by (0.5%)	RevPAR (Aug) :	\$ 237	\$ 236	0.5%
Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (Sep) changed by (13.1%)	Occupancy (Sep) :	34.5%	30.5%	13.1%
North Lake Tahoe ADR for next month (Sep) changed by (-18.9%)	ADR (Sep) :	\$ 326	\$ 402	-18.9%
North Lake Tahoe RevPAR for next month (Sep) changed by (-8.3%)	RevPAR (Sep) :	\$ 112	\$ 123	-8.3%
Historical past 6 months Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the past 6 months changed by (96.8%)	Occupancy	51.3%	26.1%	96.8%
North Lake Tahoe ADR for the past 6 months changed by (-3.7%)	ADR	\$ 429	\$ 446	-3.7%
North Lake Tahoe RevPAR for the past 6 months changed by (89.5%)	RevPAR	\$ 220	\$ 116	89.5%
Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the future 6 months changed by (93.0%)	Occupancy	21.6%	11.2%	93.0%
North Lake Tahoe ADR for the future 6 months changed by (-6.6%)	ADR	\$ 371	\$ 397	-6.6%
North Lake Tahoe RevPAR for the future 6 months changed by (80.3%)	RevPAR	\$ 80	\$ 45	80.3%
Incremental Pacing - % Variance in Rooms Booked last Calendar Month: Aug 31, 2021 vs. Previous Year				
Rooms Booked during last month (Aug,21) compared to Rooms Booked during the same period last year (Aug,20) for all arrival dates has changed by (-156.7%)	Booking Pace (Aug)	-2.0%	3.5%	-156.7%

* Inntopia Census: Total number of rooms reported by participating Inntopia properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time. ** Destination Census: The total number of rooms available for rental within the community as established by the and adjusted for properties that have opened / closed since that time. This number varies infrequently as new properties start, or existing properties cease operations.

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

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Monthly Report Aug 2021

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 21/22

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 21/22</u>	<u>FY 20/21</u>	<u>Variance</u>
Total Revenue Booked as of 7/31/21:	\$1,670,835	\$1,068,796	56%
Number of Room Nights:	8,044	5024	60%
Number of Delegates:	3629	1943	87%
Annual Revenue Goal:	\$2,000,000	\$2,000,000	0%

Monthly Detail/Activity	<u>August-21</u>	<u>August-20</u>
<u>Number of Groups Booked:</u>	0	2
Revenue Booked:	\$0	\$61,662
Room Nights:	0	353
Number of Delegates:	0	317
Booked Group Types:	0	1 Corp., 1 SMF
Lost Business, # of Groups:	10	14

<u>Arrived in the month</u>	<u>August-21</u>	<u>August-20</u>
Number of Groups:	4	1
Revenue Arrived:	\$444,915	\$5,907
Room Nights:	1816	53
Number of Delegates:	915	17
Arrived Group Types:	3 Corp., 1 Assoc.	1 Corp.

Monthly Detail/Activity	<u>July-21</u>	<u>July-20</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$45,903	\$0
Room Nights:	100	0
Number of Delegates:	50	0
Booked Group Types:	1 Corp.	0
Lost Business, # of Groups:	22	0
<u>Arrived in the month</u>	<u>July-21</u>	<u>July-20</u>
Number of Groups:	2	2
Revenue Arrived:	\$208,360	\$21,415
Room Nights:	795	80
Number of Delegates:	330	39
Arrived Group Types:	2 Assoc.	1 CA Assoc.

Current Numbers

Goals

For 2022/23:	\$269,367	\$2,000,000
For 2023/24:	\$100,804	\$2,000,000

NUMBER OF LEADS Generated as of 8/31/21:	19
YTD 8/31/20:	15
YTD 8/31/19:	61

Total Number of Leads Generated in Previous Years:

2020/2021	90
2019/2020	252
2018/2019	320
2017/2018	302
2016/2017	244
2015/2016	194
2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205



north lake tahoe

August 2021

Meetings & Conventions Report

NEW MEETINGS & RFPs DISTRIBUTED

1. Viking Travel - Kao Executive Meeting - 9/21/21 - 9/24/21, 27 rooms, 10 people
2. Alegria Destination & Events - Baseball Team Room Block - 9/24/21 - 9/27/21, 60 rooms, 45 people
3. Prestige Global - IWC - Feb 2022 - TB Retreat - 1/30/22 - 2/3/22, 120 rooms, 50 people
4. Great American Trucking - Agency Advisory Meeting - 5/5/22 - 5/6/22, 35 people, 70 rooms
5. American Land Title Association - ALTA 2022 Summer Board Meeting - 6/6/22 - 6/11/22, 18 people, 54 rooms
6. Water Quality Association - 2022 Mid-Year Leadership Conference - 9/13/22 - 9/16/22, 280 rooms, 100 people
7. Denise Amber Lee Foundation - Conference 2023 - 1/27/23 - 2/1/23, 1,690 rooms, 500 people
8. The Meetings Network - CA Seed Association Annual Confernce 2023 - 3/11/23 - 3/15/23, 360 rooms, 115 people
9. National Safe Boating Council - International Boating & Water Safety Summit - 3/16/23 - 3/22/23, 630 rooms, 200 people
10. HelmsBriscoe - Rotary 5180 2023 Conference - 5/5/23 - 5/7/23 - 260 rooms, 350 people

NEW INQUIRIES

1. HPN - 78329V3 - Sukkot Sep 2021 - 9/19/21 - 9/30/21 - 2,750 rooms, 250 people
2. ConvaTec - ConvaTec - President's Club 2021 - 9/28/21 - 10/3/21 - 104 rooms, 48 people
3. The Meetings Network - California Grain and Feed Association Board Meeting - 11/3/21 - 11/5/21 - 26 rooms, 22 people
4. HelmsBriscoe - Scribe 2021 Scientific Advisory Board Retreat 11/4/21 - 11/10/21 - 57 rooms, 28 people
5. Gainsight Retreat November 16-19,2021 - 11/15/21 - 11/18/21, 181 rooms, 60 people
6. New Way Trucks Sales Meeting - 1/2/22 - 1/5/22 - 62 rooms, 20 people
7. Breakthrough Academy - BTA Winter Summit 2022 - 1/13/22 - 1/15/22 - 530 rooms, 300 people
8. Prestige Global - IWC - Jan 2022 - Retailer Training - 1/27/22 - 1/30/22 - 150 rooms, 150 people
9. Physicians Business Solutions - Mastermind Group - Park City, Lake Tahoe - 2/17/22 - 2/19/22 - 15 people, 30 rooms
10. Retera - Company Offsite February - 2/22/22 - 2/24/22 - 300 people, 900 rooms

11. Antolin-Antonio Wedlow HQ Hotel 74 Wedding - 3/21/22 - 3/24/22 - 100 people, 74 rooms
12. Keurig Dr Pepper - 2022 Dr Pepper Top Performers - 6/4/22 6/10/22 - 180 people, 455 rooms
13. Origami Owl 2022 Incentive - 6/8/22 - 6/12/22 - 210 people, 450 rooms
14. American Concrete Institute - ACI 2022 TAC Summer Meeting - 7/13/22 - 7/17/22 - 20 people, 105 rooms
15. Midwest Veterinary Supply NSM - 7/23/22 - 7/29/22 - 200 people, 748 rooms
16. Enverus Sales Kickoff 2022 - 8/7/22 - 8/9/22 - 150 people, 450 rooms
17. Northwest Public Power Association - NWPPA BOD Fall 2022 - 9/13/22 - 9/16/22 - 55 people, 95 rooms
18. HealthTech Management Services - HealthTechS3 2022 Trustee & Physicians Conference - 50 people, 162 rooms
19. HPN - 78353V2 - President's Club 2023 - 4/27/23 - 4/30/23 - 60 people, 180 rooms
20. International Foundation of Employee Benefits Plans - 2023 IFEBP Collection Procedures Institute - 11/3/23 - 11/9/23 - 125 people, 400 rooms

NEW DEFINITES

CONFERENCE SALES PROJECTS

- Key Projects:
 - Finalized the 21/22 budget
 - Finalized the 21/22 sales schedule
 - Working on contracting for 21/22 partnerships with CVENT, Conference Direct, HB and HPN.

SITE VISITS & SALES CALLS

- Hosted Site Visits:
 - Hosted Susie Schultz (HPN) and Nancy White from Public Consulting Group August 3rd & 4th
 - Hosted Janet Caldarelli (Martiz Global Events) & Chrissy Weems from Origami Owl 2022 Incentive on August 12 & 13th

TRADE SHOWS & EVENTS

- Attended trade shows: none for August
- Upcoming trade shows:
 - Connect Chicago - September 28-29
 - Destination Celebration, Minneapolis Trade Show - November 2021
 - Connect Pacific Northwest November 15-16

CHICAGO EFFORTS

- Our in-market representative, Denise Cmiel focused on the below for the month of June:
 - personal sales calls - meeting with clients from home

- Coming up:
 - Destination Reps networking event on August 12th - Chicago Dogs baseball event
 - Registered for Working on contracting for the 21/22 fiscal year



north lake tahoe

August 2021
Tourism Development Report

KEY MEETINGS & PROJECT WORK

- Key Meetings:
 - GoWest discussion with Tahoe South on February 22' sustainable travel panel
 - Reno Tahoe Territory meeting August 11th
 - Attended the Visit California Rural Grant Committee meeting - August 11th
 - Hosted a High Sierra Executive Committee meeting - we submitted our year end report to Visit California and our 21/22 plan. The 2021/2022 plan was approved.
 - Met with Visit CA about IPW High Sierra participation
 - Met with Kind Traveler
 - Currently working on next phase of the sales process
 - Working on PR and marketing roll-out
 - Partner Meetings included
 - Met with Squaw Valley Lodge on updates to property and needs
 - Met with the RSCVA on internal changes and partnership opportunities
- Projects
 - Finalized the 21/22 Tourism Sales budget
 - Finalized on 21/22 Tourism Sales travel schedule
 - Planned WestJet Vacations webinar - taking place 9.9
 - Reviewed and sent international scope of work recommendations to CEOs
 - Planning for maternity leave
 - roles and responsibilities
 - trainings
 - Met with Visa Vue on new data dashboard and below is updated reporting

VISA VUE DATA

- Domestic Data - January - June, 2021
 - Top Cities - Visitor Origin:
 - SF, Sacramento, Reno, San Jose, LA, Santa Rosa, San Diego, Santa Cruz, NY/NJ, Fresno
 - Key findings on these cities:
 - SF is up by 16% y/y
 - Sacramento is up by 36% y/y
 - Reno is up by 26% y/y
 - LA/Long Beach/Anaheim is up by 62% y/y
 - Santa Rosa is up 49% y/y
 - Total spend: \$253.9 M (all) and \$163.7M (non-resident)
 - Top spend by market:

- Restaurants 33%
- Food & Grocery 22%
- Retail 14%
- Hotels & Lodging 8%
- International Data - January - July, 2021
 - Total spend: \$658,000
 - Estimated visitors: 2.8K
 - Top countries by spend
 - Canada
 - Mexico
 - China Mainland
 - Peru
 - United Kingdom
 - Guatemala
 - Russia
 - Chile
 - New Zealand
 - Switzerland
 - Top spend by markets:
 - Restaurants & Dining
 - Hotels & Lodging
 - Retail

August 2021 Monthly Report



north lake tahoe

An aerial photograph of a lake with clear, turquoise water. The water is surrounded by green trees and large, light-colored rocks. A white semi-transparent rectangular box is centered over the water, containing the text "Paid Media" in a dark blue, bold, sans-serif font.

Paid Media

Paid Media Executive Summary

- The Summer Campaign saw a strong social pledge (TRP) trend with messaging resonating well with locals and visitors.
- Display ads performed above average while pulling in the lowest TOS conversion costs.
- Social video ads showed above average CTR for video assets.
- The local/visitor market campaign performed better with TOS conversions, and fly markets received the highest impressions.



Overview by Campaign

Start Date: 8/1/2021
End Date: 8/31/2021

- Campaigns performed at a higher-than-average CTR and converted 280+ TOS 115s.
- The platforms ranked the following in TOS 115 performance: Facebook, Display and Instagram.
 - Note: all platforms were affected by the recent Apple update. We'll continue to monitor how this change affects future campaigns.
- The campaign optimized towards Facebook over Instagram due to higher TOS conversions.

858,550
IMPRESSIONS

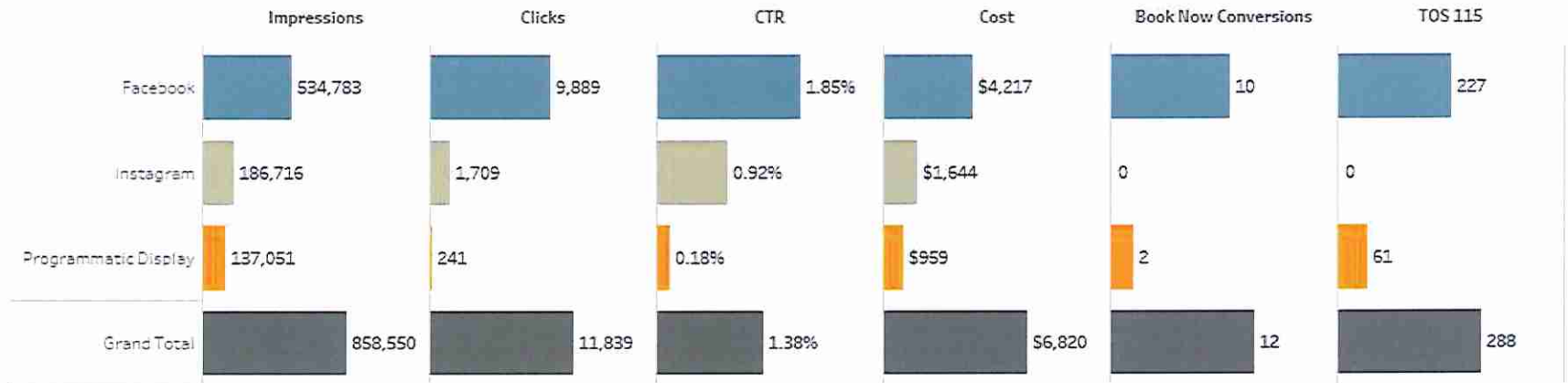
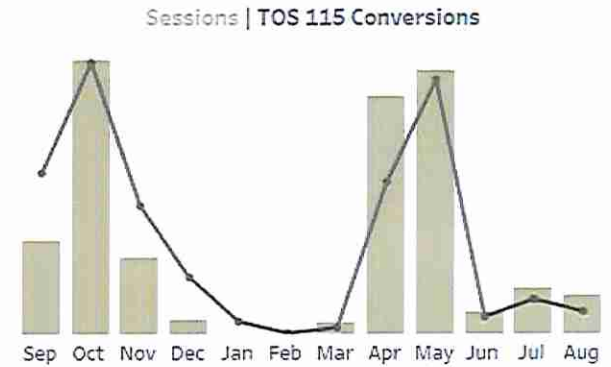
11,839
CLICKS

\$0.58
CPC

288
TOS 115
CONVERSIONS

\$23.68
COST PER TOS 115
CONVERSION

Campaign	Impressions	Clicks	CTR	CPC	Cost	Book Now Conversions	TOS 115	Cost Per TOS 115
Consumer	858,550	11,839	1.38%	\$0.58	\$6,820.23	12	288	\$23.68



Overview by Medium

Start Date
8/1/2021

End Date
8/31/2021

858,550
IMPRESSIONS

Target Group	TOS 115	TOS Conversion Rate	Cost Per TOS 115	Book Now Conversions	Impressions
Fly Markets	62	1.9%	\$55.69	2	525,870
Local / Visitor	226	3.2%	\$14.90	10	332,680
Grand Total	288	2.4%	\$23.68	12	858,550

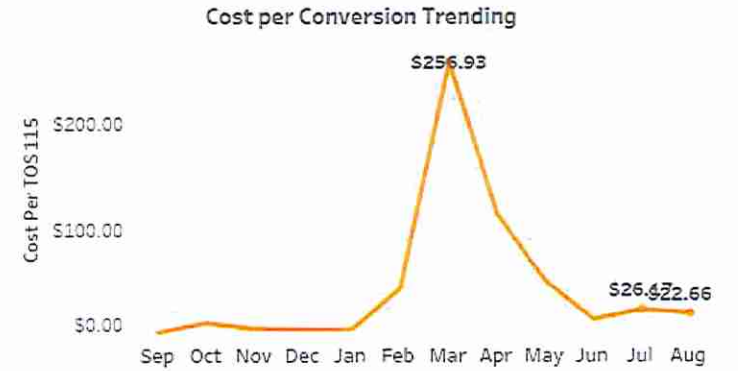
11,839
CLICKS

\$0.58
CPC

288
TOS 115
CONVERSIONS

\$23.68
COST PER TOS 115
CONVERSION

Channel	Impressions	Clicks	CTR	CPC	Cost	Book Now Conversions	TOS 115	Cost Per TOS 115
Display	137,051	241	0.18%	\$3.98	\$959.36	2	61	\$15.73
Paid Social	721,499	11,598	1.61%	\$0.51	\$5,860.87	10	227	\$25.82
Grand Total	858,550	11,839	1.38%	\$0.58	\$6,820.23	12	288	\$23.68



Paid Social Performance

Start Date
8/1/2021

End Date
8/31/2021

721,499
IMPRESSIONS

11,598
CLICKS

\$0.51
CPC

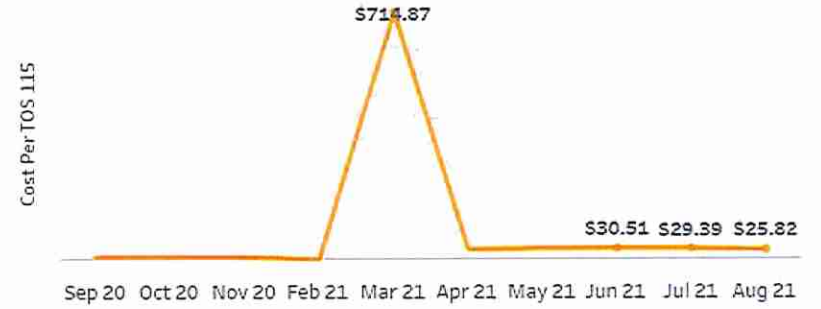
227
TOS 115
CONVERSIONS

\$25.82
COST PER TOS 115
CONVERSION

Trending Impressions



Cost per Conversion Trending



Targeting	Target Group	Impressions	Clicks	CTR	CPC	Cost	Book Now Conversions	TOS 115	Cost Per TOS 115
Prospecting	Fly Markets	494,836	4,765	0.96%	\$0.68	\$3,235.44	2	56	\$57.78
	Local/Visitor	226,663	6,833	3.01%	\$0.38	\$2,625.43	8	171	\$15.35
Total		721,499	11,598	1.61%	\$0.51	\$5,860.87	10	227	\$25.82

Paid Social Creative Performance

Start Date
8/1/2021

End Date
8/31/2021

Creative Performance

721,499
IMPRESSIONS

11,598
CLICKS

\$0.51
CPC

227
TOS 115
CONVERSIONS

\$25.82
COST PER TOS 115
CONVERSION

			Impressions	Clicks	CTR	Cost	CPC	TOS 115	Cost Per TOS 115
Facebook	Fly Markets	TRP	342,348	3,454	1.01%	\$1,966	\$0.57	56	\$35.12
	Local/Visitor	KBYG	137,988	5,186	3.76%	\$1,702	\$0.33	143	\$11.90
		TRP	54,447	1,249	2.29%	\$549	\$0.44	28	\$19.60
Instagram	Fly Markets	TRP	152,488	1,311	0.86%	\$1,269	\$0.97	0	\$0.00
	Local/Visitor	KBYG	21,936	273	1.24%	\$251	\$0.92	0	\$0.00
		TRP	12,292	125	1.02%	\$124	\$0.99	0	\$0.00

Display Performance

Start Date
8/1/2021

End Date
8/31/2021

137,051
IMPRESSIONS

241
CLICKS

\$3.98
CPC

61
TOS 115
CONVERSIONS

\$15.73
COST PER TOS 115
CONVERSION

Display Impressions Trending



Cost per Conversion Trending



Platform	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Programmatic Display	137,051	241	0.18%	\$3.98	\$959.36	61	\$15.73
Grand Total	137,051	241	0.18%	\$3.98	\$959.36	61	\$15.73

Display Creative Performance

Start Date
8/1/2021

End Date
8/31/2021

137,051
IMPRESSIONS

241
CLICKS

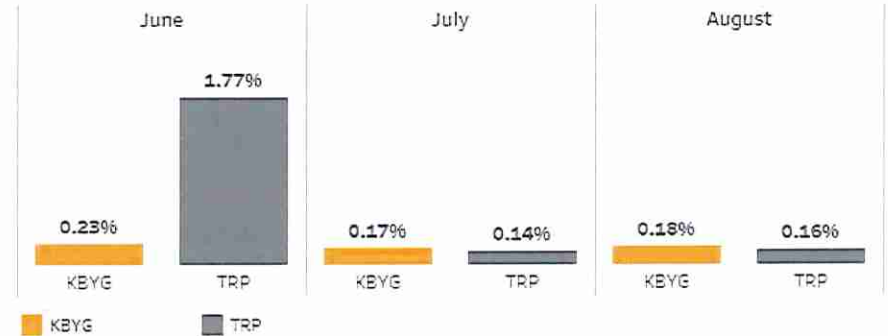
\$3.98
CPC

61
TOS 115
CONVERSIONS

\$15.73
COST PER TOS 115
CONVERSION

- Fly Markets delivered the highest CTR levels.
- The Pledge campaign resonated strongly with the local/visitor audience.
 - Local/Visitor Pledge campaign ran the highest number of TOS conversions at the lowest cost.
- Display cost less per TOS 115 conversion than paid social.

Creative CTR Trending



Target Group	Ad Name	Impressions	Clicks	CTR	CPC	Cost	TOS 115	Cost Per TOS 115
Local/Visitor	KEYG	67,846	119	0.18%	\$3.99	\$474.92	16	\$26.38
	TRP	38,171	46	0.12%	\$5.81	\$267.20	37	\$7.22
Fly Markets	KEYG	15,625	35	0.22%	\$3.13	\$109.37	1	\$109.38
	TRP	15,409	41	0.27%	\$2.63	\$107.86	5	\$21.57
Grand Total		137,051	241	0.18%	\$3.98	\$959.36	61	\$15.73

Paid Media Recommendations

- The pledge messaging strongly resonated with local audiences and local visitors.
 - Continue pledge campaigns through the end of the year and build into seasonal messaging.
- For social, continue impression optimization for higher-performing ads to grow TOS 115 conversion.
- For display, look for further enhancements to reach vs. frequency for locals and visitors.
- Continue to lead with social (highest TOS 115 results) and back strongly with display (lowest cost per TOS 155).



The background image shows a vibrant blue lake with a person in a yellow kayak. The water is clear, revealing rocks and greenery at the bottom. The sky is bright blue with white clouds. The word "Website" is centered in a bold, dark blue font within a white rectangular overlay.

Website

Visitors & Sessions

Visitors (MoM)	Sessions	Page Views	Pages Per Session	Sessions Per User	Avg. Session Duration	Events	Pledge Form Completions
80,134 (+11%)	103,606 (+17%)	168,269 (-3%)	1.62 (-17%)	1.29 (+5%)	1:00 (-32%)	86,639 (-1%)	16 (-48%)

- There were 80,134 visitors to GoTahoeNorth.com, up 11% from July. Sessions were also up 17%.
- There were 86,639 events, down 1% and 16 pledge form completions. This slight decrease in events was most likely due to the Caldor Fire affecting lodging interest.



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Location

State	Users	Time on Page
California	39,262	1:04
Nevada	6,816	1:18
Oklahoma	4,810	0:06
Texas	3,318	1:08
Washington	2,357	1:08

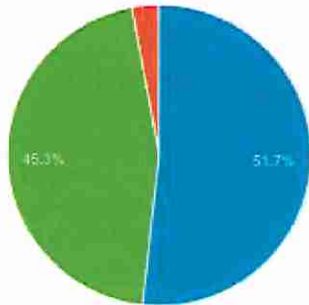
City	Users	Time on Page
San Francisco	5,351	0:54
Sacramento	3,813	0:58
Los Angeles	3,316	0:55
Incline Village	2,803	0:59
Reno	2,084	1:39
Truckee	1,836	1:08
San Jose	1,526	0:52
Roseville	1,387	1:34
Cheyenne	987	0:01
Quincy	959	0:01

- Of the top five states, the most engaged with the website was Nevada at 1:18.
- The top 10 cities were mostly nearby California and Nevada cities with Reno as the most engaged audience at 1:39 average time on page. These locations were likely seeking local information about the Caldor Fire.



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Device



- 1. ■ mobile
- 2. ■ desktop
- 3. ■ tablet



Device Category	Acquisition			Behavior			Conversions All Goals	
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration	Goal Conversion Rate	Goal Completions
	80,134 <small>% of Total: 100.00% (80,134)</small>	78,398 <small>% of Total: 100.09% (78,329)</small>	103,606 <small>% of Total: 100.00% (103,606)</small>	75.12% <small>Avg for View: 75.12% (0.00%)</small>	1.62 <small>Avg for View: 1.62 (0.00%)</small>	00:01:00 <small>Avg for View: 00:01:00 (0.00%)</small>	75.20% <small>Avg for View: 75.20% (0.00%)</small>	77,908 <small>% of Total: 100.00% (77,908)</small>
1. mobile	41,509 (51.72%)	40,582 (51.76%)	54,288 (52.40%)	77.97%	1.46	00:00:53	69.76%	37,873 (48.61%)
2. desktop	36,388 (45.34%)	35,533 (45.32%)	46,136 (44.53%)	71.59%	1.82	00:01:08	80.30%	37,046 (47.55%)
3. tablet	2,358 (2.94%)	2,283 (2.91%)	3,182 (3.07%)	77.72%	1.61	00:01:07	93.93%	2,989 (3.84%)

- Most users visited the site from mobile with 51.7% of the total.
- Desktop users were the most engaged with 1:08 average time on page and 1.82 pages per session.

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Top Pages Visited

- Users were most engaged with the Webcams page (4:30) followed by the COVID-19 (2:37). The webcams page also had many more visitors than the next highest page due most likely to the Caldor Fire.
- The most prominent demographics were females ages 25-34 from Bay Area cities.



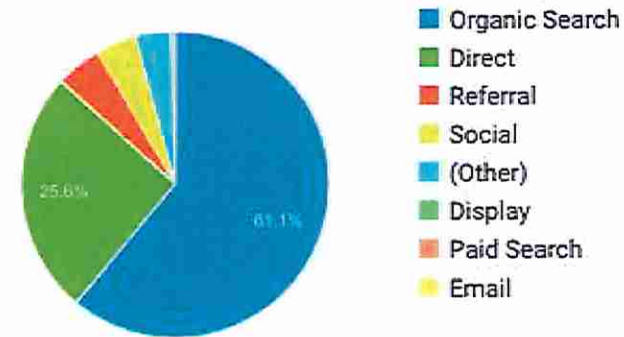
Page	Visitors	Time on Page	Top Demos
Webcams	43,278	4:30	M/25-34/San Francisco
Home	17,736	1:02	F/25-34/San Francisco
Wildfire Resources	6,363	2:30	F/25-34/San Francisco
Lodging	4,228	1:15	F/25-34/San Francisco
Hiking Trails	4,220	0:30	F/18-24/Incline Village
COVID-19	4,097	2:37	F/25-34/San Francisco
Summer Activities	3,614	1:19	F/25-34/San Francisco
Biking	3,124	0:05	F/25-34/San Jose
SUP	2,880	0:05	F/25-34/San Jose
Lake Tahoe Activities	2,855	0:32	F/25-34/Incline Village

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Channel Performance

- Organic Search brought in the most users to the website at 49,626.
- Users coming to the website from Referrals were the most engaged with the website (2:23).

Top Channels



Source	Visitors	Session Duration
Organic Search	49,626	1:07
Direct	20,809	0:38
Referral	3,934	2:23
Social	3,445	0:30
Paid Social	2,985	0:14

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



Referrals

- VisitingLakeTahoe.com brought in the most visitors at 2,455. This site also brought in the most engaged users (2:59).

Source	Visitors	Session Duration
VisitingLakeTahoe.com	2,455	2:59
Facebook Mobile	1,863	0:27
Instagram	739	0:13
T.Co	262	0:21
Facebook Link	205	1:18



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Blogs

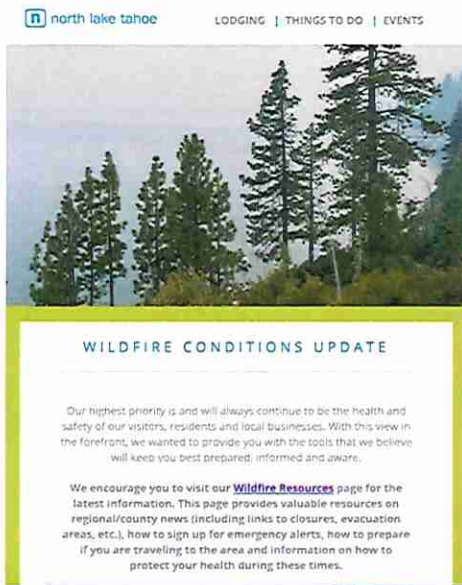
- On 8/24, Augustine posted a blog in preparation for the Spartan Race in September. The blog promoted outdoor activities in all seasons to encourage return travel for outdoor enthusiasts.
- Due to lack of promotion because of focus on the Caldor Fire and uncertainty of the event, the page received 23 views and had an average time on page of 1:44.



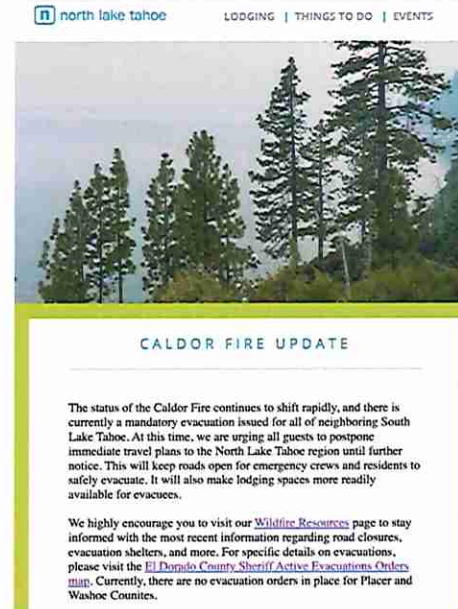
**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

eNewsletters

- In the month of August, Augustine sent two eNewsletters, both pertaining to the Caldor Fire. Both had extremely high open rates and CTR due to interest in the Caldor Fire.



Sent: 8/27
Open Rate: 52.1%
(Industry Avg: 16%)
CTR: 15.3%
(Industry Avg: 1.6%)



Sent: 8/30
Open Rate: 44.1%
(Industry Avg: 16%)
CTR: 4.8%
(Industry Avg: 1.6%)



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

SEO Traffic Performance

Acquisition			Behavior				Conversions All Goals ▾	
Users [?] ↓	New Users [?]	Sessions [?]	Bounce Rate [?]	Pages / Session [?]	Avg. Session Duration [?]	Goal Conversion Rate [?]	Goal Completions [?]	
12.69% ▲ 49,526 vs 44,036	13.77% ▲ 47,853 vs 42,065	27.13% ▲ 67,313 vs 52,947	8.37% ▲ 76.30% vs 70.40%	13.07% ▲ 1.60 vs 1.84	22.20% ▲ 00:01:07 vs 00:01:26	3.39% ▲ 86.65% vs 83.82%	31.44% ▲ 58,330 vs 44,378	

- Traffic from Organic Search was up 13% and goal completions were up 31% from July.
- Engagement metrics were slightly down but these numbers remain strong.

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

SEO Progress

Completed :

- Review site hierarchy
 - Map out current navigation
 - Identify duplicate and unnecessary pages
 - Mockup new navigation recommendations for desktop and mobile based on current navigation and duplicate/unnecessary pages

In Progress:

- Listing page malfunction
- Event organizer and location clean up
- Keyword, SERP and page popularity research
- Optimize and implement new site structure map
- Search functionality
- H1 and H2 updates
- Plugin review

An aerial photograph of a lake with clear, turquoise water. A person in a yellow kayak is visible on the left side of the lake. The shoreline is rocky and covered with green vegetation. A large, semi-transparent white rectangular box is centered over the image, containing the text "Public Relations" in a bold, dark blue font.

Public Relations

PR August Recap

- Augustine kicked off public relations efforts this month, developing a thorough understanding of the destination as well as beginning overarching strategy planning and media relations efforts including the overall monitoring of the destination. The team also initially began organizing Media Familiarization (FAM) Tours and continues to complete an audit of the press room page.
 - Augustine's PR Team continuously attends panels with travel media as well as gathers insights from industry partners. Ongoing travel trends include road trips, bucket list experiences, outdoors, luxury/private experiences, soft adventures and wellness retreats. Culture, equity and diversity, sustainability, character-driven storytelling and how-to travel will continue to drive media stories as well.
- Augustine shifted PR efforts the second half of August and began closely monitoring developments of the Caldor Fire. The team joined a Visit California wildfire/air quality crisis call to support guided crisis tactics as well as developed media talking points and a joint statement with nearby tourism partners.
- All general travel media relations efforts/FAM Tour planning was put temporarily put on hold due to the Caldor Fire.



Crisis Communications

- Developed media talking points to be utilized for incoming media inquiries and owned channels related to the Caldor Fire.
- Partnered and developed a joint statement with Tahoe South asking guests to postpone visits to the Lake Tahoe region until further notice. The press release was distributed August 31 to Sacramento, San Francisco Bay Area, Tahoe and Reno media as well as specific contacts.
- Supported various media inquiries/interviews related to the release as well as continued to monitor coverage and ongoing updates.
- Caldor Fire coverage involving North Lake Tahoe included the *Sacramento Bee*, Sacramento's Fox 40, San Francisco's KPIX 5 CBS, *Mercury News*, *East Bay Times*, *San Luis Obispo Tribune*, *Fresno Bee*, *SFGate*, among other outlets across the region and beyond.



Caldor Fire Crisis Coverage Highlights



Caldor Fire: Tourists asked to stay away from Tahoe



THE SACRAMENTO BEE

SUBSCRIBE

LIVE

Live Updates: Caldor Fire now near Kirkwood; Tahoe tourism agencies discourage visits

BY MICHAEL MCSOUSH
UPDATED SEPTEMBER 01, 2021 9:41 AM

Twitter Facebook Email Print



Jonny Anderson, 46, watched as firefighters cut a bulldozer line and set a backfire that saved his home and the neighborhood on Apache Way in Minner in the Tahoe Basin during the Caldor Fire on Tuesday, Aug. 31, 2021. BY PAUL KIRKGAJZIC | LEZLIE STERLING



BREAKING NEWS Caldor Fire: Firefighters get a break as South Lake Tahoe escapes damage, but danger still looms

NEWS CRIME AND PUBLIC SAFETY CRASHES AND DISASTERS

Caldor Fire: Firefighters get a break as South Lake Tahoe escapes damage, but danger still looms

'I'm not gonna breathe a sigh of relief until it's out.'

Facebook Twitter Email Print



'Do not attempt': Officials ask tourists not to come to Lake Tahoe over Labor Day

Andrew Chamings
Sep 1, 2021 | Updated Sep 1, 2021 12:25 pm



Thick haze hangs over Highway 50 in South Lake Tahoe from the Caldor Fire, Monday, Aug. 30, 2021, with an air quality index readings of over 600. MediaNews Group/The Mercury News/MediaNews Group via Getty Images

Media Relations Updates

- Prior to the Caldor Fire, Augustine began regular media relations efforts connecting with various journalists and influencers. The team also initially began organizing FAM Tours. Due to the Caldor Fire, September FAM Tour visits/planning have been temporarily put on hold and will be resumed and rescheduled as appropriate.
- Proactive Pitch Angles (pre-Caldor Fire):
 - Road trips in and around Lake Tahoe
 - Coordinated a virtual deskside with writer Molly O'Brien who also attended a FAM Tour in early spring 2021 leading to additional earned media coverage.
 - ADA compliant trails
- Media Conversations (pre-Caldor Fire):
 - Lonely Planet, Orbitz Travel, JustLuxe, Travel Squire, freelance writers contributing to various outlets.



Earned Media Results

- Secured Clips: 1
- Est. Digital Monthly Visits: 4.45M
- Est. Digital Coverage Views: 5.76K
- Coverage via [Lonely Planet](#) featured road trip ideas while traveling through North Lake Tahoe, which included Sand Harbor Beach, Monkey Rock, Jason's Beachside Grille, Gar Woods and The Ritz-Carlton, Lake Tahoe.
- Note: Coverage had been coordinated and secured prior to the Caldor Fire.



Search Lonely Planet



Destinatio

All Feature Stories > North America > USA > Lake Tahoe > See mining towns and mountain...

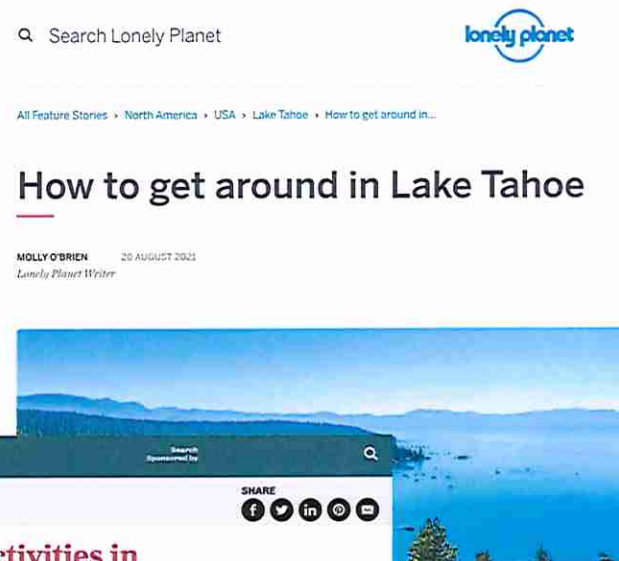
See mining towns and mountain tops on these Lake Tahoe road trips

MOLLY O'BRIEN 27 AUGUST 2021
Lonely Planet Writer



Additional Earned Media Results

- Flagged/Secured Clips: 2
- Est. Digital Monthly Visits: 4.63M
- Est. Digital Coverage Views: 6.94K
- Coverage via [Lonely Planet](#) featured ideas on how to get around Lake Tahoe. [TravelAge West](#) highlighted best outdoor activities in Lake Tahoe during summer.
- Note: Writer Molly O'Brien attended a FAM Tour in spring 2021. Coverage had been coordinated and secured prior to the Caldor Fire.



Upcoming PR Initiatives

- Continue to monitor Caldor Fire news/updates as well as continue updating media talking points as appropriate.
- Partner and develop a joint statement with Tahoe South welcoming guests back to the Lake Tahoe region.
- Finalize PR strategy planning, complete audit of the press room page and continue general travel media relations efforts pitching relevant story ideas to target media as appropriate.
- Continue FAM Tour planning working with partners and reschedule postponed visits when the time is right.
- Submit interest in Visit California's LA Fall 2021 media event. Begin coordinating additional desksides/media missions.
- Develop a "Call for Content" form and a What's New/Seasonal fall press release when appropriate.





Social Media

Facebook Overview

Data	July	August	MoM
Audience	130,612	130,528	-0.06%
Impressions	1,203,552	1,168,838	-2.9%
Engagement	42,602	39,400	-7.5%

- Due to Caldor Fire conditions, Augustine paused in-feed travel inspiration content and provided safety and weather updates.
- 1.1M impressions and 6.2K post clicks were generated.
- The most reached audience was women aged 35-44. The highest reached locations included Tahoe City, Los Angeles and Kings Beach.
- Facebook continues to be a driving force to provide updates, increase brand awareness and drive traffic to the website.

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



Facebook Top Posts

- Top posts provided safety updates as well as sustainability messaging.
- In alignment with public relations efforts, Augustine provided safety updates on social media to inform audiences of conditions in the area.
- Engagement on posts relating to updates remained high, with most comments wishing for the safety of locals in the Tahoe Basin.

The image shows three screenshots of Facebook posts from the 'North Lake Tahoe' page. Each post includes a title, a description, an image, and a table of engagement metrics.

Post Title	Total Engagements	Reactions	Comments	Shares	Post Link Clicks	Other Post Clicks
Safety Update: The health and safety of our local residents, visitors, businesses and emergency personnel are our highest priority. At this time, as South Lake Tahoe is under an	1,541	602	51	#1	136	611
Sustainability is at the forefront of all we do in North Lake Tahoe. When planning your trip, keep sustainability top of mind. Take the Traveler Responsibility Pledge and join	897	491	44	47	10	305
The USDA Forest Service Pacific Southwest Region is announcing a temporary closure of State Parks on the West Shore effective August 22, 2021, at 11:59 p.m. through September 6, 2021 at 11:59 p.m. Stay safe and follow U.S. Forest Service- Tahoe National Forest for further updates.	487	74	16	20	12	365



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Instagram Overview

Data	July	August	MoM
Audience	81,832	82,609	+0.31%
Impressions	667,088	631,111	-5.4%
Engagement	26,670	13,555	-49.2%

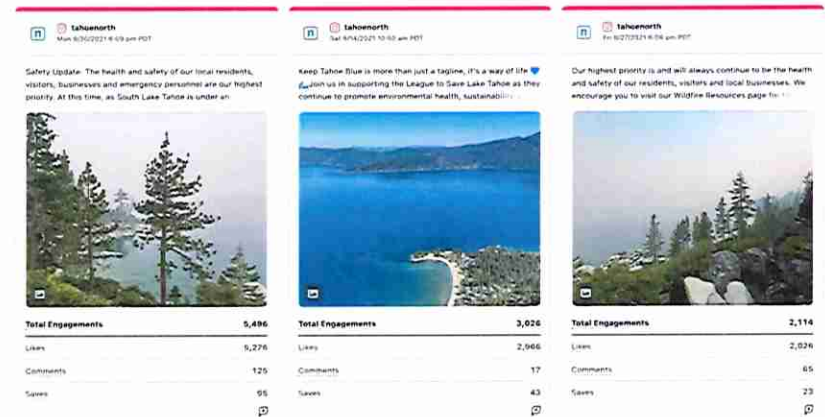
- Instagram strategy this month included the use of stories to provide safety updates.
- While trip inspiration content was paused for the month, there continued to be an upward trend in audience growth, gaining 252 followers.
- The most reached audience was women aged 25-34. The highest reached locations included Reno, Sparks and Sacramento.

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



Instagram Top Posts

- Similar to Facebook, top posts provided safety updates as well as sustainability messaging.
- Augustine continued to engage with Instagram audiences to provide necessary updates.
- Engagement on Instagram posts remained high with audience comments sending positive wishes and thanking first responders for protecting the area.



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Twitter Overview

Data	July	August	MoM
Audience	22,689	22,823	+0.6%
Impressions	30,231	38,624	+27.6%
Engagement	1,067	1,484	+39.2%




- Twitter content consisted of updates and news.
- Content resonated well on Twitter with increases in impressions and engagements.
- The Twitter audience increased this month, gaining 134 followers.
- Increases this month during the pause in content is a positive indicator that Twitter audiences are engaged with news worth content and updates relating to North Lake Tahoe versus travel inspiration.

**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*



Twitter Top Posts

- Top posts provided safety updates during the Caldor Fire.
- Twitter audience was highly engaged with safety updates and ensuring safety for locals and visitors.
- Other top posts featured sustainability in North Lake Tahoe which continues to remain at the forefront of social strategy.

Twitter Post	Total Engagements
<p>TahoeNorth Tue 8/22/21 1:08 pm UTC</p> <p>As South Lake Tahoe is under an evacuation order, we are asking all travelers to postpone upcoming trips to North Lake Tahoe to keep the roads open and to make lodging...</p> 	695
<p>TahoeNorth Sat 8/21/21 12:14 pm UTC</p> <p>As the Caldor fire continues to grip, we encourage visitors and residents to stay informed on the latest information. You can sign up for emergency alerts to get the most up-to-date...</p> 	357
<p>TahoeNorth Sun 8/15/21 12:01 pm UTC</p> <p>Sustainability is at the forefront of all we do in North Lake Tahoe. When planning your trip, keep sustainability top of mind. @let.yellostate</p> 	129



**Note the Caldor Fire (beginning 8/15) may have affected metrics in the months of August and September.*

Upcoming Initiatives

Tik Tok

Build content itineraries for TikTok.

Pinterest

Build seasonal custom assets for Pinterest in alignment with ongoing paid media campaigns.

LinkedIn

Create LinkedIn content strategy.

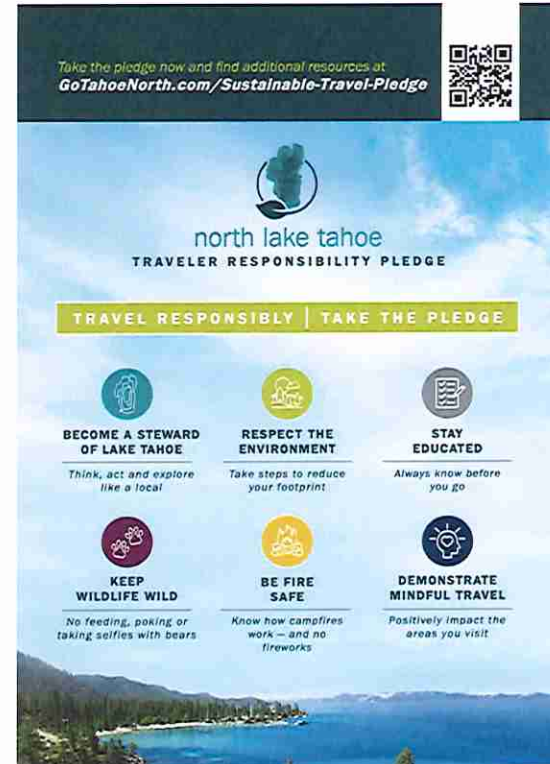




Traveler Responsibility Pledge

Traveler Responsibility Pledge QR Code Results

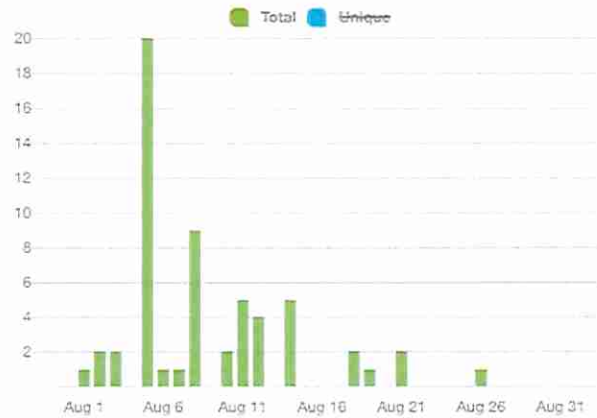
- QR codes have been generated to track traffic across collateral, print ads and signage.
- To date, the sandwich boards have provided the vast majority of scans (206 total, 58 in August), with the print ads providing (14 total, 1 in August).
- Scans are completely mostly on iPhones, with devices registered primarily in Chicago, followed by Modesto and San Jose.



north lake tahoe

QR Code Results – Sandwich Boards

SCANS OVER TIME



SCANS BY OPERATING SYSTEM



SCANS BY TOP COUNTRIES

#	Country	Scans	%
1	United States	58	100%

SCANS BY TOP CITIES

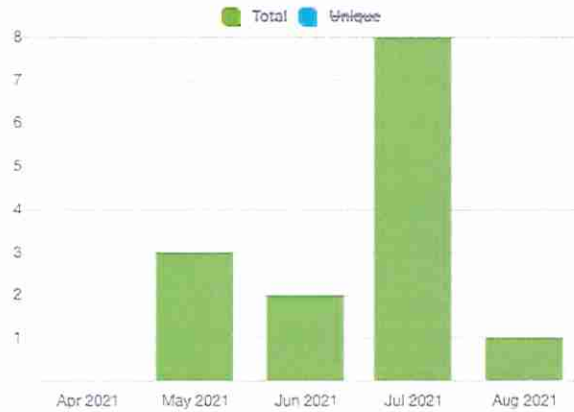
#	City	Scans	%
1	Chicago	12	20.69%
2	Modesto	5	8.62%
3	San Jose	5	8.62%
4	Indianapolis	3	5.17%
5	Jackson	3	5.17%
6	San Ramon	2	3.45%

Show less ^

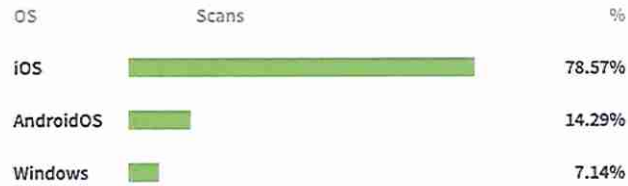


QR Code Results – Print Ads

SCANS OVER TIME



SCANS BY OPERATING SYSTEM



SCANS BY TOP COUNTRIES

#	Country	Scans	%
1	United States	14	100%

SCANS BY TOP CITIES

#	City	Scans	%
1	Modesto	2	14.29%
2	Portland	2	14.29%
3	Roseville	1	7.14%
4	Crystal Bay	1	7.14%
5	Reno	1	7.14%
6	Boise	1	7.14%





Other Creative Projects

Creative Projects

- Developed wildfire resources social media ads in response to the Caldor Fire.
- Finalizing the year-round Know Before You Go Responsible Travel Guide focusing on sustainability messaging.
- Spartan Race deliverables – finalized social media posts, :30 TV commercial, b-roll, email assets and print ad in preparation for the event in September.
- Fall campaign – finalizing creative for a wide variety of digital placements.



north lake tahoe

An aerial photograph of a lake with clear, turquoise water. The water is surrounded by green trees and large, light-colored rocks. A white semi-transparent rectangular box is centered over the image, containing the text "Industry Insights" in a bold, dark blue font.

Industry Insights

Industry Insights

- Summer ends in a quite a different place than it started: Since the Fourth of July, Americans' sense of normalcy and optimism about the pandemic's course has fallen by half. Over half (51.2%) of American travelers expect the pandemic to get worse in the next month; comparatively only 16.2% felt this way heading into the Fourth of July holiday just two months ago. When asked how close to "normal" the U.S. is in terms of leisure activity, just 21.6% of American travelers felt that the U.S. was at least 70% back to normal, down from 42.7% at the beginning of July. Those Millennial age or younger were much likelier than Baby Boomer-age travelers to feel normalcy (27.7% vs 15.1%). Meanwhile, those in the South were less likely to feel normalcy (16.1%). (*Destination Analyst*, "Travel Trends for Week of September 6th")



Industry Insights

- Although Americans largely remain excited to travel in the next 12 months, expectations to travel for leisure in the next 3 months has declined. In total, 71.4% said they have a high level of excitement. However, compared to just two weeks ago, fewer Americans now report planned overnight leisure trips (52.6% down from 56.7% two weeks ago) and leisure day trips (43.1% down from 51.4%) in that timeframe. Although Americans generally continue to see travel and leisure activities as safe rather than unsafe, air travel, indoor attractions and restaurants have suffered notable declines in safety perceptions. Since early July, perceptions of commercial air travel as safe has fallen to 37.1% from 51.1%, while indoor attractions (like museums and aquariums) have declined to 44.4% from 59.9%, and dining in a restaurants to 52.8% from 67.7%. (*Destination Analyst*, "Travel Trends for Week of September 6th")



Industry Insights

- The American Hotel & Lodging Association (AHLA) has released the results of a mid-August national survey on the current pandemic sentiment conducted by Morning Consult. Among business travelers, 67% indicated they are likely to take fewer trips and 68% plan to take shorter trips. The American Hotel & Lodging Association (AHLA) has released the results of a mid-August national survey on the current pandemic sentiment conducted by Morning Consult. Among business travelers, 67% indicated they are likely to take fewer trips and 68% plan to take shorter trips. Looking at the long-term, business travel budgets may be changed forever, indicates Bloomberg, citing a survey of 45 companies across the US, Europe and Asia. Eighty-four percent of respondents are planning to spend less on travel. These global companies are signaling that innovative new communications tools are making many pre-pandemic trips unnecessary. (*The Travel Vertical*, "Travel Trends for 9/7")





THANK YOU

Interoffice Memo

DATE: August 31, 2021
TO: Daren Griffin, A.A.E., Executive Team
FROM: Hasaan Azam, Manager of Air Service & Cargo Business Development
SUBJECT: September 2021 Flight Schedule

In September 2021, Reno-Tahoe International Airport (RNO) will offer a total of 2,001 scheduled departures, an increase of 86% versus September 2020, and a decrease of 3.8% when compared to the September 2019 schedule. The monthly scheduled seat capacity is up 84% at 238,780 versus September 2020, and down 5.7% when compared to September 2019 schedule. In September 2021, RNO will offer 24 non-stop destinations on 10 airlines.

On June 3, 2021, American Airlines began daily non-stop flights between RNO and Charlotte Douglas International, the first such recorded service in RNO's history.

On June 6, Southwest Airlines began non-stop flights between RNO and Orange County as a daily service.

On July 11, Southwest Airlines began non-stop daily flights between RNO and Burbank.

On September 7, 2021, Southwest Airlines will begin daily non-stop flights between RNO and San Jose.

On September 9, 2021, American Airlines will begin daily non-stop flights between RNO and Austin.

JSX currently serves non-stop flights from RNO to Burbank, Orange County, Las Vegas, and Oakland using a 30-seat Embraer 135/145 aircraft. The airline will suspend flights to Oakland and Las Vegas after the first week of September 2021. JSX operates out of Stellar Aviation, a private Fixed Base Operator, located at 485 South Rock Blvd.

September 2021 RNO Flight Schedule			
Destination	Airlines	Total Departures	Details
Austin	American	22	Daily - Begins September 9
Burbank	Southwest	30	Daily
Charlotte-Douglas	American	30	Daily
Chicago-Midway	Southwest	19	Four weekly. Mon, Thu, Fri, Sat
Chicago-O'Hare	American	51	Twice daily. Once on Tue, Sat
	United	30	Daily
Dallas-Love	Southwest	6	Daily until September 6
Dallas/Fort Worth	American	106	Three to four times a day
Denver	Frontier	2	Once a day on September 3 and 6 only
	Southwest	78	Two to three times a day
	United	120	Four times a day
Guadalajara	Volaris	18	Four weekly. Mon, Wed, Thu, Fri
Houston-Hobby	Southwest	4	Once a day on September 1,2,3 and 6 only
Houston-Intercontinental	United	30	Daily
Las Vegas	Allegiant	34	Daily
	Frontier	18	Four weekly. Mon, Thu, Fri, Sun
	Southwest	204	Six to seven daily
Long Beach	Southwest	33	Daily
Los Angeles	Alaska	60	Twice daily
	American	116	Four daily
	Delta	90	Three daily
	JetBlue	30	Daily
	Southwest	29	Daily
	United	83	Three daily
New York-JFK	JetBlue	20	Five weekly. Mon, Tue, Thu, Fri, Sun
Oakland	Southwest	30	Daily
Orange County	Allegiant	8	Twice weekly. Mon, Fri
	Southwest	6	Daily until September 6
Phoenix	American	116	Three to four times a day
	Southwest	64	Twice daily
Portland	Alaska	46	One to two daily
Salt Lake City	Delta	142	Five daily
San Diego	Southwest	55	Twice daily
San Francisco	United	103	Three to four times a day
San Jose	Southwest	24	Daily starting September 7
Seattle	Alaska	136	Five daily
	Delta	8	Daily until September 7
	Multiple airlines in a market		
Source: Dfo Mj, 8.31.2021			
JSX	Burbank	Four weekly. Mon, Thu, Fri, Sun	
	Orange County	Four weekly. Mon, Thu, Fri, Sun	
	Oakland	Suspends after the first week of September	
	Las Vegas	Suspends after the first week of September	

Airline Codes		Airport Codes	
AA	American Airlines	ATL	Atlanta, GA
AS	Alaska Airlines	CLT	Charlotte, NC
B6	JetBlue Airways	DEN	Denver, CO
DL	Delta Air Lines	DFW	Dallas/Ft. Worth, TX
F9	Frontier Airlines	DAL	Dallas Love Field, TX
G4	Allegiant Air	GDL	Guadalajara, MX
MQ	American Eagle	IAH	Houston, TX
OO	SkyWest Airlines	JAC	Jackson Hole, WY
QX	Horizon Air	JFK	New York City, NY
UA	United Airlines	LAS	Las Vegas, NV
WN	Southwest Airlines	LGB	Long Beach, CA
YV	Mesa Airlines	LAX	Los Angeles, CA
Y4	Volaris Airlines	MDW	Chicago, IL (Midway)
		MSP	Minneapolis, MN
		OAK	Oakland, CA
		ORD	Chicago, IL (O'Hare)
		PDX	Portland, OR
		PHX	Phoenix, AZ
		PSP	Palm Springs, CA
		SAN	San Diego, CA
		SEA	Seattle, WA
		SFO	San Francisco, CA
		SLC	Salt Lake City, UT
		SJC	San Jose, CA
Equipment Codes		Operating Days	
319	Airbus A319	1	Monday
320	Airbus A320	2	Tuesday
733, 735, 738, 73G	Boeing 737 (all variants)	3	Wednesday
757	Boeing 757	4	Thursday
CRJ, CR7, CR9	Canadair Regional Jet (all variants)	5	Friday
DH4	DeHavilland Dash 8 Q400	6	Saturday
M80, M83	McDonnell Douglas MD-80	7	Sunday
ERD, ERJ	Embraer Regional Jet		

Peak Day Non-Stop Departures (including less than daily flights)

September 2021

Airport	Code	Alaska	Allegiant	American	Delta	Frontier	JetBlue	Southwest	United	Volaris	Totals	Percent of Total	Total Seats
Austin, TX	AUS			1		0					1	1%	76
Atlanta, GA	ATL				0						0	0%	0
Burbank, CA	BUR							1			1	1%	143
Charlotte, NC	CLT			1							1	1%	128
Denver, CO	DEN					0		3	4		7	10%	1,037
Dallas/Ft. Worth, TX	DFW			4							4	6%	600
Dallas Love Field, TX	DAL							0			0	0%	0
Guadalajara, MX	GDL									1	1	1%	174
Houston, TX	HOU							0			0	0%	0
Houston, TX	IAH								1		1	1%	76
Jackson Hole, WY	JAC		0								0	0%	0
New York City, NY	JFK						1				1	1%	162
Las Vegas, NV	LAS		1			1		7			9	13%	1,343
Long Beach, CA	LGB						0	1			1	1%	175
Los Angeles, CA	LAX	2		4	3		1	1	3		14	19%	1,135
Chicago, IL (Midway)	MDW							1			1	1%	143
Oakland, CA	OAK							1			1	1%	143
Chicago, IL (O'Hare)	ORD			2					1		3	4%	376
Portland, OR	PDX	2									2	3%	152
Phoenix, AZ	PHX			4				2			6	8%	716
San Diego, CA	SAN							2			2	3%	286
Seattle, WA	SEA	5			0			0			5	7%	584
San Francisco, CA	SFO								4		4	6%	200
Salt Lake City, UT	SLC				5						5	7%	548
San Jose, CA	SJC	0						1			1	1%	143
Orange County, CA	SNA		1					0			1	1%	156
Total		9	2	16	8	1	2	20	13	1	72	100%	8,496

Peak Day Non-Stop Departures (including less than daily flights)

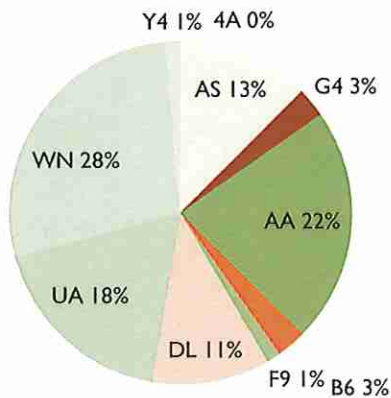
Airline/Destination	Code	September 2021	August 2021	September 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year	September 2021	August 2021	September 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year
Flights								Seats							
Alaska - (AS)		9	10	6	-1	3	-10.0%	50.0%	888	862	456	26	432	3.0%	94.7%
Los Angeles, CA	LAX	2	2	0	0	2	0.0%	-	152	152	0	0	152	0.0%	-
Portland, OR	PDX	2	2	2	0	0	0.0%	0.0%	152	152	152	0	0	0.0%	0.0%
Seattle, WA	SEA	5	6	4	-1	1	-16.7%	25.0%	584	558	304	26	280	4.7%	92.1%
Allegiant - (G4)		2	3	1	0	0	-33.3%	100.0%	312	468	156	-156	156	-33.3%	100.0%
Jackson Hole, WY	JAC	0	1	0	-1	0	-100.0%	-	0	156	0	-156	0	-100.0%	-
Las Vegas, NV	LAS	1	1	1	0	0	0.0%	0.0%	156	156	156	0	0	0.0%	0.0%
Orange County, CA	SNA	1	1	0	0	1	0.0%	-	156	156	0	0	156	0.0%	-
American Airlines (AA)		16	15	8	0	5	6.7%	100.0%	1,794	1,806	1,068	-12	726	-0.7%	68.0%
Austin, TX	AUS	1	0	0	1	1	-	-	76	0	0	76	76	-	-
Charlotte, NC	CLT	1	1	0	0	1	0.0%	-	128	128	0	0	128	0.0%	-
Dallas/FT. Worth, TX	DFW	4	4	4	0	0	0.0%	0.0%	600	644	576	-44	24	-6.8%	4.2%
Los Angeles, CA	LAX	4	4	0	0	4	0.0%	-	260	260	0	0	260	0.0%	-
Chicago, IL (O'Hare)	ORD	2	2	1	0	1	0.0%	100.0%	300	344	160	-44	140	-12.8%	87.5%
Phoenix	PHX	4	4	3	0	1	0.0%	33.3%	430	430	332	0	98	0.0%	29.5%
Delta Airlines (DL)		8	10	4	-2	4	-20.0%	100.0%	758	1,027	472	-269	286	-26.2%	60.6%
Atlanta, GA	ATL	0	1	0	-1	0	-100.0%	-	0	199	0	-199	0	-100.0%	-
Los Angeles, CA	LAX	3	3	0	0	3	0.0%	-	210	210	0	0	210	0.0%	-
Salt Lake City, UT	SLC	5	5	4	0	1	0.0%	25.0%	548	548	472	0	76	0.0%	16.1%
Seattle, WA	SEA	0	1	0	-1	0	-100.0%	-	0	70	0	-70	0	-100.0%	-
Frontier Airlines (F9)		1	2	2	-1	-1	-50.0%	-50.0%	186	366	366	-180	-180	-49.2%	-49.2%
Denver, CO	DEN	0	1	1	-1	-1	-100.0%	-100.0%	0	180	180	-180	-180	-100.0%	-100.0%
Las Vegas, NV	LAS	1	1	1	0	0	0.0%	0.0%	186	186	186	0	0	0.0%	0.0%
JetBlue Airways (B6)		2	2	2	0	0	0.0%	0.0%	324	324	324	0	0	0.0%	0.0%
Long Beach, CA	LGB	0	0	1	0	-1	-	-100.0%	0	0	162	0	-162	-	-100.0%
Los Angeles, CA	LAX	1	1	0	0	1	0.0%	-	162	162	0	0	162	0.0%	-
New York City, NY	JFK	1	1	1	0	0	0.0%	0.0%	162	162	162	0	0	0.0%	0.0%
Southwest Airlines (WN)		20	23	9	-3	10	-13.0%	122.2%	3,020	3,545	1,415	-525	1,605	-14.8%	113.4%
Burbank, CA	BUR	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-
Dallas Love Field, TX	DAL	0	1	0	-1	0	-100.0%	-	0	143	0	-143	0	-100.0%	-
Denver, CO	DEN	3	3	3	0	0	0.0%	0.0%	525	493	461	32	64	6.5%	13.9%
Houston, TX	HOU	0	1	0	-1	0	-100.0%	-	0	143	0	-143	0	-100.0%	-
Las Vegas, NV	LAS	7	7	3	0	4	0.0%	133.3%	1,001	1,065	493	-64	508	-6.0%	103.0%
Long Beach, CA	LGB	1	1	0	0	1	0.0%	-	175	143	0	32	175	22.4%	-
Los Angeles, CA	LAX	1	1	1	0	0	0.0%	0.0%	175	175	175	0	0	0.0%	0.0%
Chicago, IL (Midway)	MDW	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-
Oakland, CA	OAK	1	1	1	0	0	0.0%	0.0%	143	143	143	0	0	0.0%	0.0%
Orange County, CA	SNA	0	1	0	-1	0	-100.0%	-	0	143	0	-143	0	-100.0%	-
Phoenix, AZ	PHX	2	3	1	-1	1	-33.3%	100.0%	286	525	143	-239	143	-45.5%	100.0%
San Diego, CA	SAN	2	2	0	0	2	0.0%	-	286	286	0	0	286	0.0%	-
San Jose, CA	SJC	1	0	0	1	1	-	-	143	0	0	143	143	-	-
Seattle, WA	SEA	0	0	0	0	0	-	-	0	0	0	0	0	-	-
United Airlines (UA)		13	14	7	-1	6	-7.1%	85.7%	1,040	1,142	580	-102	460	-8.9%	79.3%
Denver, CO	DEN	4	4	3	0	1	0.0%	33.3%	512	518	328	-6	184	-1.2%	56.1%
Houston, TX	IAH	1	2	0	-1	1	-50.0%	-	76	152	0	-76	76	-50.0%	-
Los Angeles, CA	LAX	3	3	2	0	1	0.0%	50.0%	176	176	100	0	76	0.0%	76.0%
Chicago, IL (O'Hare)	ORD	1	1	0	0	1	0.0%	-	76	76	0	0	76	0.0%	-
San Francisco, CA	SFO	4	4	2	0	2	0.0%	100.0%	200	220	152	-20	48	-9.1%	31.6%
Volaris Airlines (Y4)		1	1	1	0	0	0.0%	0.0%	174	174	179	0	-5	0.0%	-2.8%
Guadalajara, MX	GDL	1	1	1	0	0	0.0%	0.0%	174	174	179	0	-5	0.0%	-2.8%
AIRPORT TOTALS		72	80	40	-8	32	-10.0%	80.0%	8,496	9,714	5,016	-1,218	3,480	-12.5%	69.4%

Peak Day Non-Stop Departures (including less than daily flights)

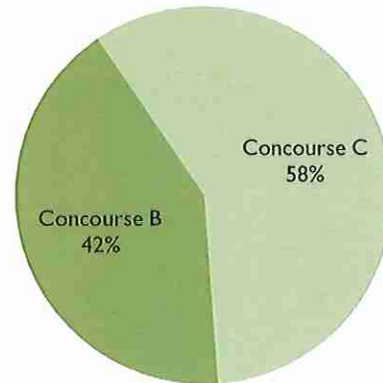
Airline/Destination	Code	September 2021	August 2021	September 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year	September 2021	August 2021	September 2020	Change vs Prior Month	Change vs Prior Year	% Change vs Prior Month	% Change vs Prior Year		
AIRLINES TOTALS		Flights								Seats							
Alaska Airlines	AS	9	10	6	-1	3	-10.0%	50.0%	888	862	456	26	432	3.0%	94.7%		
Allegiant Air	G4	2	3	1	-1	1	-33.3%	100.0%	312	468	156	-156	156	-33.3%	100.0%		
American Airlines	AA	16	15	8	1	8	6.7%	100.0%	1,794	1,806	1,068	-12	726	-0.7%	68.0%		
Delta Air Lines	DL	8	10	4	-2	4	-20.0%	100.0%	758	1,027	472	-269	286	-26.2%	60.6%		
Frontier Airlines	F9	1	2	2	-1	-1	-50.0%	-50.0%	186	366	366	-180	-180	-49.2%	-49.2%		
JetBlue Airways	B6	2	2	2	0	0	0.0%	0.0%	324	324	324	0	0	0.0%	0.0%		
Southwest Airlines	WN	20	23	9	-3	11	-13.0%	122.2%	3,020	3,545	1,415	-525	1,605	-14.8%	113.4%		
United Airlines	UA	13	14	7	-1	6	-7.1%	85.7%	1,040	1,142	580	-102	460	-8.9%	79.3%		
Volaris Airlines	Y4	1	1	1	0	0	0.0%	0.0%	174	174	179	0	-5	0.0%	-2.8%		
Grand Total - All Airlines		72	80	40	-8	32	-10.0%	80.0%	8,496	9,714	5,016	-1,218	3,480	-12.5%	69.4%		
TOTALS BY CITY		Flights								Seats							
Austin, TX	AUS	1	0	0	1	1	-	-	76	0	0	76	76	-	-		
Atlanta, GA	ATL	0	1	0	-1	0	-100.0%	-	0	199	0	-199	0	-100.0%	-		
Burbank, CA	BUR	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Charlotte, NC	CLT	1	1	0	0	1	0.0%	-	128	128	0	0	128	0.0%	-		
Denver, CO	DEN	7	8	7	-1	0	-12.5%	0.0%	1,037	1,191	969	-154	68	-12.9%	7.0%		
Dallas/Ft. Worth, TX	DFW	4	4	4	0	0	0.0%	0.0%	600	644	576	-44	24	-6.8%	4.2%		
Dallas Love Field	DAL	0	1	0	-1	0	-100.0%	-	0	143	0	-143	0	-100.0%	-		
Guadalajara, MX	GDL	1	1	1	0	0	0.0%	0.0%	174	174	179	0	-5	0.0%	-2.8%		
Houston, TX	HOU	0	1	0	-1	0	-100.0%	-	0	143	0	-143	0	-100.0%	-		
Houston, TX	IAH	1	2	0	-1	1	-50.0%	-	76	152	0	-76	76	-50.0%	-		
Las Vegas, NV	LAS	9	9	5	0	4	0.0%	80.0%	1,343	1,407	835	-64	508	-4.5%	60.8%		
Jackson Hole, WY	JAC	0	1	0	-1	0	-100.0%	-	0	156	0	-156	0	-100.0%	-		
Long Beach, CA	LGB	1	1	1	0	0	0.0%	0.0%	175	143	162	32	13	22.4%	8.0%		
Los Angeles, CA	LAX	14	14	3	0	11	0.0%	366.7%	1,135	1,135	275	0	860	0.0%	312.7%		
Chicago, IL (Midway)	MDW	1	1	0	0	1	0.0%	-	143	143	0	0	143	0.0%	-		
Oakland, CA	OAK	1	1	1	0	0	0.0%	0.0%	143	143	143	0	0	0.0%	0.0%		
Orange County, CA	SNA	1	2	0	-1	1	-50.0%	-	156	299	0	-143	156	-47.8%	-		
Chicago, IL (O'Hare)	ORD	3	3	1	0	2	0.0%	200.0%	376	420	160	-44	216	-10.5%	135.0%		
Minneapolis, MN	MSP	0	0	0	0	0	-	-	0	0	0	0	0	-	-		
New York City	JFK	1	1	1	0	0	0.0%	0.0%	162	162	162	0	0	0.0%	0.0%		
Palm Springs, CA	PSP	0	0	0	0	0	-	-	0	0	0	0	0	-	-		
Portland, OR	PDX	2	2	2	0	0	0.0%	0.0%	152	152	152	0	0	0.0%	0.0%		
Phoenix, AZ	PHX	6	7	4	-1	2	-14.3%	50.0%	716	955	475	-239	241	-25.0%	50.7%		
San Diego, CA	SAN	2	2	0	0	2	0.0%	-	286	286	0	0	286	0.0%	-		
Seattle, WA	SEA	5	7	4	-2	1	-28.6%	25.0%	584	628	304	-44	280	-7.0%	92.1%		
San Francisco, CA	SFO	4	4	2	0	2	0.0%	100.0%	200	220	152	-20	48	-9.1%	31.6%		
Salt Lake City, UT	SLC	5	5	4	0	1	0.0%	25.0%	548	548	472	0	76	0.0%	16.1%		
San Jose, CA	SJC	1	0	0	1	1	-	-	143	0	0	143	143	-	-		
Grand Total - All Cities		72	80	40	-8	32	-10.0%	80.0%	8,496	9,714	5,016	-1,218	3,480	-12.5%	69.4%		

Peak Day Non-Stop Departures (including less than daily flights) by Concourse							
September 2021							
Airline	Code	Daily Flights	Concourse	Airport	Daily Seats	Concourse	Airport
Delta	DL	8	26.7%	11.1%	758	18.5%	8.9%
JetBlue	B6	2	6.7%	2.8%	324	7.9%	3.8%
Southwest	WN	20	66.7%	27.8%	3,020	73.6%	35.5%
B-Concourse		30	100.0%	41.7%	4,102	100.0%	48.3%
Alaska	AS	9	21.4%	12.5%	888	20.2%	10.5%
Allegiant	G4	2	4.8%	2.8%	312	7.1%	3.7%
American	AA	16	38.1%	22.2%	1,794	40.8%	21.1%
Frontier	F9	1	2.4%	1.4%	186	4.2%	2.2%
United	UA	13	31.0%	18.1%	1,040	23.7%	12.2%
Volaris	Y4	1	2.4%	1.4%	174	4.0%	2.0%
C-Concourse		42	100.0%	58.3%	4,394	100.0%	51.7%
Grand Total		72		100.0%	8,496		100.0%

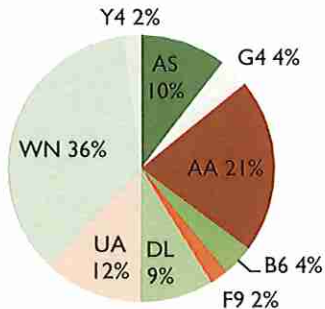
Percent of Scheduled Flights by Airlines



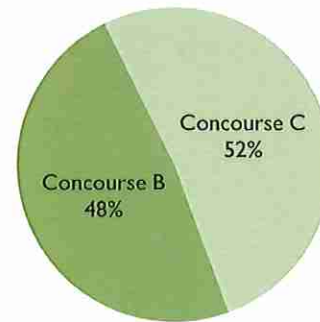
Percent of Scheduled Flights by Concourse



Percent of Scheduled Seats by Airline



Percent of Scheduled Seats by Concourse



Non-Stop Arrivals

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
G4	G4	LAS	RNO	96	319	156	0605	07265..
G4	G4	LAS	RNO	98	319	156	0605	0726	1.....
WN	WN	LAS	RNO	4284	73W	143	0640	0800	1..45..
WN	WN	LAS	RNO	585	73W	143	0700	08207
WN	WN	SJC	RNO	5625	73W	143	0730	0830	.23....
WN	WN	SJC	RNO	3891	73H	175	0800	0900	1..45..
DL	OO	SLC	RNO	3638	E7W	76	0825	0902	1234567
WN	WN	LAS	RNO	3566	73W	143	0745	0905	.23....
WN	WN	LAS	RNO	3674	73W	143	0800	09206.
WN	WN	LAS	RNO	724	7M8	175	0805	09257
AA	OO	LAX	RNO	2987	CR7	65	0750	0926	1234567
WN	WN	LAS	RNO	3072	73W	143	0810	0930	1..45..
WN	WN	SAN	RNO	5472	73W	143	0755	0930	.23....
UA	OO	DEN	RNO	5860	E7W	70	0800	0931	1234567
WN	WN	SJC	RNO	1223	73W	143	0845	09457
UA	OO	LAX	RNO	5696	CRJ	50	0819	0951	1234567
AA	OO	PHX	RNO	3233	CR7	65	0808	1005	1234567
WN	WN	PHX	RNO	4411	73H	175	0815	10056.
AS	OO	PDX	RNO	3482	E75	76	0840	1006	1234567
WN	WN	SAN	RNO	2197	73W	143	0835	10107
WN	WN	SAN	RNO	5680	73H	175	0840	10156.
UA	OO	SFO	RNO	5394	CRJ	50	0910	1016	1234567
WN	WN	DEN	RNO	1284	73H	175	0910	10257
WN	WN	DEN	RNO	3724	73W	143	0910	10256.
G4	G4	LAS	RNO	96	320	186	0905	1026	..3....
WN	WN	SAN	RNO	3626	73W	143	0900	1035	1..45..
WN	WN	DEN	RNO	3380	7M8	175	0920	1040	1..45..
AA	AA	DFW	RNO	2722	319	128	0920	1054	1234567
DL	OO	LAX	RNO	3501	E7W	70	0935	1100	1234567
AS	OO	LAX	RNO	3340	E75	76	0940	1105	1234567
WN	WN	LAS	RNO	4359	73W	143	0945	11056.
Y4	Y4	GDL	RNO	998	320	174	0918	1115	1.345..
WN	WN	LAS	RNO	621	73H	175	1000	11207
WN	WN	PHX	RNO	2902	73H	175	0930	1120	.23....
G4	G4	SNA	RNO	161	319	156	1015	1133	1..5..
AS	OO	SEA	RNO	3347	E75	76	0956	1142	.2.....
WN	WN	LAS	RNO	6113	7M8	175	1025	1150	1..45..
AS	QX	SEA	RNO	2032	DH4	76	0956	1155	1.34567
AA	OO	LAX	RNO	3021	CR7	65	1024	1200	1234567
WN	WN	PHX	RNO	1515	73W	143	1010	1200	1..45..
WN	WN	SJC	RNO	1935	73W	143	1100	12006.
WN	WN	LAS	RNO	5259	73W	143	1040	1205	.23....
WN	WN	MDW	RNO	3020	73H	175	0950	1205	1..45..
G4	G4	LAS	RNO	3022	320	186	1045	1206	.2.....
DL	DL	SLC	RNO	2666	738	160	1140	1213	1234567
WN	WN	LGB	RNO	5307	73W	143	1055	12206.
AA	AA	DFW	RNO	2234	319	128	1050	1225	12345.7
WN	WN	LAX	RNO	3607	73H	175	1115	1240	.23....
UA	UA	DEN	RNO	2141	738	166	1126	12476.

Non-Stop Arrivals

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
AS	AS	SEA	RNO	475	73J	178	1121	1308	12.456.
WN	WN	LGB	RNO	125	7M8	175	1145	13107
WN	WN	LAS	RNO	1963	73W	143	1155	1315	.23....
WN	WN	LAS	RNO	3274	73H	175	1205	13256.
WN	WN	PHX	RNO	652	73H	175	1140	13257
AA	AA	ORD	RNO	1924	319	128	1142	1400	1.345.7
WN	WN	LAS	RNO	2381	73W	143	1245	1410	1..45..
UA	OO	LAX	RNO	5708	CRJ	50	1250	1423	1..4567
WN	WN	DEN	RNO	2767	73H	175	1310	1425	.23....
WN	WN	BUR	RNO	3092	73W	143	1330	1450	.23....
UA	OO	SFO	RNO	5469	CRJ	50	1340	1452	1234567
DL	OO	LAX	RNO	3630	E7W	70	1334	1454	1234567
WN	WN	LAS	RNO	3823	73W	143	1330	1455	.23....
WN	WN	LAS	RNO	5600	73W	143	1355	15206.
WN	WN	LAX	RNO	2745	73W	143	1415	1540	1..45..
WN	WN	BUR	RNO	3658	73W	143	1445	16056.
G4	G4	LAS	RNO	96	320	186	1451	1612	.2.....
WN	WN	LAX	RNO	440	73H	175	1455	16157
AA	AA	DFW	RNO	1923	738	172	1455	16296.
DL	OO	SLC	RNO	3653	E7W	76	1556	1629	1234567
WN	WN	BUR	RNO	4455	73W	143	1515	1635	1..45..
AA	OO	LAX	RNO	3212	CR7	65	1502	1637	1234567
AS	OO	LAX	RNO	3422	E75	76	1535	1700	1234567
B6	B6	LAX	RNO	942	320	162	1542	1706	1234567
UA	UA	DEN	RNO	2152	320	150	1555	1717	1234567
WN	WN	LAS	RNO	6138	73W	143	1600	17207
AA	OO	PHX	RNO	3210	CR7	65	1535	1734	1234567
WN	WN	BUR	RNO	2268	73W	143	1625	17457
WN	WN	MDW	RNO	6252	73W	143	1530	17456.
AA	AA	ORD	RNO	1289	738	172	1534	1750	1234567
AS	QX	SEA	RNO	2351	DH4	76	1556	1754	12.45.7
WN	WN	DEN	RNO	834	73H	175	1645	18057
WN	WN	LAS	RNO	1901	73W	143	1645	1805	1..45..
G4	G4	LAS	RNO	96	319	156	1645	1806	...4...
G4	G4	LAS	RNO	96	319	156	1648	18097
WN	WN	LGB	RNO	3368	73W	143	1650	1810	.23....
G4	G4	LAS	RNO	96	320	186	1655	18166.
DL	OO	SLC	RNO	3505	E7W	76	1745	1819	12345.7
WN	WN	SAN	RNO	2821	7M8	175	1650	1820	.23....
WN	WN	DEN	RNO	5506	73W	143	1715	1835	1..45..
F9	F9	LAS	RNO	2177	320	186	1730	1855	...4...
WN	WN	PHX	RNO	5314	73W	143	1710	18556.
WN	WN	LAS	RNO	5805	73H	175	1740	1900	.23....
WN	WN	LAS	RNO	3553	73W	143	1750	19106.
AS	QX	PDX	RNO	2394	DH4	76	1745	1920	1..45.7
WN	WN	LGB	RNO	2843	73H	175	1800	1920	1..45..
F9	F9	LAS	RNO	2175	320	186	1800	1925	1.....
WN	WN	LAX	RNO	5603	73W	143	1805	19256.
WN	WN	OAK	RNO	2965	73W	143	1830	1925	1..45..

Non-Stop Arrivals

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	OAK	RNO	6148	73W	143	1900	20007
AA	AA	DFW	RNO	2448	738	172	1850	2024	12345.7
AA	AA	CLT	RNO	2277	319	128	1815	2025	1234567
WN	WN	LAS	RNO	1410	73H	175	1910	20307
F9	F9	LAS	RNO	2177	320	186	1906	20317
UA	OO	LAX	RNO	5716	E7W	76	1910	2038	1234567
AA	AA	DFW	RNO	2448	738	172	1905	20406.
WN	WN	LAS	RNO	616	73W	143	1930	2050	.23....
WN	WN	LAS	RNO	4838	73W	143	1930	20506.
AA	AA	PHX	RNO	355	320	150	1859	2056	1234567
UA	UA	DEN	RNO	2300	319	126	1935	2059	1234567
WN	WN	LAS	RNO	4110	73W	143	1950	2110	1..45..
DL	OO	LAX	RNO	3860	E7W	70	2010	2129	1234567
WN	WN	LGB	RNO	857	73W	143	2010	21307
AA	MQ	AUS	RNO	3710	E75	76	1955	2132	1234567
WN	WN	SAN	RNO	489	73W	143	2000	2135	1..45..
WN	WN	DEN	RNO	5657	73H	175	2020	21406.
AS	AS	SEA	RNO	1183	739	178	1957	2144	1234.67
AS	AS	SEA	RNO	1183	73J	178	1957	21445..
WN	WN	PHX	RNO	2680	73W	143	2000	2145	.23....
UA	YV	IAH	RNO	6302	E7W	76	1950	2150	1234567
WN	WN	PHX	RNO	3786	73W	143	2005	2150	1..45..
WN	WN	LAS	RNO	904	73W	143	2035	21557
WN	WN	LAS	RNO	3085	73W	143	2050	2210	.23....
WN	WN	DEN	RNO	2642	73W	143	2055	2215	.23....
WN	WN	SAN	RNO	2270	73W	143	2040	22157
UA	OO	ORD	RNO	4650	E7W	76	1945	2226	1234567
WN	WN	DEN	RNO	3684	73W	143	2110	2230	1..45..
B6	B6	JFK	RNO	81	320	162	1930	2237	1.3.5.7
WN	WN	DEN	RNO	178	73H	175	2140	23007
WN	WN	LAS	RNO	5931	73W	143	2145	2305	1..45..
WN	WN	PHX	RNO	2467	73W	143	2120	23057
WN	WN	LAS	RNO	2040	73W	143	2155	23157
DL	DL	SLC	RNO	2652	738	160	2258	2326	1234567
AS	QX	SEA	RNO	2569	E75	76	2145	2331	..34567
AA	OO	LAX	RNO	3256	CR7	65	2203	2338	12345.7
UA	OO	SFO	RNO	5885	CRJ	50	2240	2350	...45.7
AA	AA	DFW	RNO	1273	738	172	2226	2357	..345.7

Non-Stop Departures

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
UA	UA	RNO	DEN	2415	320	150	0540	0855	1234567
AA	AA	RNO	DFW	1361	738	172	0545	1101	1..4567
AA	MQ	RNO	AUS	3518	E75	76	0600	1122	1234567
DL	DL	RNO	SLC	2762	738	160	0600	0827	1234567
UA	OO	RNO	LAX	5501	E7W	76	0600	0736	1234567
WN	WN	RNO	DEN	6057	73W	143	0600	09106.
WN	WN	RNO	LAS	1453	73W	143	0600	07207
WN	WN	RNO	LAS	5595	73W	143	0605	0725	1..45..
WN	WN	RNO	MDW	4842	73W	143	0620	12056.
WN	WN	RNO	PHX	2060	73W	143	0620	08057
WN	WN	RNO	LAS	5395	73W	143	0625	0745	.23....
UA	OO	RNO	SFO	5998	CRJ	50	0627	0741	1234567
WN	WN	RNO	PHX	3739	73W	143	0630	0815	1..45..
WN	WN	RNO	DEN	421	73H	175	0635	09457
WN	WN	RNO	PHX	5410	73W	143	0635	0820	.23....
AA	AA	RNO	ORD	1290	738	172	0636	1239	1234567
WN	WN	RNO	DEN	687	73W	143	0645	0955	.23....
WN	WN	RNO	DEN	687	73H	175	0645	0955	1..45..
WN	WN	RNO	LAS	126	73W	143	0645	08006.
AA	AA	RNO	PHX	677	320	150	0652	0850	1234567
AS	QX	RNO	SEA	2539	E75	76	0700	0902	1..4567
UA	OO	RNO	ORD	4753	E7W	76	0700	1259	1234567
WN	WN	RNO	OAK	2055	73W	143	0700	08007
WN	WN	RNO	OAK	3408	73W	143	0700	0800	1..45..
WN	WN	RNO	OAK	3584	73W	143	0705	0805	.23....
WN	WN	RNO	LGB	33	73W	143	0710	08357
WN	WN	RNO	OAK	4406	73W	143	0710	08106.
AA	OO	RNO	LAX	3114	CR7	65	0712	0905	1234567
WN	WN	RNO	SAN	6176	73W	143	0720	08507
UA	YV	RNO	IAH	6154	E7W	76	0730	1306	1234567
WN	WN	RNO	MDW	5604	73W	143	0730	1310	1..45..
WN	WN	RNO	SAN	5414	73H	175	0730	0900	.23....
WN	WN	RNO	PHX	923	73W	143	0735	09206.
DL	OO	RNO	LAX	4172	E7W	70	0739	0910	1234567
WN	WN	RNO	SAN	3996	73W	143	0740	0910	1..45..
AA	AA	RNO	CLT	2278	319	128	0800	1542	1234567
AA	AA	RNO	DFW	392	738	172	0800	1315	1234567
AS	AS	RNO	SEA	1448	739	178	0810	1010	12345.7
AS	AS	RNO	SEA	1448	73J	178	0810	10106.
G4	G4	RNO	SNA	142	319	156	0811	0930	1..5..
WN	WN	RNO	LAS	3393	73W	143	0820	0935	.23....
WN	WN	RNO	LAS	5349	73H	175	0830	09456.
WN	WN	RNO	LAS	3358	73W	143	0840	0955	1..45..
WN	WN	RNO	LGB	3400	73W	143	0900	1025	.23....
UA	UA	RNO	DEN	1950	319	126	0910	1224	1234567
WN	WN	RNO	LAS	1279	73W	143	0915	10307
WN	WN	RNO	DEN	3891	73H	175	0955	1305	1..45..
WN	WN	RNO	LAS	2167	73W	143	0955	1110	.23....

Non-Stop Departures

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
DL	OO	RNO	SLC	3638	E7W	76	1010	1240	1234567
WN	WN	RNO	DEN	724	7M8	175	1010	13207
UA	OO	RNO	LAX	5548	CRJ	50	1022	1200	1..4567
WN	WN	RNO	BUR	340	73W	143	1030	11507
AA	OO	RNO	PHX	3233	CR7	65	1040	1235	1234567
AS	OO	RNO	PDX	3484	E75	76	1050	1223	1234567
WN	WN	RNO	LAS	252	73W	143	1050	12057
WN	WN	RNO	LAS	3812	73H	175	1050	12056.
UA	OO	RNO	SFO	5899	CRJ	50	1055	1209	1234567
WN	WN	RNO	LGB	3724	73W	143	1100	12256.
WN	WN	RNO	DEN	5680	73H	175	1105	14156.
G4	G4	RNO	LAS	97	320	186	1111	1225	..3....
UA	OO	RNO	DEN	5919	E7W	70	1115	1436	1234567
WN	WN	RNO	BUR	3628	73W	143	1120	1240	1..45..
WN	WN	RNO	LGB	2932	7M8	175	1130	1255	1..45..
WN	WN	RNO	PHX	2445	73H	175	1140	13257
AA	AA	RNO	DFW	2722	319	128	1142	1657	1234567
AS	OO	RNO	LAX	3341	E75	76	1145	1319	1234567
WN	WN	RNO	SAN	3271	73W	143	1145	13156.
DL	OO	RNO	LAX	3501	E7W	70	1147	1318	1234567
WN	WN	RNO	LAS	2404	73H	175	1210	13307
WN	WN	RNO	LAS	2892	73H	175	1215	1335	..23....
G4	G4	RNO	LAS	97	319	156	1218	1332	1..5..
AA	OO	RNO	LAX	3021	CR7	65	1230	1416	1234567
AS	OO	RNO	SEA	3431	E75	76	1235	1437	..2....
AS	QX	RNO	SEA	2019	DH4	76	1235	1455	1.34567
WN	WN	RNO	BUR	5590	73W	143	1235	13506.
WN	WN	RNO	LAS	4302	73W	143	1235	1355	1..45..
WN	WN	RNO	LAX	4467	7M8	175	1240	1410	1..45..
WN	WN	RNO	PHX	5307	73W	143	1255	14406.
Y4	Y4	RNO	GDL	999	320	174	1255	1841	1.345..
G4	G4	RNO	LAS	3023	320	186	1256	1414	..2....
WN	WN	RNO	SAN	5064	73W	143	1300	1430	..23....
WN	WN	RNO	DEN	3020	73H	175	1305	1615	1..45..
DL	DL	RNO	SLC	2666	738	160	1330	1557	1234567
AA	AA	RNO	ORD	2723	319	128	1335	1942	1.345.7
WN	WN	RNO	DEN	3607	73H	175	1335	1645	..23....
UA	UA	RNO	DEN	2470	738	166	1343	1657	1234567
WN	WN	RNO	DEN	125	7M8	175	1355	17057
WN	WN	RNO	LAS	5633	73W	143	1355	1510	..23....
AS	AS	RNO	SEA	474	739	178	1403	1604	..3...7
AS	AS	RNO	SEA	474	73J	178	1403	1604	12.456.
AA	AA	RNO	PHX	2725	319	128	1410	16016.
AA	AA	RNO	PHX	2725	320	150	1410	1601	12345..
WN	WN	RNO	LAX	1520	73H	175	1415	15407
WN	WN	RNO	LAS	4686	73H	175	1425	15406.
AA	AA	RNO	DFW	1923	319	128	1443	2005	12345.7
WN	WN	RNO	LAS	3450	73W	143	1445	1600	1..45..

Non-Stop Departures

September 2021

Marketing Airline	Operating Airline	Origin	Destination	Flight	Aircraft	Seats	Departure Time	Arrival Time	Days of Operation
WN	WN	RNO	PHX	5166	73W	143	1555	1740	.23....
DL	OO	RNO	LAX	3630	E7W	70	1612	1742	1234567
WN	WN	RNO	PHX	385	73W	143	1615	1800	1..45..
UA	OO	RNO	SFO	5814	CRJ	50	1625	1741	1234567
WN	WN	RNO	LAS	3660	73W	143	1640	17556.
G4	G4	RNO	LAS	97	320	186	1657	1811	.2.....
WN	WN	RNO	LAS	1409	73H	175	1705	18207
WN	WN	RNO	LAS	4459	73W	143	1710	1830	1..45..
DL	OO	RNO	SLC	3653	E7W	76	1715	1947	1234567
AA	OO	RNO	PHX	3144	CR7	65	1717	1915	1234567
AS	OO	RNO	LAX	3316	E75	76	1740	1914	1234567
B6	B6	RNO	LAX	943	320	162	1751	1905	1234567
WN	WN	RNO	LGB	2342	73W	143	1755	19207
AA	OO	RNO	LAX	3280	CR7	65	1810	2000	12345.7
WN	WN	RNO	SAN	2269	73W	143	1825	19557
WN	WN	RNO	LAS	6252	73W	143	1830	19506.
AS	QX	RNO	PDX	2446	DH4	76	1834	2015	1..45.7
WN	WN	RNO	SJC	1901	73W	143	1840	1945	1..45..
WN	WN	RNO	SJC	3371	73W	143	1840	1945	.23....
G4	G4	RNO	LAS	97	319	156	1854	2008	...4.7
WN	WN	RNO	SJC	834	73H	175	1855	20007
G4	G4	RNO	LAS	97	320	186	1901	20156.
WN	WN	RNO	SAN	1609	73W	143	1905	2035	1..45..
DL	OO	RNO	SLC	3505	E7W	76	1910	2140	12345.7
WN	WN	RNO	LAS	2824	7M8	175	1915	2030	.23....
F9	F9	RNO	LAS	2176	320	186	1940	2103	...4...
WN	WN	RNO	LAS	2965	73W	143	1955	2115	1..45..
AS	QX	RNO	SEA	2218	DH4	76	2000	2210	12.45.7
F9	F9	RNO	LAS	2174	320	186	2010	2137	1.....
F9	F9	RNO	LAS	2174	320	186	2013	21405..
UA	OO	RNO	SFO	5380	CRJ	50	2020	2134	...45.7
WN	WN	RNO	LAS	6148	73W	143	2030	21507
F9	F9	RNO	LAS	2176	320	186	2116	22407
WN	WN	RNO	LAS	1411	73H	175	2155	23107
B6	B6	RNO	JFK	80	320	162	2359	0755	1...567

Reno-Tahoe International Airport

Hourly schedule arrivals, departures, and related seats

Sample: 13th - 19th September 2021

	Reno-Tahoe International Airport																																	
	Hourly schedule arrivals, departures, and related seats																																	
	Sample: 13th - 19th September 2021																																	
	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday									
	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep		
0	0	0000	0	0	0	0	0000	0	0	0	0000	0	0	0	0000	0	0	0	0	0	0	0000	0	0	0	0	0	0	0000	0	0			
0	0	0100	0	0	0	0	0100	0	0	0	0100	0	0	0	0100	0	0	0	0	0	0	0100	0	0	0	0	0	0	0100	0	0			
0	0	0200	0	0	0	0	0200	0	0	0	0200	0	0	0	0200	0	0	0	0	0	0	0200	0	0	0	0	0	0	0200	0	0			
0	0	0300	0	0	0	0	0300	0	0	0	0300	0	0	0	0300	0	0	0	0	0	0	0300	0	0	0	0	0	0	0300	0	0			
0	0	0400	0	0	0	0	0400	0	0	0	0400	0	0	0	0400	0	0	0	0	0	0	0400	0	0	0	0	0	0	0400	0	0			
0	0	0500	0	0	0	0	0500	0	0	0	0500	0	0	0	0500	0	0	0	0	0	0	0500	0	0	0	0	0	0	0500	0	0			
0	0	0600	4	621	0	0	0600	4	589	0	0	0600	4	589	0	0	0600	4	621	0	0	0600	4	621	0	0	0	0600	4	589				
0	0	0700	4	499	0	0	0700	3	388	0	0	0700	3	388	0	0	0700	4	499	0	0	0700	3	356	0	0	0	0700	4	499				
143	1	0800	1	143	143	1	0800	1	143	143	1	0800	1	143	143	1	0800	1	143	143	1	0800	1	175	143	1	0800	0	0	0	0			
394	3	0900	1	175	352	3	0900	2	266	362	3	0900	2	266	394	3	0900	1	175	394	3	0900	1	175	219	2	0900	0	0	394	3	0900	1	143
318	2	1000	2	219	0	0	1000	2	219	0	0	1000	2	219	318	2	1000	2	219	318	2	1000	3	394	318	2	1000	4	537	318	2	1000	4	537
245	2	1100	3	388	245	2	1100	1	70	245	2	1100	1	70	245	2	1100	3	388	245	2	1100	4	531	245	2	1100	2	245	245	2	1100	2	245
478	3	1200	2	318	478	3	1200	1	175	478	3	1200	1	175	478	3	1200	2	318	478	3	1200	2	266	160	1	1200	1	175	160	1	1200	1	175
0	0	1300	2	335	143	1	1300	4	621	143	1	1300	4	621	0	0	1300	2	335	175	1	1300	1	160	350	2	1300	2	335	350	2	1300	2	335
213	2	1400	1	143	531	4	1400	0	0	531	4	1400	0	0	213	2	1400	1	143	213	2	1400	1	143	70	1	1400	1	175	70	1	1400	1	175
143	1	1500	0	0	0	0	1500	3	461	0	0	1500	3	461	143	1	1500	0	0	143	1	1500	1	143	0	0	1500	0	0	0	0	1500	0	0
219	2	1600	2	213	76	1	1600	1	70	76	1	1600	1	70	219	2	1600	2	213	219	2	1600	2	213	251	2	1600	1	70	251	2	1600	1	70
162	1	1700	3	381	162	1	1700	2	238	162	1	1700	2	238	162	1	1700	3	381	162	1	1700	3	381	305	2	1700	2	238	448	3	1700	4	556
352	3	1800	1	143	394	3	1800	1	143	394	3	1800	1	143	548	4	1800	1	143	352	3	1800	1	143	143	1	1800	1	143	251	2	1800	2	318
504	3	1900	3	362	318	2	1900	2	251	318	2	1900	2	251	318	2	1900	4	548	504	3	1900	3	362	429	3	1900	0	0	0	0	1900	1	76
0	0	2000	1	166	143	1	2000	0	0	143	1	2000	0	0	0	0	2000	0	0	0	0	2000	1	166	143	1	2000	0	0	504	3	2000	1	143
499	4	2100	0	0	213	2	2100	0	0	213	2	2100	0	0	499	4	2100	0	0	499	4	2100	0	0	245	2	2100	0	0	356	3	2100	2	361
305	2	2200	0	0	266	2	2200	0	0	448	3	2200	0	0	143	1	2200	0	0	305	2	2200	0	0	0	0	2200	0	0	305	2	2200	0	0
303	2	2300	1	162	160	1	2300	0	0	160	1	2300	0	0	303	2	2300	0	0	303	2	2300	1	162	160	1	2300	1	162	621	4	2300	1	162
4,288	31		31	4,288	3,654	27		27	3,654	3,816	28		27	3,654	4,126	30		30	4,126	4,288	31		31	4,288	3,403	25		26	3,565	4,416	31		31	4,416

	Monday				Tuesday				Wednesday				Thursday				Friday				Saturday				Sunday										
	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time	Dep	Seats	Arr	Time
0	0	0000	0	0	0	0	0000	0	0	0	0	0000	0	0	0	0	0000	0	0	0	0	0000	0	0	0	0	0	0000	0	0	0	0	0000	0	0
0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0100	0	0	0	0	0	0100	0	0	0	0	0100	0	0
0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0200	0	0	0	0	0	0200	0	0	0	0	0200	0	0
0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0300	0	0	0	0	0	0300	0	0	0	0	0300	0	0
0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0400	0	0	0	0	0	0400	0	0	0	0	0400	0	0
0	0	0500	2	322	0	0	0500	1	150	0	0	0500	1	150	0	0	0500	2	322	0	0	0500	2	322	0	0	0500	2	322	0	0	0500	2	322	
0	0	0600	5	524	0	0	0600	5	524	0	0	0600	5	524	0	0	0600	5	524	0	0	0600	5	524	0	0	0600	5	524	0	0	0600	5	524	
156	1	0700	4	293	0	0	0700	3	217	0	0	0700	3	217	0	0	0700	4	293	156	1	0700	4	293	0	0	0700	4	293	0	0	0700	4	293	
0	0	0800	4	634	0	0	0800	3	478	0	0	0800	3	478	0	0	0800	4	634	0	0	0800	3	478	0	0	0800	3	478	0	0	0800	3	478	
185	3	0900	2	191	185	3	0900	2	191	185	3	0900	2	191	185	3	0900	2	191	185	3	0900	2	191	185	3	0900	2	191	185	3	0900	2	191	
319	4	1000	4	241	319	4	1000	3	191	505	5	1000	3	191	319	4	1000	4	241	319	4	1000	4	241	319	4	1000	4	241	319	4	1000	4	241	
482	4	1100	3	274	152	2	1100	3	274	326	3	1100	4	460	326	3	1100	3	274	482	4	1100	3	274	152	2	1100	3	274	152	2	1100	3	274	
509	4	1200	4	471	695	5	1200	3	327	509	4	1200	3	315	509	4	1200	4	471	509	4	1200	4	471	359	3	1200	2	141	359	3	1200	2	141	
178	1	1300	2	294	178	1	1300	1	166	178	1	1300	2	294	178	1	1300	2	294	178	1	1300	2	294	178	1	1300	1	166	178	1	1300	2	294	
228	3	1400	3	456	50	1	1400	3	456	178	2	1400	3	456	228	3	1400	3	456	228	3	1400	3	456	100	2	1400	2	306	228	3	1400	2	306	
0	0	1500	1	50	0	0	1500	1	50	0	0	1500	1	50	0	0	1500	1	50	0	0	1500	1	50	0	0	1500	1	50	0	0	1500	1	50	
65	1	1600	1	50	251	2	1600	2	236	65	1	1600	1	50	65	1	1600	1	50	65	1	1600	1	50	237	2	1600	1	50	65	1	1600	1	50	
539	5	1700	2	141	539	5	1700	2	141	463	4	1700	2	141	539	5	1700	2	141	539	5	1700	2	141	463	4	1700	2	141	539	5	1700	2	141	
0	0	1800	2	141	0	0	1800	1	65	0	0	1800	1	65	156	1	1800	3	297	0	0	1800	2	141	166	1	1800	0	0	156	1	1800	3	297	
126	2	1900	0	0	50	1	1900	0	0	50	1	1900	0	0	126	2	1900	0	0	126	2	1900	0	0	50	1	1900	1	166	126	2	1900	0	0	
652	5	2000	1	76	652	5	2000	1	76	652	5	2000	0	0	652	5	2000	2	126	652	5	2000	2	126	652	5	2000	0	0	652	5	2000	2	126	
330	3	2100																																	



north lake tahoe

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North Lake Tahoe Visitor Information Center Visitor Report: Aug 2021

VISITORS SERVED:

July 2021

Total TC & KB Walk-ins 9,854
 Total Phone Calls: 404
 Total 10,258

August 2020

Total TC & KB Walk-ins 5,934
 Total Phone Calls: 305
 Total 6,239

August 2021

Total TC&KB Walk-ins: 4,190
 Total Phone Calls: 368
 Total 4,558

REFERRALS GIVEN TO VISITORS:

Restaurants 338	Lodging 82	Historic / Museum 119	Events 162
Tours 62	Surrounding Towns (SLT / Truckee) 114	Shopping 76	Transportation 80
Services – Covid 19 & Smoke 339	Activities Mountain / Trails 354	Activities / Lake 515	Maps / Directions 771

TOTAL 3,012 = 97 referrals per day

August Highlights

- The VIC sales for August are down 21% from August 2020 however YTD we are above by 26%. Our phone volume increased by 21% with most calls asking about AQI, road and forest closures, evacuations and COVID restrictions.
- VIC staff has an average of referring local businesses, activities, and directions 97 times per day.
- Kings Beach Visitor Kiosk numbers are drastically down due to CA State Parks closing all Tahoe parks on 8/20/21 and are not planning to reopen until 9/10/21.
- Continued servicing our local businesses by being a distribution center for 3 ply masks, sanitizer, funnels, pumps, signs and floor decals
- Partnered with the North Tahoe Fire Department to put a giant red flag flown during the Red Flag days.
- Helped advertise Bluesdays, Brews Jazz & Funk, Alpen Wine Fest and Tahoe Nalu at the center.
- Visitor Guide Distribution – 150 to wedding participants
- Map Distribution – 360 to Granlibakken

Sept Highlights

- KB Visitor Kiosk reopened on 9/10/21
- Participated in meetings with Amy Berry at Tahoe Fund and Tahoe Conservancy to continue the Visitor Center participation as the fulfillment center for the Plates for Powder Program.
-



north lake tahoe

Chamber | CVB | Resort Association

Date: 9/30/21

To: North Lake Tahoe Resort Association (NLTRA) Board of Directors

From: DeWitt Van Siclen, Accounting Manager

RE: Report of Financial Results for August 31, 2021 & update on June 30, 2021 financial results

Update to June 30, 2021 Financial Results:

- Preliminary results at the August Finance Committee meeting anticipated an underspent position of \$1,480,000. As of now, staff anticipates the same underspent position.
- Adjustments to prior financial statements to June 2021 included:
 - Increase in accounts payable of \$20,000 due to anticipated expenses that occurred in the fiscal year that had not yet been submitted for payment.
 - Reduced expenses of \$5,000 that had been offset by accrued expenses due to the refund anticipated on Spartan after payment had been made in July 2021.
 - Adjustments to Payroll Liabilities to reflect accrued expenses at fiscal year end resulting in a net increase of \$3,000.
 - A reduction of \$18,000 to the amount due to the County of Placer resulting from the above adjustments.

A summary of preliminary NLTRA financial results for August 31, 2021 follows:

- Cash balance on August 31, 2021 of \$2,506,000 was \$1,480,000 greater than prior year due primarily to a decrease to Inventory of \$7,000, a decrease in Prepaid Expenses of \$6,000, an increase in Accounts Payable of \$66,000, an increase in Accrued Expenses of \$10,000, an increase in Due To/From County of Placer of \$1,098,000, an increase in Unrestricted Net Assets of \$28,000, an increase in the Designated Marketing Reserve of \$7,000, and an increase in Net Income of \$474,000 offset by an increase in Accounts Receivable of \$152,000, an increase in Fixed Assets of \$7,000, a decrease in Payroll Liabilities of \$38,000, and a decrease in Deferred Revenue – Member Dues of \$21,000.
- Accounts Receivable (QB) balance of \$0 was down relative to last year by \$3,000.
- The Accounts Receivable – TOT balance of \$250,000 reflected County TOT funding invoices for August. The balance at this date last year was \$445,000. Payment has been made.
- AR Other balance of \$7,000 was \$5,000 greater than prior year and primarily constitutes the amount due back for a cancelled portion of the contract for the Spartan 2021 event.
- Membership dues receivable totaled \$28,000, which reflects a decrease of \$52,000 from prior year due to a combination of increased collections as well as write-offs on uncollectible amounts. The Allowance for Doubtful Accounts balance of \$9,000 was \$16,000 less than prior year.
- Retail Inventory totaled \$28,000, which reflects a decrease of \$7,000 from prior year due to the purchase of PPE that had originally been sold at cost to the local business community and later distributed free of charge.

- AR TBID balance of \$374,000 reflects the anticipated revenue on TBID assessment collections that have not yet been received. This number will be updated as reporting becomes available.
- Receivable from NLTMC was greater than prior year by \$6,000 due to reimbursements owed on credit cards.
- Fixed Assets increased over prior year by \$7,000 due to the purchase of a new server for the NLTRA.
- Prepaid Expenses decreased by \$6,000 over prior year.
- Accounts Payable of \$44,000 was \$43,000 greater than prior year due primarily to lower expenditures in prior year due to the pandemic.
- Accounts Payable – Other balance of \$24,000 reflects unrealized revenue due back on member dues invoices paid by TBID-assessed businesses in the prior fiscal year.
- Wages and related liabilities of \$69,000 were \$38,000 lower than prior year; a result of a combination of reduced staffing, lower incentive accruals, decreased PTO liability of staff, and no commissions owed to NLTRA reps year.
- Sales and Use Tax liability balance of \$3,000 was \$1,000 higher than prior year due to increased retail sales over prior year.
- Accrued expenses of \$30,000 were \$10,000 higher than prior year, primarily due to an increase in the number of events scheduled for the summer and fall over prior year offset by a COVID recovery campaign that had been accrued in prior year.
- Deferred Revenue-Member Dues of \$34,000 was down \$21,000 from last year due to a combination of writing off uncollectible invoices, reclassing the unrealized revenue owed for paid invoices from TBID-assessed businesses, and reduced membership billing due to the inception of the TBID.
- Deferred Revenue–County of \$525,000 reflects the 2021/22 prepayment of TOT funds made at the beginning of the fiscal year to assist with cash flow due to the performance-based invoicing on part of the County contract and exceeded prior year by \$175,000. The prepayment anticipates a payment to Spartan for September 2022 pending board approval in the amount of \$175,000.
- Due To/From County balance of \$1,483,000 was \$1,098,000 greater than prior year and represents the balance due to the County of Placer for unspent fiscal year 2020/21 TOT funding. This balance is subject to change prior to approval of the fiscal year 2020/21 financials.
- YTD consolidated net income of \$506,000 at August 31 reflected a \$474,000 increase from prior year positive results of \$32,000, and represents anticipated TBID revenues of \$374,000 YTD, Membership's net loss of \$1,000, and \$133,000 net positive results from TOT funded departments.
- Operating Results YTD – Marketing
 - YTD Revenue from Placer TOT Funding of \$333,000 was lower than budget by \$47,000.
 - Expenses before overhead allocation totaled \$238,000 and were \$69,000 below budget largely due to a combination of reduced staffing and timing.
 - Total net results before overhead allocation of \$94,000 were better than budget by \$22,000.
- Operating Results YTD – Conference
 - TOT revenue of \$86,000 was over budget by \$5,000.
 - Expenses of \$36,000 before allocated overhead were below budget by \$28,000 largely due to reduced staffing.
 - Net results of \$50,000 before overhead allocation were good to budget by \$33,000.
- Operating Results YTD – Visitor Center
 - Retail sales of \$33,000 were positive to budget by \$17,000. TOT revenue of \$82,000 was good to budget \$5,000.

- Expenses before overhead allocation of \$68,000 were below budget by \$5,000.
- Net income of \$46,000 before overhead allocation was \$27,000 positive to budget.
- Operating Results YTD – TMPI
 - TOT revenue of \$42,000 was \$2,000 good to budget.
 - Expenditures of \$14,000 before overhead were \$18,000 good to budget due to reduced staffing and timing.
 - Net results of \$27,000 before overhead allocation were positive to budget \$20,000.
- Operating Results YTD – TBID Assessment Revenue
 - Anticipated revenues YTD totaled \$374,000. Collection has not yet been made YTD.
- Operating Results YTD – Membership
 - Membership dues revenue of \$13,000 was on budget, total other revenues of \$1,000 were \$1,000 good to budget.
 - Expenses before overhead allocation of \$11,000 were good to budget by \$4,000.
 - Net income of \$3,000 before overhead allocations was good to budget by \$5,000.
 - Net loss of \$1,000 after overhead allocations was good to budget \$4,000.
- Operating Results YTD – Business Association Grant Funding
 - TOT Revenue of \$33,000 was on budget.
 - Expenses of \$0 was below budget by \$33,000 due to Association Grant Funding placed on hold.
 - Net results of \$33,000 was good to budget \$33,000.
- Operating Results YTD – Administration
 - Total expenses of \$152,000 were \$27,000 over budget due primarily to staffing and timing.
- Operating Results YTD – TOT Housing & Transportation Allocation
 - TOT Revenue of \$30,000 was good to budget by \$2,000.
 - Total expense of \$1,000 was below budget \$22,000 due primarily to staffing.
 - Net results of \$29,000 before overhead was \$24,000 good to budget.
- Membership cash position as of August 31, 2021
 - Membership activities YTD resulted in a net loss of \$1,479.
 - Deferred revenues of \$33,837 less receivables of \$28,641, plus the allowance for uncollectible receivables of \$8,853 resulted in the saving of cash in the amount of \$12,570.
 - The balance owed on paid invoices from TBID businesses increased cash by \$23,673.
 - Tuesday Morning Breakfast Club deferred revenue provided \$1,290 in cash.
 - Prior years' cumulative net results totaled \$18,285.
 - Net cash year-to-date was positive \$55,818.

Summary of North Lake Tahoe Marketing Cooperative (NLTMC) preliminary financial results at August 31, 2021

- Cash balance at month end of \$279,000 was \$235,000 lower than prior year primarily due to an increase in Accounts Payable of \$91,000 and an increase Net Income of \$114,000 offset by an increase in Accounts Receivable of \$93,000, an increase in Prepaid Expenses of \$55,000 and a decrease in Unrestricted Net Assets of \$291,000.
- Accounts Receivable of \$117,000 was \$116,000 greater than prior year due to funding invoices not yet paid. Payment has since been received.
- A/R – Other was \$23,000 lower than prior year due to cancelled trade shows in prior year.
- Prepaid Expenses of \$82,000 were \$55,000 greater than prior year.
- Accounts Payable of \$111,000 were \$91,000 greater than prior year due to a combination of increased expenses as well as timing of payment.
- Unrestricted Net Assets Equity of \$196,000 was \$291,000 less than prior year due to the use of unspent FY19.20 funds in the prior fiscal year.
- Net Income of \$172,000 was \$114,000 greater than prior year.
- Year-to-date revenue from NLTRA and IVCBVB of \$315,000 was on budget.
- Consumer Marketing expenditures of \$65,000 were \$21,000 below budget due to timing.
- Leisure Sales expenditures of \$2,000 were \$1,000 below budget.
- Public Relations expenses of \$15,000 were \$11,000 below budget due to timing.
- Conference Sales expenditures of \$3,000 were \$14,000 below budget.

- Trade Show expenditures of \$1,000 were \$9,000 below budget due to anticipated trade shows being cancelled.
- Committed & Administrative expenditures of \$32,000 were \$7,000 over budget due to timing.
- Website & Maintenance expenses of \$27,000 were \$3,000 below budget.
- Total Expenses of \$144,000 were \$52,000 below budget.
- Net Income of \$171,000 was good to budget by \$52,000.

North Lake Tahoe Resort Association

Preliminary

Financial Statements for the Period Ending

August 31, 2021

North Lake Tahoe Resort Association

Balance Sheet

As of August 31, 2021

Accrual Basis

	Aug 31, 21	Aug 31, 20	\$ Change	% Change	Jun 30, 21
ASSETS					
Current Assets					
Checking/Savings					
1001-00 · Petty Cash	158	158	0	0%	158
1002-00 · Cash - Operations BOTW #8328	2,292,763	0	2,292,763	100%	1,965,992
1003-00 · Cash - Operations BOTW #6712	(6,928)	763,830	(770,758)	(101%)	(273,742)
1007-00 · Cash - Payroll BOTW #7421	6,100	2,285	3,815	167%	38,521
1008-00 · Marketing Reserve - Plumas	50,361	50,321	40	0%	50,356
1009-00 · Cash Flow Reserve - Plumas	100,993	100,865	128	0%	100,976
1071-00 · Payroll Reserves BOTW #8163	29,582	29,582	0	0%	29,582
1080-00 · Special Events BOTW #1626	32,329	79,311	(46,982)	(59%)	39,803
10950 · Cash in Drawer	863	169	694	411%	139
Total Checking/Savings	2,506,221	1,026,521	1,479,700	144%	1,951,785
Accounts Receivable					
1200-00 · Quickbooks Accounts Receivable	0	2,500	(2,500)	(100%)	1,000
1290-00 · A/R - TOT	250,426	445,022	(194,596)	(44%)	432,499
Total Accounts Receivable	250,426	447,522	(197,096)	(44%)	433,499
Other Current Assets					
1200-99 · AR Other	7,291	2,031	5,260	259%	2,442
1201-00 · Member Accounts Receivable					
1201-01 · Member AR - Member Dues	28,061	80,025	(51,964)	(65%)	17,025
1201-03 · Member AR - Other	580	1,300	(720)	(55%)	985
Total 1201-00 · Member Accounts Receivable	28,641	81,325	(52,684)	(65%)	18,010
1201-02 · Allowance for Doubtful Accounts	(8,853)	(24,987)	16,134	65%	(9,632)
12100 · Inventory Asset					
25300 · Gift Cards Outstanding	18	18	0	0%	18
12100 · Inventory Asset - Other	28,232	35,388	(7,156)	(20%)	26,867
Total 12100 · Inventory Asset	28,250	35,406	(7,156)	(20%)	26,885
1220-00 · AR TBID	374,078	0	374,078	100%	
1299 · Receivable from NLTMC	6,932	754	6,178	819%	5,932
1490-00 · Security Deposits	1,150	1,150	0	0%	1,150
Total Other Current Assets	437,489	95,679	341,810	357%	44,787
Total Current Assets	3,194,136	1,569,722	1,624,414	103%	2,430,071
Fixed Assets					
1700-00 · Furniture & Fixtures	45,289	45,289	0	0%	45,289
1701-00 · Accum. Depr. - Furn & Fix	(45,289)	(45,289)	0	0%	(45,289)
1740-00 · Computer Equipment	11,013	4,270	6,743	158%	11,013
1741-00 · Accum. Depr. - Computer Equip	(3,528)	(4,270)	742	17%	(3,222)
1750-00 · Computer Software	20,493	20,493	0	0%	20,493
1751-00 · Accum. Amort. - Software	(20,493)	(20,493)	0	0%	(20,493)
1770-00 · Leasehold Improvements	24,284	24,284	0	0%	24,284
1771-00 · Accum. Amort - Leasehold Impr	(24,284)	(24,284)	0	0%	(24,284)
Total Fixed Assets	7,485	0	7,485	100%	7,791
Other Assets					
1400-00 · Prepaid Expenses					
1410-00 · Prepaid Insurance	12,559	16,381	(3,822)	(23%)	2,689
1430-00 · Prepaid 1st Class Postage	100	100	0	0%	100
1400-00 · Prepaid Expenses - Other	5,600	7,651	(2,051)	(27%)	6,500
Total 1400-00 · Prepaid Expenses	18,259	24,132	(5,873)	(24%)	9,289
Total Other Assets	18,259	24,132	(5,873)	(24%)	9,289
TOTAL ASSETS	3,219,880	1,593,854	1,626,026	102%	2,447,151
LIABILITIES & EQUITY					
Liabilities					

North Lake Tahoe Resort Association

Balance Sheet

As of August 31, 2021

Accrual Basis

	Aug 31, 21	Aug 31, 20	\$ Change	% Change	Jun 30, 21
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	43,716	1,197	42,519	3,552%	62,773
Total Accounts Payable	43,716	1,197	42,519	3,552%	62,773
Other Current Liabilities					
2000-01 · Accounts Payable - Other	23,673	0	23,673	100%	22,140
21000 · Salaries/Wages/Payroll Liabilit					
2100-00 · Salaries / Wages Payable	9,806	11,815	(2,009)	(17%)	41,223
2101-00 · Incentive Payable	6,916	29,676	(22,760)	(77%)	44,055
2102-00 · Commissions Payable	0	3,500	(3,500)	(100%)	0
2120-00 · Empl. Federal Tax Payable	4,245	5,078	(833)	(16%)	3,379
2175-00 · 401 (k) Plan	2,268	2,053	215	10%	1,218
2180-00 · Estimated PTO Liability	45,948	54,845	(8,897)	(16%)	62,280
Total 21000 · Salaries/Wages/Payroll Liabilit	69,183	106,967	(37,784)	(35%)	152,155
2190-00 · Sales and Use Tax Payable					1,418
25500 · *Sales Tax Payable	2,705	1,897	808	43%	2,877
Total 2190-00 · Sales and Use Tax Payable	2,705	1,897	808	43%	4,295
2250-00 · Accrued Expenses	30,350	20,507	9,843	48%	200,350
2400-60 · Deferred Revenue- Member Dues	33,837	54,685	(20,848)	(38%)	20,827
2500-00 · Deferred Revenue - TMBC	1,290	1,290	0	0%	1,290
26900 · Unbilled Purchases	536	0	536	100%	
2700-00 · Deferred Rev. County	525,305	525,305	0	0%	
2900-00 · Due To/From County of Placer	1,482,911	384,939	1,097,972	285%	1,482,911
Total Other Current Liabilities	2,169,790	1,095,590	1,074,200	98%	1,883,968
Total Current Liabilities	2,213,506	1,096,787	1,116,719	102%	1,946,741
Total Liabilities	2,213,506	1,096,787	1,116,719	102%	1,946,741
Equity					
32000 · Unrestricted Net Assets	18,285	(10,145)	28,430	280%	(10,145)
3300-11 · Designated Marketing Reserve	331,856	324,590	7,266	2%	331,856
3301 · Cash Flow Reserve	100,248	100,248	0	0%	100,248
3302 · Marketing Cash Reserve	50,018	50,018	0	0%	50,018
Net Income	505,967	32,352	473,615	1,464%	28,430
Total Equity	1,011,374	497,063	514,311	103%	500,407
TOTAL LIABILITIES & EQUITY	3,219,880	1,593,854	1,626,026	102%	2,447,151

North Lake Tahoe Resort Association Profit & Loss Budget Performance

Accrual Basis

All Departments

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Bud...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	250,428	249,450	976	605,447	638,496	(33,049)	3,395,286
4100-00 · TBID Assessment Revenue	187,050			374,078			
4200-00 · Membership Dues Revenue	6,007	6,250	(243)	12,923	12,500	423	56,250
4250-00 · Revenues-Membership Activities							
4250-02 · Chamber Events	0	0	0	0	0	0	4,500
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	0	0	1,500
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	2,350
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	0	1,200
Total 4251-00 · Tues AM Breakfast Club	0	0	0	0	0	0	3,550
4250-00 · Revenues-Membership Activities - Other	460	0	460	1,060	0	1,060	0
Total 4250-00 · Revenues-Membership Activities	460	0	460	1,060	0	1,060	9,550
4253-00 · Revenue- Other	0	0	0	0	0	0	1,000
46000 · Merchandise Sales							
4502-00 · Non-Retail VIC Income	70	0	70	70	0	70	0
46000 · Merchandise Sales - Other	10,901	9,500	1,401	32,735	15,600	17,235	59,500
Total 46000 · Merchandise Sales	10,971	9,500	1,471	32,805	15,600	17,305	59,500
Total Income	454,914	265,200	189,714	1,026,312	666,496	359,816	3,521,586
Gross Profit	454,914	265,200	189,714	1,026,312	666,496	359,816	3,521,586
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	7,373	10,695	(3,323)	14,422	21,390	(6,968)	98,560
5030-00 · P/R - Health Insurance Expense	2,317	13,890	(11,572)	4,735	27,779	(23,044)	128,597
5040-00 · P/R - Workmans Comp	1,475	1,131	343	2,666	2,263	404	10,260
5060-00 · 401 (k)	2,017	3,834	(1,817)	4,104	7,668	(3,564)	35,428
5070-00 · Other Benefits and Expenses	382	646	(264)	836	1,292	(457)	5,993
5000-00 · Salaries & Wages - Other	120,775	108,002	12,773	201,497	216,004	(14,507)	995,051
Total 5000-00 · Salaries & Wages	134,338	138,199	(3,860)	228,261	276,397	(48,136)	1,273,889
5100-00 · Rent							
5110-00 · Utilities	2,006	1,113	893	2,454	2,225	229	10,088
5140-00 · Repairs & Maintenance	87	1,104	(1,017)	174	2,208	(2,035)	9,983
5150-00 · Office - Cleaning	450	929	(479)	1,175	1,858	(683)	8,483
5100-00 · Rent - Other	13,684	14,391	(707)	27,443	28,782	(1,339)	130,642
Total 5100-00 · Rent	16,227	17,537	(1,310)	31,245	35,073	(3,828)	159,197
5310-00 · Telephone							
5320-00 · Telephone	1,713	2,973	(1,261)	3,848	5,947	(2,098)	27,002
Total 5310-00 · Telephone	1,713	2,973	(1,261)	3,848	5,947	(2,098)	27,002
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	4	(4)	0	8	(8)	50
5480-00 · Mail - Fed Ex	85	4	80	233	8	225	50
5420-00 · Mail - USPS - Other	0	127	(127)	200	253	(53)	1,140
Total 5420-00 · Mail - USPS	85	135	(50)	433	270	163	1,240
5510-00 · Insurance/Bonding	659	1,250	(591)	928	2,500	(1,572)	11,250
5520-00 · Supplies							
5525-00 · Supplies- Computer	95	492	(397)	135	5,983	(5,849)	9,425
5520-00 · Supplies - Other	480	1,779	(1,299)	1,119	8,558	(7,439)	22,263
Total 5520-00 · Supplies	575	2,271	(1,696)	1,254	14,542	(13,288)	31,688
5610-00 · Depreciation	153	153	0	306	306	0	1,375
5700-00 · Equipment Support & Maintenance	297	2,933	(2,637)	297	5,867	(5,570)	26,400
5710-00 · Taxes, Licenses & Fees	1,508	1,308	199	3,351	2,817	734	11,832
5740-00 · Equipment Rental/Leasing	365	435	(70)	730	871	(140)	4,116
5800-00 · Training Seminars	0	500	(500)	0	1,000	(1,000)	4,500
5850-00 · Artist of Month - Commissions	0	167	(167)	670	333	336	1,500
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	750	(750)	0	6,500	(6,500)	11,750
5920-00 · Professional Fees - Accountant	0	0	0	0	0	0	26,000
5921-00 · Professional Fees - Other	741	1,792	(1,050)	12,077	3,583	8,494	18,625
Total 5900-00 · Professional Fees	741	2,542	(1,800)	12,077	10,083	1,994	56,375
5941-00 · Research & Planning	0	1,250	(1,250)	0	2,500	(2,500)	11,250
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	0	0	20,000
Total 6020-00 · Programs	0	0	0	0	0	0	70,000
6420-00 · Events							
6420-01 · Sponsorships							
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	30,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	0	0	25,400
6421-06 · Spartan	0	0	0	0	0	0	179,400
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	8,000

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

All Departments

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Bud...
6421-09 · Wanderlust	0	0	0	0	0	0	25,400
6421-17 · Enduro	0	0	0	0	0	0	80,000
6421-18 · Sponsorships - Other	0	0	0	0	0	0	62,800
Total 6420-01 · Sponsorships	0	0	0	0	0	0	411,000
6421-00 · New Event Development	0	0	0	0	34,025	(34,025)	102,075
6424-00 · Event Operation Expenses	0	0	0	225	0	225	1,500
Total 6420-00 · Events	0	0	0	225	34,025	(33,800)	514,575
6423-00 · Membership Activities							
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	500
6437-00 · Tuesday Morning Breakfast Club	(500)	0	(500)	(500)	0	(500)	1,763
6442-00 · Public Relations/Website/Digital	0	500	(500)	1,238	1,000	238	4,500
6423-00 · Membership Activities - Other	46	417	(371)	341	833	(492)	3,750
Total 6423-00 · Membership Activities	(454)	917	(1,371)	1,079	1,833	(754)	10,513
6730-00 · Marketing Cooperative/Media	55,014	55,014	0	198,121	198,121	0	871,278
6740-00 · Media/Collateral/Production	0	1,667	(1,667)	0	3,333	(3,333)	15,000
6742-00 · Non-NLT Co-Op Marketing Program	97	6,000	(5,903)	430	12,000	(11,570)	54,000
6743-00 · BACC Marketing Programs							
6743-01 · Year Round Shopping Campaign	0	0	0	0	0	0	14,000
6743-03 · Winter Lakeside Campaign	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	0	0	0	0	0	0	34,000
6750-00 · Business Association Grant							
6750-01 · Business Assn Grant - NTBA	0	8,333	(8,333)	0	16,667	(16,667)	100,000
6750-02 · Business Assn Grant - TCDA	0	8,333	(8,333)	0	16,667	(16,667)	100,000
Total 6750-00 · Business Association Grant	0	16,667	(16,667)	0	33,333	(33,333)	200,000
7500-00 · Trade Shows/Travel	0	1,667	(1,667)	0	3,333	(3,333)	15,000
8100-00 · Cost of Goods Sold							
81100 · Freight and Shipping Costs	218	125	93	576	250	326	1,125
59900 · POS Inventory Adjustments	0	0	0	(23)	0	(23)	0
8100-01 · CGS - Other	0	0	0	10	0	10	0
8100-00 · Cost of Goods Sold - Other	5,639	4,750	889	16,507	7,750	8,757	29,750
Total 8100-00 · Cost of Goods Sold	5,857	4,875	982	17,070	8,000	9,070	30,875
8200-00 · Associate Relations	190	195	(5)	190	390	(200)	1,770
8300-00 · Board Functions	15,000	583	14,417	15,425	1,167	14,258	5,250
8500-00 · Credit Card Fees	349	497	(148)	941	829	113	3,247
8600-00 · Additional Opportunites	650	5,833	(5,183)	1,300	11,667	(10,367)	55,000
8700-00 · Automobile Expenses	10	542	(532)	80	1,083	(1,003)	5,025
8750-00 · Meals/Meetings	0	642	(642)	111	1,283	(1,173)	6,088
8810-00 · Dues & Subscriptions	1,219	1,275	(56)	1,994	2,550	(556)	11,500
8910-00 · Travel	0	417	(417)	0	833	(833)	3,750
Total Expense	234,592	268,441	(33,849)	520,368	672,087	(151,719)	3,528,482
Net Ordinary Income	220,322	(3,241)	223,563	505,944	(5,591)	511,535	(6,898)
Other Income/Expense							
Other Income							
4700-00 · Revenues- Interest & Investment	11	0	11	22	0	22	0
Total Other Income	11	0	11	22	0	22	0
Other Expense							
8990-00 · Allocated	0	0	0	0	(0)	0	9,744
Total Other Expense	0	0	0	0	(0)	0	9,744
Net Other Income	11	0	11	22	0	22	(9,744)
Net Income	220,333	(3,241)	223,574	505,967	(5,591)	511,558	(16,840)

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
July through August 2021

Accrual Basis

	Jul - Aug 21	Jul - Aug 20	\$ Change	% Change
Ordinary Income/Expense				
Income				
4050-00 · County of Placer TOT Funding	605,447	445,022	160,425	36%
4100-00 · TBID Assessment Revenue	374,078	0	374,078	100%
4200-00 · Membership Dues Revenue	12,923	22,663	(9,741)	(43)%
4250-00 · Revenues-Membership Activities	1,060	1,360	(300)	(22)%
46000 · Merchandise Sales				
4502-00 · Non-Retail VIC income	70	1,062	(992)	(93)%
4504-00 · Retail Revenue - Other	0	360	(360)	(100)%
46000 · Merchandise Sales - Other	32,735	24,745	7,990	32%
Total 46000 · Merchandise Sales	32,805	26,167	6,638	25%
Total Income	1,026,312	495,213	531,100	107%
Gross Profit	1,026,312	495,213	531,100	107%
Expense				
5000-00 · Salaries & Wages				
5010-00 · Sales Commissions	0	137	(137)	(100)%
5020-00 · P/R - Tax Expense	14,422	11,234	3,189	28%
5030-00 · P/R - Health Insurance Expense	4,735	18,535	(13,800)	(75)%
5040-00 · P/R - Workmans Comp	2,666	2,091	576	28%
5060-00 · 401 (k)	4,104	2,825	1,280	45%
5070-00 · Other Benefits and Expenses	836	318	518	163%
5000-00 · Salaries & Wages - Other	201,497	165,402	36,095	22%
Total 5000-00 · Salaries & Wages	228,261	200,540	27,721	14%
5100-00 · Rent				
5110-00 · Utilities	2,454	1,623	831	51%
5140-00 · Repairs & Maintenance	174	87	87	100%
5150-00 · Office - Cleaning	1,175	1,325	(150)	(11)%
5100-00 · Rent - Other	27,443	26,865	578	2%
Total 5100-00 · Rent	31,245	29,900	1,345	5%
5310-00 · Telephone				
5320-00 · Telephone	3,848	4,233	(385)	(9)%
Total 5310-00 · Telephone	3,848	4,233	(385)	(9)%
5420-00 · Mail - USPS				
5480-00 · Mail - Fed Ex	233	0	233	100%
5420-00 · Mail - USPS - Other	200	0	200	100%
Total 5420-00 · Mail - USPS	433	0	433	100%
5510-00 · Insurance/Bonding	928	538	390	73%
5520-00 · Supplies				
5525-00 · Supplies- Computer	135	131	3	3%
5520-00 · Supplies - Other	1,119	1,357	(237)	(18)%
Total 5520-00 · Supplies	1,254	1,488	(234)	(16)%
5610-00 · Depreciation	306	0	306	100%
5700-00 · Equipment Support & Maintenance	297	4,745	(4,448)	(94)%
5710-00 · Taxes, Licenses & Fees	3,351	1,641	1,710	104%
5740-00 · Equipment Rental/Leasing	730	798	(68)	(9)%
5800-00 · Training Seminars	0	66	(66)	(100)%
5850-00 · Artist of Month - Commissions	670	360	310	86%
5900-00 · Professional Fees				
5910-00 · Professional Fees - Attorneys	0	920	(920)	(100)%
5920-00 · Professional Fees - Accountant	0	400	(400)	(100)%
5921-00 · Professional Fees - Other	12,077	6,240	5,837	94%
Total 5900-00 · Professional Fees	12,077	7,560	4,517	60%
6420-00 · Events				
6424-00 · Event Operation Expenses	225	0	225	100%
Total 6420-00 · Events	225	0	225	100%
6423-00 · Membership Activities				
6434-00 · Community Awards Dinner	0	295	(295)	(100)%
6437-00 · Tuesday Morning Breakfast Club	(500)	0	(500)	(100)%
6442-00 · Public Relations/Website/Digita	1,238	1,152	86	8%
6444-00 · Trades	0	0	0	0%
6423-00 · Membership Activities - Other	341	915	(574)	(63)%

North Lake Tahoe Resort Association
Profit & Loss Prev Year Comparison
 July through August 2021

Accrual Basis

	Jul - Aug 21	Jul - Aug 20	\$ Change	% Change
Total 6423-00 · Membership Activities	1,079	2,362	(1,283)	(54)%
6730-00 · Marketing Cooperative/Media	198,121	135,748	62,373	46%
6742-00 · Non-NLT Co-Op Marketing Program	430	797	(367)	(46)%
8100-00 · Cost of Goods Sold				
51100 · Freight and Shipping Costs	576	470	107	23%
59900 · POS Inventory Adjustments	(23)	0	(23)	(100)%
8100-01 · CGS - Other	10	48,143	(48,133)	(100)%
8100-00 · Cost of Goods Sold - Other	16,507	12,636	3,872	31%
Total 8100-00 · Cost of Goods Sold	17,070	61,248	(44,178)	(72)%
8200-00 · Associate Relations	190	413	(223)	(54)%
8300-00 · Board Functions	15,425	858	14,567	1,698%
8500-00 · Credit Card Fees	941	753	189	25%
8600-00 · Additional Opportunitites	1,300	7,330	(6,030)	(82)%
8700-00 · Automobile Expenses	80	482	(402)	(83)%
8750-00 · Meals/Meefings	111	145	(34)	(24)%
8810-00 · Dues & Subscriptions	1,994	890	1,104	124%
8920-00 · Bad Debt	0	0	0	0%
Total Expense	520,368	462,894	57,473	12%
Net Ordinary Income	505,944	32,318	473,626	1,466%
Other Income/Expense				
Other Income				
4700-00 · Revenues- Interest & Investment	22	34	(12)	(35)%
Total Other Income	22	34	(12)	(35)%
Other Expense				
Balancing Adjustments	0	0	0	0%
8990-00 · Allocated	0	0	0	0%
Total Other Expense	0	0	0	0%
Net Other Income	22	34	(12)	(35)%
Net Income	505,967	32,352	473,614	1,464%

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

11 - Marketing

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	109,692	122,337	(12,645)	332,695	379,365	(46,670)	2,188,080
Total Income	109,692	122,337	(12,645)	332,695	379,365	(46,670)	2,188,080
Gross Profit	109,692	122,337	(12,645)	332,695	379,365	(46,670)	2,188,080
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	1,417	2,393	(975)	2,767	4,785	(2,019)	21,534
5030-00 · P/R - Health Insurance Expense	3,007	4,120	(1,113)	3,612	8,240	(4,628)	37,080
5040-00 · P/R - Workmans Comp	317	129	188	502	258	244	1,159
5060-00 · 401 (k)	775	957	(182)	1,592	1,914	(322)	8,614
5070-00 · Other Benefits and Expenses	382	121	260	797	243	554	1,092
5000-00 · Salaries & Wages - Other	17,652	23,927	(6,275)	40,129	47,854	(7,725)	215,344
Total 5000-00 · Salaries & Wages	23,550	31,647	(8,097)	49,398	63,294	(13,896)	284,822
5100-00 · Rent							
5110-00 · Utilities	332	125	207	372	250	122	1,125
5140-00 · Repairs & Maintenance	0	75	(75)	0	150	(150)	675
5150-00 · Office - Cleaning	59	188	(128)	250	375	(125)	1,688
5100-00 · Rent - Other	1,858	2,083	(226)	3,716	4,167	(451)	18,750
Total 5100-00 · Rent	2,249	2,471	(222)	4,338	4,942	(603)	22,237
5310-00 · Telephone							
5320-00 · Telephone	346	578	(232)	895	1,157	(262)	5,205
Total 5310-00 · Telephone	346	578	(232)	895	1,157	(262)	5,205
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	85	0	85	85	0	85	0
5420-00 · Mail - USPS - Other	0	0	0	53	0	53	0
Total 5420-00 · Mail - USPS	85	0	85	137	0	137	0
5510-00 · Insurance/Bonding	87	0	87	87	0	87	0
5520-00 · Supplies							
5525-00 · Supplies - Computer	0	417	(417)	40	833	(794)	3,750
5520-00 · Supplies - Other	27	0	27	54	0	54	0
Total 5520-00 · Supplies	27	417	(390)	94	833	(739)	3,750
5700-00 · Equipment Support & Maintenance	0	13	(13)	0	25	(25)	113
5710-00 · Taxes, Licenses & Fees	0	13	(13)	48	25	23	113
5740-00 · Equipment Rental/Leasing	81	83	(2)	163	167	(4)	750
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	125	(125)	0	250	(250)	1,125
5921-00 · Professional Fees - Other	0	125	(125)	0	250	(250)	1,125
Total 5900-00 · Professional Fees	0	250	(250)	0	500	(500)	2,250
6020-00 · Programs							
6016-00 · Special Event Partnership	0	0	0	0	0	0	50,000
6018-00 · Business Assoc. Grants	0	0	0	0	0	0	20,000
Total 6020-00 · Programs	0	0	0	0	0	0	70,000
6420-00 · Events							
6420-01 · Sponsorships							
6421-01 · 4th of July Fireworks	0	0	0	0	0	0	30,000
6421-04 · Broken Arrow Skyrace	0	0	0	0	0	0	25,400
6421-06 · Spartan	0	0	0	0	0	0	179,400
6421-07 · Tahoe Lacrosse Tournament	0	0	0	0	0	0	8,000
6421-09 · Wanderlust	0	0	0	0	0	0	25,400
6421-17 · Enduro	0	0	0	0	0	0	80,000
6421-18 · Sponsorships - Other	0	0	0	0	0	0	62,800
Total 6420-01 · Sponsorships	0	0	0	0	0	0	411,000
6421-00 · New Event Development	0	0	0	0	34,025	(34,025)	102,075
6424-00 · Event Operation Expenses	0	0	0	225	0	225	1,500
Total 6420-00 · Events	0	0	0	225	34,025	(33,800)	514,575
6730-00 · Marketing Cooperative/Media	47,275	47,275	0	182,644	182,644	0	801,630
6742-00 · Non-NLT Co-Op Marketing Program	97	5,000	(4,903)	230	10,000	(9,770)	45,000
6743-00 · BACC Marketing Programs							
6743-01 · Year Round Shopping Campaign	0	0	0	0	0	0	14,000
6743-03 · Winter Lakeside Campaign	0	0	0	0	0	0	20,000
Total 6743-00 · BACC Marketing Programs	0	0	0	0	0	0	34,000
8200-00 · Associate Relations	0	21	(21)	0	42	(42)	187
8600-00 · Additional Opportunities	0	4,187	(4,187)	0	8,333	(8,333)	37,500
8700-00 · Automobile Expenses	5	125	(120)	31	250	(219)	1,125
8760-00 · Meals/Meetings	0	42	(42)	0	83	(83)	375
8810-00 · Dues & Subscriptions	32	83	(51)	65	167	(102)	750
8910-00 · Travel	0	417	(417)	0	833	(833)	3,750

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

11 - Marketing

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Total Expense	73,834	92,600	(18,766)	238,355	307,320	(68,964)	1,028,132
Net Ordinary Income	35,858	29,737	6,121	94,340	72,046	22,295	359,948
Other Income/Expense							
Other Income							
4700-00 - Revenues- Interest & Investment	11	0	11	22	0	22	0
Total Other Income	11	0	11	22	0	22	0
Other Expense							
8990-00 - Allocated	62,826	29,737	33,089	90,783	72,046	18,738	359,948
Total Other Expense	62,826	29,737	33,089	90,783	72,046	18,738	359,948
Net Other Income	(62,815)	(29,737)	(33,078)	(90,761)	(72,046)	(18,715)	(359,948)
Net Income	(26,957)	0	(26,957)	3,679	0	3,579	0

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

30 - Conference

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	47,279	42,365	4,913	85,665	80,751	4,913	360,285
Total Income	<u>47,279</u>	<u>42,365</u>	<u>4,913</u>	<u>85,665</u>	<u>80,751</u>	<u>4,913</u>	<u>360,285</u>
Gross Profit	<u>47,279</u>	<u>42,365</u>	<u>4,913</u>	<u>85,665</u>	<u>80,751</u>	<u>4,913</u>	<u>360,285</u>
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	483	1,747	(1,264)	988	3,485	(2,507)	15,727
5030-00 · P/R - Health Insurance Expense	635	2,103	(1,468)	(453)	4,206	(4,659)	18,926
5040-00 · P/R - Workmans Comp	105	167	(62)	177	333	(157)	1,500
5060-00 · 401 (k)	281	417	(136)	561	833	(272)	3,750
5070-00 · Other Benefits and Expenses	0	75	(75)	39	150	(111)	675
5000-00 · Salaries & Wages - Other	7,800	17,474	(9,674)	15,597	34,949	(19,352)	157,268
Total 5000-00 · Salaries & Wages	<u>9,303</u>	<u>21,983</u>	<u>(12,680)</u>	<u>16,808</u>	<u>43,966</u>	<u>(27,058)</u>	<u>197,846</u>
5100-00 · Rent							
5110-00 · Utilities	229	83	145	259	167	92	750
5140-00 · Repairs & Maintenance	0	63	(63)	0	125	(125)	563
5150-00 · Office - Cleaning	41	125	(84)	173	250	(77)	1,125
5100-00 · Rent - Other	1,186	1,333	(148)	2,371	2,667	(295)	12,000
Total 5100-00 · Rent	<u>1,455</u>	<u>1,604</u>	<u>(149)</u>	<u>2,803</u>	<u>3,208</u>	<u>(406)</u>	<u>14,437</u>
5310-00 · Telephone							
5320-00 · Telephone	203	417	(214)	531	833	(302)	3,750
Total 5310-00 · Telephone	<u>203</u>	<u>417</u>	<u>(214)</u>	<u>531</u>	<u>833</u>	<u>(302)</u>	<u>3,750</u>
5420-00 · Mail - USPS							
5480-00 · Mail - Fed Ex	0			137			
5420-00 · Mail - USPS - Other	0	17	(17)	36	33	3	150
Total 5420-00 · Mail - USPS	<u>0</u>	<u>17</u>	<u>(17)</u>	<u>173</u>	<u>33</u>	<u>140</u>	<u>150</u>
5510-00 · Insurance/Bonding	60			60			
5520-00 · Supplies	19	113	(94)	37	225	(188)	1,013
5710-00 · Taxes, Licenses & Fees	0	8	(8)	33	17	16	75
5740-00 · Equipment Rental/Leasing	56	63	(6)	112	125	(13)	563
5800-00 · Training Seminars	0	83	(83)	0	167	(167)	750
6730-00 · Marketing Cooperative/Media	7,739	7,739	0	15,477	15,477	0	69,648
8200-00 · Associate Relations	0	13	(13)	0	25	(25)	113
8750-00 · Meals/Meetings	0	29	(29)	0	58	(58)	263
Total Expense	<u>18,835</u>	<u>32,067</u>	<u>(13,233)</u>	<u>36,135</u>	<u>64,135</u>	<u>(28,000)</u>	<u>288,607</u>
Net Ordinary Income	<u>28,444</u>	<u>10,298</u>	<u>18,146</u>	<u>49,529</u>	<u>16,616</u>	<u>32,913</u>	<u>71,678</u>
Other Income/Expense							
Other Expense							
8990-00 · Allocated	10,501	10,298	204	15,175	16,616	(1,442)	71,678
Total Other Expense	<u>10,501</u>	<u>10,298</u>	<u>204</u>	<u>15,175</u>	<u>16,616</u>	<u>(1,442)</u>	<u>71,678</u>
Net Other Income	<u>(10,501)</u>	<u>(10,298)</u>	<u>(204)</u>	<u>(15,175)</u>	<u>(16,616)</u>	<u>1,442</u>	<u>(71,678)</u>
Net Income	<u>17,943</u>	<u>(0)</u>	<u>17,943</u>	<u>34,355</u>	<u>(0)</u>	<u>34,355</u>	<u>(0)</u>

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

42 - Visitor Center

Accrual Basis

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	45,202	39,777	5,425	81,559	76,134	5,425	342,770
46000 - Merchandise Sales							
4502-00 - Non-Retail VIC Income	70	0	70	70	0	70	0
46000 - Merchandise Sales - Other	10,901	9,500	1,401	32,735	15,500	17,235	59,500
Total 46000 - Merchandise Sales	10,971	9,500	1,471	32,805	15,500	17,305	59,500
Total Income	56,173	49,277	6,896	114,364	91,634	22,729	402,270
Gross Profit	56,173	49,277	6,896	114,364	91,634	22,729	402,270
Expense							
6000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	1,445	1,551	(106)	2,949	3,102	(153)	13,959
5030-00 - P/R - Health Insurance Expense	34	1,583	(1,549)	249	3,187	(2,918)	14,250
5040-00 - P/R - Workmans Comp	571	583	(13)	1,212	1,167	45	5,250
5060-00 - 401 (k)	563	417	147	1,070	833	237	3,750
5070-00 - Other Benefits and Expenses	0	83	(83)	0	167	(167)	750
5000-00 - Salaries & Wages - Other	14,371	15,510	(1,139)	27,773	31,020	(3,247)	139,591
Total 6000-00 - Salaries & Wages	16,985	19,728	(2,743)	33,253	39,456	(6,202)	177,550
6100-00 - Rent							
5110-00 - Utilities	748	667	81	1,060	1,333	(274)	6,000
5140-00 - Repairs & Maintenance	0	500	(500)	0	1,000	(1,000)	4,600
5150-00 - Office - Cleaning	225	208	17	225	417	(192)	1,875
5100-00 - Rent - Other	6,522	6,667	(145)	13,043	13,333	(290)	60,000
Total 6100-00 - Rent	7,494	8,042	(547)	14,328	18,083	(1,756)	72,375
6310-00 - Telephone							
5320-00 - Telephone	203	413	(210)	531	825	(294)	3,713
Total 6310-00 - Telephone	203	413	(210)	531	825	(294)	3,713
6420-00 - Mail - USPS	0	17	(17)	36	33	3	150
6510-00 - Insurance/Bonding	60			60			
6520-00 - Supplies							
5525-00 - Supplies - Computer	0	75	(75)	0	150	(150)	675
5520-00 - Supplies - Other	315	583	(268)	599	1,167	(568)	5,250
Total 6520-00 - Supplies	315	658	(343)	599	1,317	(718)	5,925
6700-00 - Equipment Support & Maintenance	0	4	(4)	0	8	(8)	38
6710-00 - Taxes, Licenses & Fees	343	4	338	376	8	367	38
6740-00 - Equipment Rental/Leasing	58	63	(6)	112	125	(13)	563
6850-00 - Artist of Month - Commissions	0	167	(167)	670	333	336	1,500
6740-00 - Media/Collateral/Production	0	1,667	(1,667)	0	3,333	(3,333)	15,000
6742-00 - Non-NLT Co-Op Marketing Program	0	1,000	(1,000)	200	2,000	(1,800)	9,000
8100-00 - Cost of Goods Sold							
51100 - Freight and Shipping Costs	218	125	93	576	250	326	1,125
59900 - POS Inventory Adjustments	0	0	0	(23)	0	(23)	0
8100-01 - CGS - Other	0	0	0	10	0	10	0
8100-00 - Cost of Goods Sold - Other	5,639	4,750	889	16,507	7,750	8,757	29,750
Total 8100-00 - Cost of Goods Sold	5,857	4,875	982	17,070	8,000	9,070	30,875
8200-00 - Associate Relations	26	25	1	26	50	(24)	225
8800-00 - Credit Card Fees	301	447	(145)	827	729	99	2,797
8700-00 - Automobile Expenses	0	42	(42)	0	83	(83)	375
8750-00 - Meals/Meetings	0	17	(17)	0	33	(33)	150
8810-00 - Dues & Subscriptions	0	133	(133)	0	267	(267)	1,200
Total Expense	31,640	37,299	(5,660)	68,088	72,684	(4,596)	321,471
Net Ordinary Income	24,533	11,978	12,555	46,275	18,950	27,325	80,798
Other Income/Expense							
Other Expense							
8990-00 - Allocated	11,844	11,978	(134)	17,114	18,950	(1,836)	80,798
Total Other Expense	11,844	11,978	(134)	17,114	18,950	(1,836)	80,798
Net Other Income	(11,844)	(11,978)	134	(17,114)	(18,950)	1,836	(80,798)
Net Income	12,689	(0)	12,689	29,161	(0)	29,161	(0)

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

51 - TMPI

	Aug 21	Budget	\$ Over Bu...	Jul - Aug 21	YTD Budget	\$ Over Bu...	Annual Bu...
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	15,710	14,077	1,633	41,931	40,299	1,633	141,237
Total Income	15,710	14,077	1,633	41,931	40,299	1,633	141,237
Gross Profit	15,710	14,077	1,633	41,931	40,299	1,633	141,237
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	(23)	768	(790)	201	1,535	(1,335)	7,363
5030-00 · P/R - Health Insurance Expense	(188)	1,000	(1,188)	(68)	2,000	(2,068)	9,590
5040-00 · P/R - Workmans Comp	36	25	11	54	50	4	240
5060-00 · 401 (k)	0	307	(307)	0	614	(614)	2,945
5070-00 · Other Benefits and Expenses	0	88	(88)	0	176	(176)	842
5000-00 · Salaries & Wages - Other	(610)	7,677	(8,287)	1,354	15,355	(14,001)	73,628
Total 5000-00 · Salaries & Wages	(784)	9,865	(10,649)	1,540	19,730	(18,190)	94,608
5100-00 · Rent							
5110-00 · Utilities	69	25	44	71	50	21	238
5140-00 · Repairs & Maintenance	0	17	(17)	0	33	(33)	158
5150-00 · Office - Cleaning	12	42	(29)	52	83	(32)	396
5100-00 · Rent - Other	356	375	(19)	711	750	(39)	3,563
Total 5100-00 · Rent	437	458	(22)	834	917	(83)	4,354
5310-00 · Telephone							
5320-00 · Telephone	46	134	(88)	91	268	(177)	1,275
Total 5310-00 · Telephone	46	134	(88)	91	268	(177)	1,275
5420-00 · Mail - USPS	0			2			
5510-00 · Insurance/Bonding	18			18			
5520-00 · Supplies							
5525-00 · Supplies- Computer	0	0	0	0	1,250	(1,250)	1,250
5520-00 · Supplies - Other	6	0	6	7	5,000	(4,993)	5,000
Total 5520-00 · Supplies	6	0	6	7	6,250	(6,243)	6,250
5710-00 · Taxes, Licenses & Fees	0	13	(13)	10	25	(15)	120
5740-00 · Equipment Rental/Leasing	17	19	(2)	34	38	(4)	178
5900-00 · Professional Fees							
5910-00 · Professional Fees - Attorneys	0	0	0	0	5,000	(5,000)	5,000
5921-00 · Professional Fees - Other	618	0	618	11,954	0	11,954	0
Total 5900-00 · Professional Fees	618	0	618	11,954	5,000	6,954	5,000
8700-00 · Automobile Expenses	0	42	(42)	0	83	(83)	400
8750-00 · Meals/Meetings	0	83	(83)	0	167	(167)	1,000
8810-00 · Dues & Subscriptions	2	42	(40)	3	83	(80)	400
Total Expense	358	10,655	(10,298)	14,491	32,561	(18,069)	113,584
Net Ordinary Income	15,352	3,422	11,930	27,440	7,738	19,702	27,653
Other Income/Expense							
Other Expense							
8990-00 · Allocated	10,091	3,422	6,670	14,582	7,738	6,844	27,653
Total Other Expense	10,091	3,422	6,670	14,582	7,738	6,844	27,653
Net Other Income	(10,091)	(3,422)	(6,670)	(14,582)	(7,738)	(6,844)	(27,653)
Net Income	5,261	(0)	5,261	12,858	(0)	12,858	(0)

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

52 - TBID Assessment Revenue

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	0	0	0	0	0	0	0
4100-00 - TBID Assessment Revenue	187,050	187,050	0	374,078	374,078	0	4,689,362
Total Income	187,050	187,050	0	374,078	374,078	0	4,689,362
Gross Profit	187,050	187,050	0	374,078	374,078	0	4,689,362
Net Ordinary Income	187,050	187,050	0	374,078	374,078	0	4,689,362
Net Income	187,050	187,050	0	374,078	374,078	0	4,689,362

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

60 - Membership

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4200-00 · Membership Dues Revenue	6,007	6,250	(243)	12,923	12,500	423	56,250
4250-00 · Revenues-Membership Activities							
4250-02 · Chamber Events	0	0	0	0	0	0	4,500
4250-03 · Summer/Winter Rec Luncheon	0	0	0	0	0	0	1,500
4251-00 · Tues AM Breakfast Club							
4251-01 · Tues AM Breakfast Club Sponsors	0	0	0	0	0	0	2,350
4251-00 · Tues AM Breakfast Club - Other	0	0	0	0	0	0	1,200
Total 4251-00 · Tues AM Breakfast Club	0	0	0	0	0	0	3,550
4250-00 · Revenues-Membership Activities - Other	460	0	460	1,060	0	1,060	0
Total 4250-00 · Revenues-Membership Activities	460	0	460	1,060	0	1,060	9,550
4253-00 · Revenue- Other	0	0	0	0	0	0	1,000
Total Income	6,467	6,250	217	13,983	12,500	1,483	66,800
Gross Profit	6,467	6,250	217	13,983	12,500	1,483	66,800
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	195	418	(223)	507	836	(329)	3,761
5030-00 · P/R - Health Insurance Expense	139	333	(195)	382	667	(285)	3,000
5040-00 · P/R - Workmans Comp	50	13	38	88	25	63	113
5060-00 · 401 (k)	25	167	(142)	135	334	(202)	1,504
5070-00 · Other Benefits and Expenses	0	54	(54)	0	108	(108)	488
5000-00 · Salaries & Wages - Other	2,580	4,179	(1,599)	6,475	8,358	(1,883)	37,611
Total 5000-00 · Salaries & Wages	2,989	5,164	(2,175)	7,586	10,328	(2,742)	46,477
5100-00 · Rent							
5110-00 · Utilities	74	25	49	87	50	37	225
5140-00 · Repairs & Maintenance	0	21	(21)	0	42	(42)	187
5150-00 · Office - Cleaning	13	42	(28)	56	83	(27)	375
5100-00 · Rent - Other	524	527	(3)	1,048	1,053	(6)	4,740
Total 5100-00 · Rent	612	614	(3)	1,191	1,228	(38)	5,528
5310-00 · Telephone							
5320-00 · Telephone	80	139	(60)	203	278	(76)	1,253
Total 5310-00 · Telephone	80	139	(60)	203	278	(76)	1,253
5420-00 · Mail - USPS	0	10	(10)	12	20	(8)	90
5510-00 · Insurance/Bonding	20			20			
5520-00 · Supplies	6	167	(161)	12	333	(321)	1,500
5710-00 · Taxes, Licenses & Fees	0	4	(4)	11	8	2	38
5740-00 · Equipment Rental/Leasing	18	21	(3)	37	42	(5)	187
6423-00 · Membership Activities							
6436-00 · Membership - Wnt/Sum Rec Lunch	0	0	0	0	0	0	500
6437-00 · Tuesday Morning Breakfast Club	(500)	0	(500)	(500)	0	(500)	1,763
6442-00 · Public Relations/Website/Digita	0	500	(500)	1,238	1,000	238	4,500
6423-00 · Membership Activities - Other	46	417	(371)	341	833	(492)	3,750
Total 6423-00 · Membership Activities	(454)	917	(1,371)	1,079	1,833	(754)	10,513
8200-00 · Associate Relations	164	7	158	164	13	151	60
8500-00 · Credit Card Fees	48	50	(2)	94	100	(6)	450
8700-00 · Automobile Expenses	0	42	(42)	0	83	(83)	375
8750-00 · Meals/Meetings	0	33	(33)	111	67	44	300
8810-00 · Dues & Subscriptions	11	17	(6)	22	33	(11)	150
Total Expense	3,493	7,184	(3,691)	10,540	14,368	(3,828)	66,919
Net Ordinary Income	2,974	(934)	3,908	3,443	(1,868)	5,311	(119)
Other Income/Expense							
Other Expense							
8990-00 · Allocated	3,406	2,307	1,099	4,922	3,723	1,200	16,521
Total Other Expense	3,406	2,307	1,099	4,922	3,723	1,200	16,521
Net Other Income	(3,406)	(2,307)	(1,099)	(4,922)	(3,723)	(1,200)	(16,521)
Net Income	(432)	(3,241)	2,809	(1,479)	(5,591)	4,111	(16,540)

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

61 - Business Association Grant Funding

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 - County of Placer TOT Funding	16,667	16,667	0	33,333	33,333	0	200,000
Total Income	16,667	16,667	0	33,333	33,333	0	200,000
Gross Profit	16,667	16,667	0	33,333	33,333	0	200,000
Expense							
6750-00 - Business Association Grant							
6750-01 - Business Assn Grant - NTBA	0	8,333	(8,333)	0	16,667	(16,667)	100,000
6750-02 - Business Assn Grant - TCDA	0	8,333	(8,333)	0	16,667	(16,667)	100,000
Total 6750-00 - Business Association Grant	0	16,667	(16,667)	0	33,333	(33,333)	200,000
Total Expense	0	16,667	(16,667)	0	33,333	(33,333)	200,000
Net Ordinary Income	16,667	(0)	16,667	33,333	(0)	33,333	0
Net Income	16,667	(0)	16,667	33,333	(0)	33,333	0

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

70 - Administration

Accrual Basis

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Expense							
6000-00 - Salaries & Wages							
5020-00 - P/R - Tax Expense	3,854	3,202	653	7,011	6,404	608	28,816
5030-00 - P/R - Health Insurance Expense	(1,310)	3,750	(5,060)	1,015	7,500	(6,485)	33,750
5040-00 - P/R - Workmans Comp	396	194	202	635	389	246	1,749
5050-00 - 401 (k)	373	1,323	(949)	746	2,645	(1,899)	11,904
5070-00 - Other Benefits and Expenses	0	183	(183)	0	366	(366)	1,645
5000-00 - Salaries & Wages - Other	78,982	33,068	45,914	110,169	68,136	44,034	287,610
Total 5000-00 - Salaries & Wages	82,296	41,719	40,576	119,576	83,439	36,137	375,474
5100-00 - Rent							
6110-00 - Utilities	498	167	331	549	333	216	1,500
6140-00 - Repairs & Maintenance	87	417	(330)	174	833	(660)	3,750
6150-00 - Office - Cleaning	69	292	(223)	376	583	(208)	2,625
6100-00 - Rent - Other	2,943	3,093	(150)	5,961	6,187	(226)	27,840
Total 6100-00 - Rent	3,616	3,968	(352)	7,058	7,937	(878)	35,715
6310-00 - Telephone							
6320-00 - Telephone	788	1,234	(436)	1,534	2,468	(934)	11,108
Total 6310-00 - Telephone	788	1,234	(436)	1,534	2,468	(934)	11,108
5420-00 - Mail - USPS							
5480-00 - Mail - Fed Ex	0	0	0	12	0	12	0
5420-00 - Mail - USPS - Other	0	83	(83)	61	167	(106)	750
Total 5420-00 - Mail - USPS	0	83	(83)	73	167	(94)	750
6510-00 - Insurance/Bonding	399	1,250	(851)	668	2,600	(1,832)	11,250
6520-00 - Supplies							
5525-00 - Supplies - Computer	95	0	95	95	2,500	(2,405)	2,500
5520-00 - Supplies - Other	103	500	(397)	406	1,000	(594)	4,500
Total 6520-00 - Supplies	198	500	(302)	501	3,500	(2,999)	7,000
6610-00 - Depreciation	153	153	0	306	306	0	1,375
6700-00 - Equipment Support & Maintenance	297	2,917	(2,620)	297	5,833	(5,537)	26,250
6710-00 - Taxes, Licenses & Fees	1,165	1,250	(85)	2,865	2,500	365	11,250
6740-00 - Equipment Rental/Leasing	122	125	(3)	244	250	(6)	1,125
6800-00 - Training Seminars	0	417	(417)	0	833	(833)	3,750
6900-00 - Professional Fees							
5910-00 - Professional Fees - Attorneys	0	625	(625)	0	1,250	(1,250)	5,625
5920-00 - Professional Fees - Accountant	0	0	0	0	0	0	26,000
5921-00 - Professional Fees - Other	124	833	(710)	124	1,667	(1,543)	7,500
Total 6900-00 - Professional Fees	124	1,458	(1,335)	124	2,917	(2,793)	39,125
6941-00 - Research & Planning	0	1,250	(1,250)	0	2,500	(2,500)	11,250
7500-00 - Trade Shows/Travel	0	1,667	(1,667)	0	3,333	(3,333)	15,000
8200-00 - Associate Relations	0	125	(125)	0	250	(250)	1,125
8300-00 - Board Functions	15,000	583	14,417	15,425	1,167	14,258	5,250
8500-00 - Credit Card Fees	0			20			
8600-00 - Additional Opportunities	650	833	(183)	1,300	1,667	(367)	7,500
8700-00 - Automobile Expenses	5	250	(245)	49	500	(451)	2,250
8750-00 - Meals/Meetings	0	417	(417)	0	833	(833)	3,750
8810-00 - Dues & Subscriptions	1,174	1,000	174	1,904	2,000	(96)	9,000
Total Expense	105,897	61,200	44,797	151,944	124,899	27,045	579,296
Net Ordinary Income	(105,997)	(61,200)	(44,797)	(151,944)	(124,899)	(27,045)	(579,296)
Other Income/Expense							
Other Expense							
8990-00 - Allocated	(105,151)	(61,200)	(43,952)	(151,944)	(124,899)	(27,045)	(579,296)
Total Other Expense	(105,151)	(61,200)	(43,952)	(151,944)	(124,899)	(27,045)	(579,296)
Net Other Income	105,151	61,200	43,952	151,944	124,899	27,045	579,296
Net Income	(846)	0	(846)	0	0	0	0

**North Lake Tahoe Resort Association
Profit & Loss Budget Performance**

Accrual Basis

80 - TOT Housing & Transportation

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Ordinary Income/Expense							
Income							
4050-00 · County of Placer TOT Funding	15,877	14,227	1,650	30,263	28,613	1,650	162,914
Total Income	15,877	14,227	1,650	30,263	28,613	1,650	162,914
Gross Profit	15,877	14,227	1,650	30,263	28,613	1,650	162,914
Expense							
5000-00 · Salaries & Wages							
5020-00 · P/R - Tax Expense	0	617	(617)	0	1,233	(1,233)	7,400
5030-00 · P/R - Health Insurance Expense	0	1,000	(1,000)	0	2,000	(2,000)	12,000
5040-00 · P/R - Workmans Comp	0	21	(21)	0	42	(42)	250
5060-00 · 401 (k)	0	247	(247)	0	493	(493)	2,960
5070-00 · Other Benefits and Expenses	0	42	(42)	0	84	(84)	502
5000-00 · Salaries & Wages - Other	0	6,167	(6,167)	0	12,333	(12,333)	74,000
Total 5000-00 · Salaries & Wages	0	8,093	(8,093)	0	16,185	(16,185)	97,112
5100-00 · Rent							
5110-00 · Utilities	57	21	36	58	42	16	250
5140-00 · Repairs & Maintenance	0	13	(13)	0	25	(25)	150
5150-00 · Office - Cleaning	10	33	(23)	43	67	(23)	400
5100-00 · Rent - Other	286	313	(16)	593	625	(32)	3,750
Total 5100-00 · Rent	364	379	(15)	694	758	(65)	4,550
5310-00 · Telephone							
5320-00 · Telephone	38	58	(20)	64	117	(52)	700
Total 5310-00 · Telephone	38	58	(20)	64	117	(52)	700
5420-00 · Mail - USPS							
5470-00 · Mail - UPS	0	4	(4)	0	8	(8)	50
5480-00 · Mail - Fed Ex	0	4	(4)	0	8	(8)	50
Total 5420-00 · Mail - USPS	0	8	(8)	0	17	(17)	100
5510-00 · Insurance/Bonding	15			15			
5520-00 · Supplies							
5525-00 · Supplies - Computer	0	0	0	0	1,250	(1,250)	1,250
5520-00 · Supplies - Other	5	417	(412)	5	833	(828)	5,000
Total 5520-00 · Supplies	5	417	(412)	5	2,083	(2,079)	6,250
5710-00 · Taxes, Licenses & Fees	0	17	(17)	8	33	(25)	200
5740-00 · Equipment Rental/Leasing	14	63	(48)	28	125	(97)	750
5900-00 · Professional Fees							
5921-00 · Professional Fees - Other	0	833	(833)	0	1,667	(1,667)	10,000
Total 5900-00 · Professional Fees	0	833	(833)	0	1,667	(1,667)	10,000
8200-00 · Associate Relations	0	5	(5)	0	10	(10)	60
8600-00 · Additional Opportunites	0	833	(833)	0	1,667	(1,667)	10,000
8700-00 · Automobile Expenses	0	42	(42)	0	83	(83)	500
8750-00 · Meals/Meetings	0	21	(21)	0	42	(42)	250
Total Expense	438	10,768	(10,333)	814	22,787	(21,973)	130,472
Net Ordinary Income	15,441	3,458	11,983	29,449	5,826	23,623	32,442
Other Income/Expense							
Other Expense							
8990-00 · Allocated	6,483	3,458	3,025	9,367	5,828	3,541	32,442
Total Other Expense	6,483	3,458	3,025	9,367	5,828	3,541	32,442
Net Other Income	(6,483)	(3,458)	(3,025)	(9,367)	(5,828)	(3,541)	(32,442)
Net Income	8,958	0	8,958	20,082	0	20,082	0

North Lake Tahoe Marketing Cooperative

Preliminary

Financial Statements for the Period Ending

August 31, 2021

North Lake Tahoe Marketing Cooperative

Balance Sheet

As of August 31, 2021

Accrual Basis

	<u>Aug 31, 21</u>	<u>Aug 31, 20</u>	<u>\$ Change</u>	<u>% Change</u>	<u>Jun 30, 21</u>
ASSETS					
Current Assets					
Checking/Savings					
1000-00 · Cash	279,491	514,300	(234,809)	(46%)	216,621
Total Checking/Savings	<u>279,491</u>	<u>514,300</u>	<u>(234,809)</u>	<u>(46%)</u>	<u>216,621</u>
Accounts Receivable					
1200-00 · Accounts Receivable	117,332	1,335	115,997	8,689%	0
Total Accounts Receivable	<u>117,332</u>	<u>1,335</u>	<u>115,997</u>	<u>8,689%</u>	<u>0</u>
Other Current Assets					
1200-99 · Accounts Receivable - Other	0	22,820	(22,820)	(100%)	0
1300 · Reimbursements Receivable	0	132	(132)	(100%)	0
1350-00 · Security Deposits	100	100	0	0%	100
Total Other Current Assets	<u>100</u>	<u>23,052</u>	<u>(22,952)</u>	<u>(100%)</u>	<u>100</u>
Total Current Assets	<u>396,923</u>	<u>538,687</u>	<u>(141,764)</u>	<u>(26%)</u>	<u>216,721</u>
Other Assets					
1400-00 · Prepaid Expenses	82,088	26,700	55,388	207%	43,485
Total Other Assets	<u>82,088</u>	<u>26,700</u>	<u>55,388</u>	<u>207%</u>	<u>43,485</u>
TOTAL ASSETS	<u><u>479,011</u></u>	<u><u>565,387</u></u>	<u><u>(86,376)</u></u>	<u><u>(15%)</u></u>	<u><u>260,206</u></u>
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Accounts Payable					
2000-00 · Accounts Payable	111,284	20,038	91,246	455%	64,362
Total Accounts Payable	<u>111,284</u>	<u>20,038</u>	<u>91,246</u>	<u>455%</u>	<u>64,362</u>
Total Current Liabilities	<u>111,284</u>	<u>20,038</u>	<u>91,246</u>	<u>455%</u>	<u>64,362</u>
Total Liabilities	<u>111,284</u>	<u>20,038</u>	<u>91,246</u>	<u>455%</u>	<u>64,362</u>
Equity					
32000 · Unrestricted Net Assets	195,843	486,983	(291,140)	(60%)	486,983
Net Income	171,884	58,366	113,518	194%	(291,140)
Total Equity	<u>367,727</u>	<u>545,349</u>	<u>(177,622)</u>	<u>(33%)</u>	<u>195,843</u>
TOTAL LIABILITIES & EQUITY	<u><u>479,011</u></u>	<u><u>565,387</u></u>	<u><u>(86,376)</u></u>	<u><u>(15%)</u></u>	<u><u>260,206</u></u>

North Lake Tahoe Marketing Cooperative Profit & Loss Budget Performance

Accrual Basis

August 2021

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
Income							
4000-00 · LTVCBVB Funding	57,666	57,666	0	115,332	115,332	0	692,000
4001-00 · NLTRA Funding	55,014	55,014	0	198,121	198,121	0	1,100,000
4004-00 · IVCBVB Entertainment	0	0	0	2,000	2,000	0	8,000
Total Income	112,680	112,680	0	315,453	315,453	0	1,800,000
Gross Profit	112,680	112,680	0	315,453	315,453	0	1,800,000
Expense							
5000-00 · CONSUMER MARKETING							
5002-01 · Native Display	833	0	833	1,667	0	1,667	70,000
5004-00 · Trip Advisor	0	0	0	0	0	0	50,000
5005-00 · Paid Social	6,564	5,968	596	11,324	11,118	206	132,980
5005-01 · Digital Display / Retargeting	3,007	2,026	981	11,431	11,140	291	79,000
5007-00 · Creative Production							
5007-01 · Creative Production	5,582	0	5,582	12,278	37,500	(25,222)	150,000
5007-03 · Photo/Video Creative	2,484	2,373	111	4,729	4,746	(17)	28,469
5007-00 · Creative Production - Other	128	0	128	255	0	255	0
Total 5007-00 · Creative Production	8,194	2,373	5,821	17,262	42,246	(24,985)	178,469
5010-00 · Account Strategy & Management	7,000	7,000	0	14,000	14,000	0	84,000
5010-02 · Website Strategy & Analysis	2,500	0	2,500	2,500	0	2,500	0
5016 · Video Streaming	0	0	0	0	0	0	105,000
5018-00 · Media Commission	133	1,049	(916)	1,723	2,915	(1,192)	71,166
5018-01 · Digital Ad Serving	0	73	(73)	87	165	(88)	6,000
5020-00 · Search Engine Marketing	0	0	0	0	0	0	54,000
5022-00 · Email	0	0	0	0	0	0	20,000
5024-00 · Fusion 7	3,000	2,000	1,000	5,000	4,000	1,000	24,000
5025-00 · Expedia	0	0	0	0	0	0	15,000
5029-00 · Television	0	0	0	0	0	0	14,000
Total 5000-00 · CONSUMER MARKETING	31,231	20,489	10,742	64,973	85,584	(20,611)	903,595
5110-00 · LEISURE SALES							
5107-00 · Creative Production	0	0	0	0	0	0	2,000
5111-00 · FAMS - Domestic	0	0	0	0	0	0	1,500
5112-00 · Training / Sales Calls	0	0	0	1,500	0	1,500	5,000
5113-00 · Additional Opportunities	168	0	168	168	0	168	9,050
5115-00 · Travel Agent Incentive Program	0	0	0	0	0	0	4,750
5131-00 · FAMS -Intl - Travel Trade	0	0	0	0	0	0	2,250
5133-00 · Ski-Tops	0	0	0	0	0	0	4,000
5134-00 · Intl Marketing - Additional Opp	0	0	0	0	0	0	4,000
5137-00 · Co-op Opportunities	0	0	0	0	0	0	6,000
5143-00 · Mountain Travel Symposium	0	0	0	0	0	0	6,000
5144-00 · IPW - POW WOW	0	0	0	0	0	0	16,000
5145-00 · TIA Annual Dues	0	0	0	0	0	0	2,700
5155-00 · California Star Program	0	3,000	(3,000)	0	3,000	(3,000)	3,000
5157-00 · International Efforts	0	0	0	0	0	0	15,000
Total 5110-00 · LEISURE SALES	168	3,000	(2,832)	1,668	3,000	(1,332)	81,250
5200-00 · PUBLIC RELATIONS							
5200-01 · Strategy, Reporting, Mgmt, Etc.	0	5,000	(5,000)	0	5,000	(5,000)	55,000
5202-00 · PR Program/ Content Dev - Blogs	0	750	(750)	0	1,500	(1,500)	12,000
5204-00 · Media Mission(s)	0	0	0	0	0	0	24,000
5206-00 · Digital Buy/ Social Media Boost	800	800	0	1,600	1,600	0	9,800
5207-00 · Content Campaigns/Tools-My Emma	240	240	0	480	480	0	2,880
5208-00 · International Travel Media FAMS	0	0	0	0	0	0	3,000
5209-00 · Domestic Travel Media FAMS	0	0	0	0	0	0	18,600
5210-00 · Content Dev - Newsletters	0	1,800	(1,800)	0	3,600	(3,600)	21,600
5211-00 · Social Media Strategy & Mgmt	6,000	8,000	0	11,000	11,000	0	71,000
5212-00 · Social Giveaways & Contests	0	1,800	(1,800)	0	1,800	(1,800)	7,200
5214-00 · Social Takeover	0	0	0	0	0	0	10,000
5216-00 · PR Content Development + Distri	1,320	0	1,320	1,320	0	1,320	6,000
5221-00 · Photography & Video Asset Dev	0	0	0	0	0	0	8,000
5222-00 · Media Tracking / Membership	(5)	294	(299)	11	588	(577)	3,530
5280-00 · PR Meals / Entertainment	178	0	178	203	250	(47)	1,500
Total 5200-00 · PUBLIC RELATIONS	8,533	16,684	(8,151)	14,614	25,818	(11,204)	253,910
6000-00 · CONFERENCE SALES							
6005-00 · Paid Media	0	0	0	0	0	0	24,114
6006-00 · CVENT	712	916	(204)	712	1,806	(1,094)	10,967
6007-00 · Creative Production	0	0	0	0	0	0	10,000
6014-00 · MCC Group Incentive Program	0	0	0	0	0	0	7,000
6015-00 · MCC National Memberships	0	0	0	0	0	0	779
6018-00 · MCC Media Commission	202	0	202	232	0	232	4,580
6018-01 · MCC Digital Ad Serving	0	42	(42)	0	84	(84)	500
6019-00 · Conference Direct Partnership	0	7,000	(7,000)	0	7,000	(7,000)	7,000
6128-00 · HelmsBriscoe Strategic Partner	583	7,000	(6,417)	1,187	7,000	(5,813)	7,000
6162-00 · Client Events / Opportunities	0	1,000	(1,000)	0	1,000	(1,000)	17,000
6153-00 · Chicago Sales Rep Support	83	0	83	942	0	942	2,500
Total 6000-00 · CONFERENCE SALES	1,580	15,958	(14,378)	3,052	16,890	(13,838)	91,450
6100-00 · TRADE SHOWS							
6111-00 · Site Inspections	0	0	0	138	0	138	6,000

**North Lake Tahoe Marketing Cooperative
Profit & Loss Budget Performance**

August 2021

Accrual Basis

	Aug 21	Budget	\$ Over Budget	Jul - Aug 21	YTD Budget	\$ Over Budget	Annual Budget
6116-00 - CalSAE Seasonal Spectacular	0	0	0	0	0	0	5,000
6120-01 - Sac River Cats Client Event	0	0	0	500	0	500	0
6127-00 - CalSAE Annual	0	0	0	0	0	0	1,500
6143-00 - Connect Marketplace	0	6,000	(6,000)	0	6,000	(6,000)	6,000
6154-00 - HelmsBriscoe ABC	0	0	0	0	0	0	5,500
6156-00 - Connect California	0	0	0	0	0	0	5,500
6156-02 - Connect Chicago	0	3,700	(3,700)	0	3,700	(3,700)	4,700
6156-05 - Connect Northwest	0	0	0	0	0	0	5,500
6160-00 - AllThingsMeetings Silicon Valley	0	0	0	0	0	0	1,500
6160-01 - AllThingsMeetings East Bay	0	0	0	0	0	0	1,500
6165-00 - Bay Area Client Appreciation	0	0	0	0	0	0	4,500
6166-00 - Sports Commission	0	0	0	0	0	0	420
6168-00 - Sacramento/Roseville TopGolf	0	0	0	0	0	0	2,500
6171-00 - Outdoor Retailer	0	0	0	0	0	0	1,500
6182-00 - Destination Celebration	0	0	0	0	0	0	2,275
Total 6100-00 - TRADE SHOWS	0	9,700	(9,700)	638	9,700	(9,062)	53,895
7000-00 - COMMITTED & ADMIN EXPENSES							
5008-00 - Cooperative Programs	0	0	0	0	0	0	30,000
5009-00 - Fulfillment / Mail	0	200	(200)	0	400	(400)	2,400
5021-00 - RASC-Reno Air Service Corp	25,000	0	25,000	25,000	0	25,000	100,000
5123-00 - HSVC - High Sierra Visitors	167	0	167	333	0	333	2,000
5124-00 - Reno Tahoe Territory Membership	0	0	0	0	1,000	(1,000)	1,000
7002-00 - CRM Subscription	0	885	(885)	2,500	1,770	730	10,620
7003-00 - IVCBVB Entertainment Fund	0	0	0	0	0	0	8,000
7004-00 - Research	1,111	2,750	(1,639)	2,222	5,500	(3,278)	83,000
7005-00 - Film Festival	0	0	0	0	15,000	(15,000)	15,000
7006-00 - Special Events	0	0	0	70	0	70	20,000
7007-00 - DestImetrics / DMX	0	0	0	0	0	0	33,352
7008-00 - Opportunistic Funds	0	0	0	0	0	0	25,000
7009-00 - Tahoe Cam Usage	0	177	(177)	0	354	(354)	2,124
7010-00 - Photo Management & Storage	621	625	(4)	1,242	1,250	(9)	7,757
7020-00 - Collateral Production / Printin	724	0	724	724	0	724	0
Total 7000-00 - COMMITTED & ADMIN EXPENSES	27,622	4,637	22,985	32,091	25,274	6,817	340,253
8000-00 - WEBSITE CONTENT & MAINTENANCE							
8002-00 - Content Manager Contractor	0	4,250	(4,250)	8,500	8,500	0	51,000
8003-00 - Website Hosting Maintenance	7,500	0	7,500	8,034	534	7,500	2,161
8004-00 - Website Strategy & Maintenance	0	7,500	(7,500)	7,500	15,000	(7,500)	90,000
8005-00 - Website SEO Strategy/Maint	0	2,500	(2,500)	2,500	5,000	(2,500)	30,000
Total 8000-00 - WEBSITE CONTENT & MAINTENANCE	7,500	14,250	(6,750)	26,534	29,034	(2,500)	173,161
Total Expense	76,635	84,718	(8,083)	143,569	195,300	(51,731)	1,897,514
Net Income	36,045	27,962	8,083	171,884	120,153	51,731	(97,514)

North Lake Tahoe Marketing Cooperative Profit & Loss Prev Year Comparison

Accrual Basis

July through August 2021

	Jul - Aug 21	Jul - Aug 20	\$ Change	% Change
Income				
4000-00 - LTVCBVB Funding	115,332.00	20,200.00	95,132.00	471.0%
4001-00 - NLTRA Funding	198,121.44	135,748.00	62,373.44	46.0%
4004-00 - IVCBVB Entertainment	2,000.00	2,000.00	0.00	0.0%
Total Income	315,453.44	157,948.00	157,505.44	99.7%
Gross Profit	315,453.44	157,948.00	157,505.44	99.7%
Expense				
5000-00 - CONSUMER MARKETING				
5002-01 - Native Display	1,666.66	0.00	1,666.66	100.0%
5005-00 - Paid Social	11,324.42	960.97	10,363.45	1,078.4%
5005-01 - Digital Display / Retargeting	11,430.85	0.00	11,430.85	100.0%
5007-00 - Creative Production				
5007-01 - Creative Production	12,277.70	13,424.63	-1,146.93	-8.5%
5007-02 - Website Production	0.00	888.75	-888.75	-100.0%
5007-03 - Photo/Video Creative	4,728.80	100.00	4,628.80	4,628.8%
5007-00 - Creative Production - Other	255.00	255.00	0.00	0.0%
Total 5007-00 - Creative Production	17,261.50	14,668.38	2,593.12	17.7%
5010-00 - Account Strategy & Management	14,000.00	12,000.00	2,000.00	16.7%
5010-02 - Website Strategy & Analysis	2,500.00	0.00	2,500.00	100.0%
5018-00 - Media Commission	1,722.86	598.32	1,124.54	188.0%
5018-01 - Digital Ad Serving	67.02	0.00	67.02	100.0%
5020-00 - Search Engine Marketing	0.00	8,946.98	-8,946.98	-100.0%
5024-00 - Fusion 7	5,000.00	2,000.00	3,000.00	150.0%
Total 5000-00 - CONSUMER MARKETING	64,973.31	39,174.65	25,798.66	65.9%
5110-00 - LEISURE SALES				
5112-00 - Training / Sales Calls	1,500.00	0.00	1,500.00	100.0%
5113-00 - Additional Opportunities	167.94	0.00	167.94	100.0%
5147-00 - AUS / Gate 7	0.00	2,025.00	-2,025.00	-100.0%
5155-00 - California Star Program	0.00	583.34	-583.34	-100.0%
Total 5110-00 - LEISURE SALES	1,667.94	2,608.34	-940.40	-36.1%
5200-00 - PUBLIC RELATIONS				
5200-01 - Strategy, Reporting, Mgmt, Etc.	0.00	3,000.00	-3,000.00	-100.0%
5202-00 - PR Program/ Content Dev - Blogs	0.00	3,500.00	-3,500.00	-100.0%
5206-00 - Digital Buy/ Social Media Boost	1,600.00	1,000.00	600.00	60.0%
5207-00 - Content Campaigns/Tools-My Emma	480.00	600.00	-120.00	-20.0%
5209-00 - Domestic Travel Media FAMS	0.00	5,000.93	-5,000.93	-100.0%
5210-00 - Content Dev - Newsletters	0.00	3,600.00	-3,600.00	-100.0%
5211-00 - Social Media Strategy & Mgmt	11,000.00	8,000.00	3,000.00	37.5%
5216-00 - PR Content Development + Distri	1,320.00	600.00	720.00	120.0%
5222-00 - Media Tracking / Membership	10.93	1,800.00	-1,789.07	-99.4%
5280-00 - PR Meals / Entertainment	202.70	28.72	173.98	605.8%
Total 5200-00 - PUBLIC RELATIONS	14,613.63	27,129.65	-12,516.02	-46.1%
6000-00 - CONFERENCE SALES				
6006-00 - CVENT	711.87	10,678.00	-9,966.13	-93.3%
6015-00 - MCC National Memberships	0.00	379.00	-379.00	-100.0%
6018-00 - MCC Media Commission	231.56	1,400.95	-1,169.39	-83.5%
6019-00 - Conference Direct Partnership	0.00	2,833.34	-2,833.34	-100.0%
6128-00 - HelmsBriscoe Strategic Partner	1,166.66	1,166.66	0.00	0.0%
6153-00 - Chicago Sales Rep Support	941.66	294.50	647.16	219.8%
Total 6000-00 - CONFERENCE SALES	3,051.75	16,762.45	-13,700.70	-81.8%
6100-00 - TRADE SHOWS				
6111-00 - Site Inspections	137.80	194.13	-56.33	-29.0%
6120-01 - Sac River Cats Client Event	499.90	0.00	499.90	100.0%
Total 6100-00 - TRADE SHOWS	637.70	194.13	443.57	228.5%
7000-00 - COMMITTED & ADMIN EXPENSES				
5009-00 - Fulfillment / Mail	0.00	335.92	-335.92	-100.0%
5021-00 - RASC-Reno Air Service Corp	25,000.00	0.00	25,000.00	100.0%
5123-00 - HSVC - High Sierra Visitors	333.34	0.00	333.34	100.0%
7002-00 - CRM Subscription	2,500.00	1,666.66	833.34	50.0%
7003-00 - IVCBVB Entertainment Fund	0.00	13.78	-13.78	-100.0%
7004-00 - Research	2,222.16	0.00	2,222.16	100.0%
7006-00 - Special Events	70.00	0.00	70.00	100.0%
7010-00 - Photo Management & Storage	1,241.50	1,267.16	-25.66	-2.0%
7020-00 - Collateral Production / Printin	723.94	1,250.00	-526.06	-42.1%
8700-00 - Automobile Expense*	0.00	129.77	-129.77	-100.0%
Total 7000-00 - COMMITTED & ADMIN EXPENSES	32,090.94	4,663.29	27,427.65	588.2%
8000-00 - WEBSITE CONTENT & MAINTENANCE				
8002-00 - Content Manager Contractor	8,500.00	8,525.91	-25.91	-0.3%
8003-00 - Website Hosting Maintenance	8,034.00	534.00	7,500.00	1,404.5%
8004-00 - Website Strategy & Maintenance	7,500.00	0.00	7,500.00	100.0%
8005-00 - Website SEO Strategy/Maint	2,500.00	0.00	2,500.00	100.0%
Total 8000-00 - WEBSITE CONTENT & MAINTENA...	26,534.00	9,059.91	17,474.09	192.9%

**North Lake Tahoe Marketing Cooperative
Profit & Loss Prev Year Comparison**

Accrual Basis

July through August 2021

	Jul - Aug 21	Jul - Aug 20	\$ Change	% Change
Total Expense	143,569.27	99,582.42	43,986.85	44.2%
Net Income	171,884.17	58,365.58	113,518.59	194.5%



Aging by Revenue Item

As of 8/31/2021

Invoice ID	Invoice Date	Due Date	Not Yet Due	0-30	31-60	61-90	91-120	120+	Total
Account: 1201-01 Member AR Membership Dues (Member Accounts Receivable:Member AR - Member Dues)									
11-20 Employees Membership Dues			\$0.00	\$345.00	\$0.00	\$0.00	\$0.00	\$468.75	\$813.75
1-5 Employees Membership Dues			\$295.00	\$2,360.00	\$2,374.58	\$2,684.17	\$1,475.00	\$5,476.66	\$15,540.40
21-50 Employees Membership Dues			\$0.00	\$0.00	\$540.00	\$540.00	\$0.00	\$1,890.00	\$2,970.00
50-100 Employees Membership Dues			\$0.00	\$0.00	\$0.00	\$0.00	\$750.00	\$750.00	\$1,500.00
Associate Member Membership Dues			\$0.00	\$0.00	\$0.00	\$50.00	\$0.00	\$100.00	\$150.00
Financial Institutions Membership			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,400.00	\$1,400.00
Non-Profit Membership Dues Totals:			\$510.00	\$340.00	\$510.00	\$170.00	\$0.00	\$1,360.00	\$2,890.00
1201-01 Member AR Membership			\$1,130.00	\$3,370.00	\$3,776.66	\$3,823.34	\$2,306.25	\$14,529.99	\$28,061.25
Account: 1201-03 Member Accounts Receivable - Other (Member Accounts Receivable:Member AR - Other)									
Eblast Totals:			\$260.00	\$0.00	\$235.00	\$85.00	\$0.00	\$0.00	\$580.00
1201-03 Member Accounts Receivable			\$260.00	\$0.00	\$235.00	\$85.00	\$0.00	\$0.00	\$580.00
GRAND TOTALS			\$1,390.00	\$3,370.00	\$4,011.66	\$3,908.34	\$2,306.25	\$14,529.99	\$28,641.25

KEY METRICS FOR Aug 31, 2021 FINANCIAL STATEMENTS

Total District 5 Eastern Slope TOT Collections by Quarter 2013 - 2022 (as reported thru August 2021)					
Fiscal Year	Q1 (Jul - Sep)	Q2 (Oct - Dec)	Q3 (Jan - Mar)	Q4 (Apr - Jun)	Total
2013 - 2014	4,401,773	2,048,674	3,497,093	1,639,259	\$ 11,586,799
2014 - 2015	4,560,065	2,415,022	3,428,514	1,742,210	\$ 12,145,811
2015 - 2016	4,729,061	3,755,563	5,332,084	2,201,370	\$ 16,018,078
2016 - 2017	5,335,081	3,217,765	5,991,509	3,175,348	\$ 17,719,703
2017 - 2018	6,083,237	3,298,036	5,504,277	3,020,130	\$ 17,905,680
2018 - 2019	6,876,440	3,904,575	6,856,707	3,999,734	\$ 21,037,456
2019 - 2020	7,028,821	3,976,398	5,798,487	1,078,692	\$ 17,882,398
2020 - 2021	7,348,690	3,250,112	6,204,347	4,889,631	\$ 21,692,780
2021 - 2022	815,580	-	-	-	\$ 815,580

updated

Visitor Information Comparative Statistics For FYTD 2018/19 - 2021/22 (thru Aug 2021)					
Referrals -	2018-19	2019-20	2020-21	2021-22	YOY % Change
Tahoe City:					
Walk In	13931	13474	8303	10532	26.85%
Phone	792	600	714	772	8.12%
Email	109	124	119	149	25.21%
Kings Beach (Walk In)	10646	7432	4525	3512	-22.39%
NLT - Event Traffic	2275	2155	515	314	-39.03%
Total	27,753	23,785	14,176	15,279	7.78%

Sales Tax Revenue by Calendar Year Quarterly - North Lake Tahoe (6 mth lag)					
Quarter	2018	2019	2020	2021	YOY % Change
First (Jan - Mar)	\$ 762,370	\$ 875,360	\$ 767,831	\$ 661,434	-13.86%
Second (Apr - June)	\$ 627,831	\$ 674,366	\$ 417,576	\$ -	
Third (Jul - Sept)	\$ 1,018,271	\$ 1,058,279	\$ 922,133	\$ -	
Fourth (Oct - Dec)	\$ 671,770	\$ 770,185	\$ 616,050	\$ -	
Total	\$ 3,080,242	\$ 3,378,190	\$ 2,723,590	\$ 661,434	

Unemployment Rates - EDD				
				August 2021
California (pop. 38,332,521)				7.5%
Placer County (367,309)				5.1%
Dollar Point (1,215)				0.0%
Kings Beach (3,893)				1.6%
Sunnyside/Tahoe City (1,557)				0.0%
Tahoe Vista (1,433)				0.0%

Destimetrics Reservations Activity	2021/22	2020/21	YOY % Change
Occupancy	48.5%	49.3%	-1.62%
ADR (Average Daily Rate)	\$ 489	\$ 479	2.09%
RevPAR (Rev per Available Room)	\$ 237	\$ 236	0.42%
Occupancy 1 Mth Forecast	34.5%	30.5%	13.11%
ADR 1 Mth Forecast	\$ 326	\$ 402	-18.91%
RevPAR 1 Mth Forecast	\$ 112	\$ 123	-8.94%
Occupancy (prior 6 months)	51.3%	26.1%	96.55%
ADR (prior 6 months)	\$ 429	\$ 446	-3.81%
RevPAR (prior 6 months)	\$ 220	\$ 116	89.66%
Occupancy (next 6 months)	21.6%	11.2%	92.86%
ADR (next 6 months)	\$ 371	\$ 397	-6.55%
RevPAR (next 6 months)	\$ 80	\$ 45	77.78%

Total Chamber Membership	
June 2017	424
June 2018	378
June 2019	371
June 2020	362
June 2021	366

Conference Revenue Statistics Comparison FYTD 20/21 vs. FYTD 21/22 at 9/30/2021					
	2020-21	2020-21	2021-22	YOY %	
FORWARD LOOKING	Actuals	Forecasted	Forecasted	Change	
Total Revenue Booked	\$ 257,997	\$ 1,096,681	\$ 1,670,835	34.36%	
Commission for this Revenue	\$ -	\$ -	\$ -		
Number of Room Nights	1,287	4,979	8,044	38.10%	
Number of Bookings	8	16	22	27.27%	
Conference Revenue And Percentage by County:					
	<u>20-21</u>	<u>21-22</u>			
Placer	100%	\$257,997	\$ 905,049	\$ 1,193,472 24.17%	
Washoe	0%	\$0	\$ 191,632	\$ 477,363 59.86%	
South Lake	0%	\$0	\$ -		
Nevada County	0%	0%			
Total Conference Revenue	100%	100%	\$257,997	\$ 1,096,681	\$ 1,670,835 34.36%
CURRENT					
NLT - Annual Revenue Goal			\$ 2,500,000	\$ 2,500,000 0.00%	