



Agenda and Meeting Notice
THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, April 6, 2011 – 8:30 am
Tahoe City Public Utility District

NLTRA Mission

"to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

Meeting Ground Rules

Be Prepared, Engage in Active Listening, Be Respectful of Others, No Surprises, It is OK to Disagree, Acknowledge Comments, but Do Not Repeat Comments

The NLTRA Board has also adopted the Nine Tools of Civility of the Speak Your Peace Civility Project:
Pay Attention, Listen, Be Inclusive, Do Not Gossip, Show Respect, Be Agreeable, Apologize, Give Constructive Criticism, Take Responsibility.

ITEMS MAY NOT BE HEARD IN THE ORDER THEY ARE LISTED

A. CALL TO ORDER - ESTABLISH QUORUM

B. AGENDA AMENDMENTS AND APPROVAL (*Motion*)

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

C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association 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.

D. REPORTS & ACTION ITEMS

3. Request for Homewood Mountain Resort Project Support from JMA Associates (*Motion*)
4. Infrastructure Funding Request of up to \$45,000 for the West Commons Beach Conceptual Alternatives Analysis (*Motion*)
5. Direction to Prepare a Final Draft FY 2011-12 Integrated Work Plan and Long Range Funding Plan (2011-16) for Budget Approval (*Motion*)
6. Interim Executive Director Report (*10 minutes*)
 - TOT Renewal Funding Request (*Motion*)
 - Lake Tahoe Basin Prosperity Plan
7. Marketing Report (*10 minutes*)
 - Conference Revenue Statistics – March 2011
 - Update on Amgen Tour of California (written report)
8. Board/Staff Follow-up on Previous Action Items (*5 minutes*)

E. CONSENT CALENDAR – MOTIONS (5 minutes)

All items listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions. All committee meeting minutes are provided for informational purposes only.

9. Board Meeting Minutes – March 2, 2011
10. Special Board Meeting Minutes – March 18, 2011
11. Finance Committee Minutes – March 1, 2011
12. Financial Statements – February 2011
13. Lodging Committee Minutes – March 3, 2011
14. Joint Infrastructure/Transportation Committee Minutes – March 28, 2011
15. Marketing Committee Minutes – March 29, 2011
16. Conference/Marketing Activity Report – March 2011
17. Infrastructure/Transportation Activity Report – March 2011
18. NLTRA Alcohol Policy

ADJOURN AS THE BOARD OF THE NORTH LAKE TAHOE RESORT ASSOCIATION AND CONVENE AS THE BOARD OF THE NORTH LAKE TAHOE CHAMBER OF COMMERCE

F. CHAMBER OF COMMERCE REPORTS (10 minutes)

19. Presentation, Discussion and Possible Action to Approve 2011-12 Chamber of Commerce Business Plan Goals (*Motion*)
20. Status Report: Completion of 2010/11 Community Marketing Grant Application Cycle
21. Chamber Activities and Events

G. CHAMBER OF COMMERCE CONSENT CALENDAR – MOTIONS (2 minutes)

22. Chamber of Commerce Committee Minutes – March 16, 2011
23. March Chamber of Commerce Implementation Report
24. Approve Chamber Advisory Committee Recommendation to Join Other Chambers of Commerce in Opposition to State of California Administration Proposal to Abolish Redevelopment
25. Approve Chamber of Commerce Advisory Committee Recommendation of North Tahoe Business Association Grant Request (2010-11)

ADJOURN AS THE BOARD OF THE NORTH LAKE TAHOE CHAMBER OF COMMERCE AND RECONVENE AS THE BOARD OF THE NORTH LAKE TAHOE RESORT ASSOCIATION

H. DIRECTORS' COMMENTS

I. MEETING REVIEW AND STAFF DIRECTION

J. CLOSED SESSION

25. Personnel Matters
 - Executive Director

K. RECONVENE TO OPEN SESSION

26. Closed session report

L. ADJOURNMENT



March 18, 2011

To: Board of Directors

Fr: Interim Executive Director

Re: Update and Request for Homewood Mountain Resort Project Support from
JMA Ventures, LLC

Background

Executive Vice President David Tirman of JMA Ventures will be at the meeting to make a brief presentation on the status of the Homewood Mountain Resort Ski Area Master Plan proposal approval process. He will also be requesting that the NLTRA/Chamber of Commerce provide a letter supporting the HMR proposal to the Tahoe Regional Planning Agency Governing Board and the Placer County Board of Supervisors. Upon your approval, the letter will be sent to TRPA, immediately, in order to be placed in the Governing Board meeting packet.

At the March 2nd Board meeting when discussing JMA's request (letter attached) to come before you at the April Board meeting, Chairman McIntyre expressed concern that, in the past, Placer County had made it clear that NLTRA should not be involved in planning issues. He asked that before any letters of support are sent, he would like clarification from Placer County on the NLTRA's ability to do so. As I reported at the special Board meeting on March 18th when discussing the Boulder Bay project, Jennifer Merchant did receive confirmation from CEO Tom Miller that he is comfortable with an NLTRA policy that allows support of project "principles," as they relate to the organization's master plan. Concepts would include project types that create community sustainability/stability; that impacts are fully mitigated, and that are consistent with the Master Plan. He did address concern about getting too far out there and have it negatively tied back to opposition of the TOT renewal.

Staff agrees with Tom's direction and believes this has been and will continue to be the approach followed whenever it has been appropriate for the NLTRA staff and/or Board to make project comments on behalf of the organization. The NLTRA addresses how a project supports the basin plans and the NLTRA master plans. It does not advocate one alternative or another, but rather how the project would be beneficial to the environmental and economic goals and needs of North Lake Tahoe, as well as to the NLTRA mission. This is similar to our review of projects requesting TOT funding.

Requested Action

Staff recommends that after discussion, the Board authorize staff to prepare of a letter, utilizing the aforementioned guidelines, supporting the HMR proposal to be signed by the Board President. The letter will then be submitted to the approval agencies reviewing the project.



JMA Ventures, LLC
P.O. Box 3938
Truckee, CA. 96160

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David A. Tirman
Executive Vice President
Direct: (530) 582.6085
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28 February 2011

Mr. Ron Treabass, Executive Director
North Lake Tahoe Resort Association
PO Box 884
Tahoe City, CA. 96145

Re: Homewood Mountain Resort Ski Area Master Plan

Dear Ron:

JMA Ventures, LLC, on behalf of Homewood Mountain Resort (HMR), respectfully seeks the formal support of the North Lake Tahoe Resort Association (NLTRA) and its individual members for the proposed HMR Ski Area Master Plan proposal. The master plan proposal is currently going through an environmental impact review process as jointly administered by the Tahoe Regional Planning Agency (TRPA) and Placer County.

The proposed HMR Ski Area Master Plan proposes an all-season destination resort that represents a long term blueprint for the redevelopment & revitalization of the Homewood ski area. The plan proposes the complete redevelopment of both base areas with a sustainable plan developed in accordance with the gold level criteria of the US Green Building Council Leadership in Energy and Environmental Design (LEED) program. The mixed use master plan includes upgraded skier facilities, the replacement of two aging chair lifts, the establishment of new lodging facilities, a neighborhood oriented pedestrian retail village, a mid-mountain day lodge, new stormwater treatment facilities, and extensive land restoration projects. The plan also includes on-site workforce housing and underground parking facilities, which will replace the expanse of existing asphalt parking and allow for extensive land restoration & landscaping at the base areas.

The final approval and implementation of the ski area master plan proposal is essential to the continued operation & viability of Homewood Mountain Resort. It is our firm belief that a revitalized Homewood will be good for the long term economic and environmental health of the West Shore & North Lake Tahoe Region and will make significant inroads into helping to keep Lake Tahoe blue. More specifics on the Homewood Ski Area Master Plan proposal can be found at www.skihomewood.com/masterplan.

As a follow-up to this request for the support of the NLTRA, we would like to suggest coming to your April board meeting and giving a detailed overview of the proposed master plan. If we are fortunate enough to receive NLTRA support, we would then ask that a letter of endorsement be forwarded to both the TRPA Governing Board & the Placer County Board of Supervisors as well as the county Planning Commission.

We thank you for your consideration of our request and look forward to following up with the NLTRA.

Respectfully,

A handwritten signature in black ink, appearing to read 'David A. Tirman', written in a cursive style.

David A. Tirman



April 6, 2011

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Presentation, Discussion, and Possible Action to Recommend an Infrastructure Funding Request of up to \$45,000 to the Tahoe City Public Utility District for the West Commons Beach Conceptual Alternatives Analysis

Background

The NLTRA master plan has identified the need to relocate the existing visitor information center in Tahoe City to a more visible, larger facility, which would better serve visitor and community needs for welcoming to the lake, information and interpretive education. A potential location for this purpose is the existing fire station site which, when the fire station function is relocated, will need to be redeveloped and restored to be an integral part of the existing Commons beach and plazas. While various possible alternatives need to be analyzed, one alternative for this site may be as a location to include a multi-agency North Lake Tahoe Visitor Center, Lake Tahoe interpretation/performance theater, and other visitor serving enhancements. The time to study the various opportunities is now, as the fire station function will cease in 2012. Infrastructure funds are necessary to initiate this community planning process.

The Need

In the attached Funding Application, the Tahoe City Public Utility District is requesting an Infrastructure allocation of up to \$45,000 to prepare a conceptual analysis of alternatives for the westerly portion of Commons Beach. These alternatives will explore the possibility of a visitor center expansion and a small performing arts facility. The total alternative analysis will cost \$56,000. This project will provide a range of conceptual alternatives for the West Commons site, all of which will help achieve a better visitor experience, strengthen the tourism economy and enhance the downtown community. The project must be undertaken now in order to complete the analysis and have the recommended alternative in place when the existing fire station is vacated and the existing building is removed. TCPUD General Manager Cindy Gustafson will be at the meeting to present the request and answer any questions.

NLTRA Master Plan and Funding Consistency

This project addresses needs identified in the IWP highest priorities: Advancement of performing and cultural arts facilities, and development of information/interpretation facilities. More broadly, the outcomes of this project meet Master Plan goals by promoting tourism, and benefitting the business community and community-at-large by enhancing the visitor experience, and the economic, recreational and cultural climate of the area.

This \$45,000 request is consistent with the funding capabilities of the 2010-11 NLTRA Infrastructure Budget, and is so reflected in the IWP. It will not have a negative impact on other future anticipated Infrastructure project funding needs.

Recommendation of the Joint Committee

At the March 28th meeting, the Joint Committee voted (14-0-1 abstention from Ron McIntyre) to recommend the NLTRA Board approve an infrastructure funding request of up to \$45,000 to the Tahoe City Public Utility District to complete preparation of the West Commons Beach Conceptual Alternatives Analysis. Committee discussion centered on ideas to be included in the analysis. Some of those included parking options, Commons Beach expansion, and structure placement that would enhance the awareness of Lake Tahoe.

Requested Action

That following questions and discussion, the Board of Directors approve and recommend to the Placer County Board of Supervisors the Tahoe City Public Utility District Infrastructure Funding Request of up to \$45,000 for the West Commons Beach Conceptual Alternatives Analysis.

**The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGRAM
FUNDING APPLICATION**

March 1, 2011

PROJECT SPONSORS AND PARTNERS

The Tahoe City Public Utility District (TCPUD), in partnership with the North Tahoe Fire Protection District, North Lake Tahoe Historical Society, Placer County, California Tahoe Conservancy, and Tahoe City Downtown Association. Through an agreement with Placer County, TCPUD has responsibility for the management and maintenance of Commons Beach, Lake Tahoe's oldest public park. Commons Beach will be the hub of this project planning process. Accordingly, Placer County has agreed that TCPUD can serve as the lead agency for this project, working closely with its project partners and engaging a public planning process.

PROJECT INFORMATION

1. Project Name

West Commons Beach Conceptual Alternatives Analysis

2. Project Background/Project Goals/Brief Project Description

Brief Project Description

This project will provide a conceptual analysis of alternatives for the westerly portion of Commons Beach, addressing elements of the NLTRA's Integrated Work Plan Project A-17 and A-10.

The Tahoe City Commons remains one of very few properties lakefront properties in the North Lake Tahoe area which is under the control of the local community. With the relocation of North Tahoe Fire Protection District operations away from the site, there is the potential to consider other community/public uses for the site.

During the Commons Beach Strategic Plan (Plan) process the future of the fire station was uncertain. The Plan adopted an alternative for the restoration of the fire station site, if a new fire station was constructed. This alternative provides for: an ADA accessible walkway to meander from the street-front to the beach facilities; signage; and, landscaping. (See attached Exhibit A)

Other community planning processes have continued to point out uses and needs that could be incorporated at the site including:

- Improved community art center as outlined in the "Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Tahoe" completed for the NLTRA in 2009. (NLTRA Work Plan A-10)

- Expanded Visitor/Interpretive Center as outlined in the 2004 NLTRA Tourism and Community Investment Plan. (NLTRA Work Plan A-17)
- ADA access to the second floor of the TCC. (TCPUD Parks Master Plan)
- Revenue producing opportunities to help sustain and maintain the beach such as concessions for kayaks, other water “toys”, and refreshments. (Commons Beach Strategic Plan)
- Increased parking for business and park use. (Commons Beach Strategic Plan, Tahoe City Community Plan)

Using these documents as guidelines, this Project will develop a series of conceptual alternatives for use of the site. Architectural and planning consultants with experience in landscape design, interpretive, civic, and parks facilities will be retained to develop alternatives under the direction of a steering committee made up of representatives from: North Lake Tahoe Resort Association, Tahoe City Downtown Association, North Lake Tahoe Historical Society, California Tahoe Conservancy, Placer County Facilities, and the Tahoe City Public Utility District. Once a range of alternatives are developed, public outreach and workshops would be commenced.

Project Background

This application has its foundation in two projects identified in the adopted NLTRA Infrastructure and Transportation Development Integrated Work Plan, A-17 and the community center elements of A-10. It is also founded in the *Commons Beach Strategic Plan* (August 2001), prepared for the Tahoe City Public Utility District (TCPUD) and in the Tahoe City Community Plan (1993), adopted by TRPA and Placer County.

Since its settlement in the late 1860s, Tahoe City has served as a key entry point to Lake Tahoe, welcoming visitors from around the world. It has traditionally been a bustling center of commerce and social life. Tahoe City was also Lake Tahoe’s original “multi modal” transportation hub, served by stagecoaches, boats, trains, and later, automobiles. There are prized historic photographs of the steamer *Tahoe* meeting the Lake Tahoe Railway and Transportation Company’s narrow gauge railroad at Tahoe City’s lakefront pier. Luxury hotels attracted the wealthy and adventurous and led to the development of lakefront mansions that were built along the north and west shores of the Lake. The 1960 Winter Olympic Games also propelled development in Tahoe City and the greater region.

Despite the glory of its past, Tahoe’s City’s traditional sense of place and its future tourism viability are today less clear. In the face of significant new investments in Northstar, Squaw Valley, Truckee, and in other Lake communities – Kings Beach, Crystal Bay, and proposed in Homewood - there is growing concern and understanding that Tahoe City needs a renewed sense of purpose and place.

The centerpiece for Tahoe City is, and has historically been, the Tahoe City Commons (now referred to as Commons Beach). It is North Lake Tahoe’s oldest public facility,

first dedicated in 1872 by President Ulysses S. Grant as the “Public Commons” to be administered in trust for “the several use and benefit of the occupants of the Tahoe City Townsite and of the public generally.” In the one hundred and thirty-nine years since that dedication, the property has been used by the community as a transportation hub, a major point of commerce, and a variety of public services. The west-end of the property has contained structures since a fire in 1937 destroyed the buildings along the Tahoe City waterfront and pier.

In 1938 the Tahoe City Community Center (TCC) was completed at its current location. The incorporation papers for the TCC state the purposes including: “to initiate measures for the civic and social welfare of the inhabitants of Tahoe City and vicinity, to advertise and otherwise acquire publicity material featuring the business, recreational and residential advantages for summer and winter recreation in the Lake Tahoe Region,” and to “provide means for social entertainment and educational facilities”.

Owned by the Tahoe Women’s Club, the building included the town’s post office, clubrooms, and a public meeting room. In 1950, an addition to the building was constructed for a community library in memory of Julia Bechdolt. Shortly thereafter, the local fire department located some of their equipment on the site and in 1961 the current fire station was constructed. Over the years this west end of the Commons has served the following purposes: post-office, library, fire station, community center, public offices, school, and art center.

In 1999 – 2001 a strategic planning process allowed for the complete restoration of the public park facilities below and adjacent to the west-end site. The Commons Beach Restoration Project was completed in 2003. Other improvements on the site include sections of the multi-purpose Lakeside Trail running along the foot of the bluff and connecting the Commons with lakefront properties to the east.

The coming relocation of Tahoe City’s fire station from its current location at the west end of Commons Beach provides an opportunity to initiate an analysis of alternatives for the westerly portion of Commons Beach. This project has its foundation in the NLTRA Integrated Work Plan Project A-17.

Project Goals

The Project will provide a range of conceptual alternatives for the West Commons site, all of which will help achieve a better visitor experience, strengthen the tourism economy, and enhance the downtown community.

The alternatives will include the Commons Beach Strategic Plan alternative and focus on the feasibility of addressing additional defined needs from more recent NLTRA planning efforts. Once complete, the entire range of alternatives will allow for a public involvement process to determine the appropriate alternative that best fits the community’s needs and desires. Additional goals are described in subsequent sections of this grant application.

FINANCIAL INFORMATION

The total cost of this Project is estimated at \$52,000. The request of NLTRA is to fund \$45,000 of the total cost. The analysis will include:

- Review opportunities and constraints of the site through review of the existing Commons Beach Strategic Plan, Tahoe City Community Plan, TRPA Code of Ordinances, and the physical characteristics of the site.
- Development of alternatives including:
 - Demolition of the existing fire station building and implementation of the Commons Beach Strategic Plan alternative.
 - Use of the existing fire station building to meet any of the above listed community uses/needs.
 - Demolition of the existing fire station and construction of a new facility to meet any of the above- listed needs.
 - Demolition of the existing fire station and modification to the TCC to meet any of the above-listed needs.
- Preliminary cost estimates for both capital and operations for each of the alternatives.
- Identification of potential funding sources and opportunities for each of the alternatives.
- Process for engaging public/community input on concept alternatives, with the goal of developing concept alternatives.

3. Other Funding Sources (some for future phases)

- Tahoe City Public Utility District will provide the management and administration of the contract. TCPUD will organize, notice, and facilitate the steering committee meetings. TCPUD will research potential funding sources. TCPUD will also organize, notice and facilitate public workshops. These workshops will educate and engage the public in a dialogue to examine the options, suggest changes, and prioritize the alternatives. Estimated value of these tasks is: \$4,000.
- The North Lake Tahoe Historical Society has submitted a Letter of Interest to the National Endowment for the Arts (NEA), seeking authorization to apply for a NEA *Our Town* planning grant. This request will be in the amount of \$50,000, intended to fund a portion of the next phase of the Project. NLTHS will also contribute its staff and support for this process.
- The North Tahoe Fire Protection District is working with partners to identify the source of funding to address disposition of the existing Tahoe City Fire Station, consistent with findings of the project planning process, once the new station on Fairway Drive has been completed and is ready for operations. Estimated value of this task is up to \$200,000 that would be used during the construction phase of the project.

- The Tahoe City Downtown Association will supply staff time, publicity, and promote involvement from the local business community.

4. Will the project require future funding? What is the source of future financial support?

To construct one of the alternatives will require additional funding for subsequent phases including:

- Design
- Environmental review and permitting
- Construction
- Operation and Maintenance

Probable funding sources for capital funding: Placer County Redevelopment, NLTRA, CTC, Tahoe Fund (private donations), NTFPD, and TCPUD.

TCPUD and NLTRA currently contribute operational funds and staffing to the site. Additional funding sources will depend upon the facilities and attractions developed on site. It is anticipated that the following may be appropriate for additional operational funding: user fees, concession revenue, State and Federal agencies, private funding, and volunteer support.

**5. Provide project pro forma and implementation schedule
[indicate by phase]**

Preliminary scope of work and timeline.

TASK	TIMEFRAME
Submit a detailed proposal for our scope of services and deliverables to TCPUD and other members of the Steering Committee for review and approval.	May
Review background reports, strategic plans, and other data provided by TCPUD.	May - June
Meet in Tahoe City with TCPUD and other members of the Steering Committee for project orientation, discussion of related issues, existing reports, and studies, and potential conceptual models. Walk and photograph the site for use in formulations and future presentations.	June
Visit and photograph similar facilities in nearby communities for follow-up discussions.	June
Meet in the Bay Area (Design Team) to discuss potential development concepts and generate a selection matrix to evaluate alternatives relative to projected capital and operating costs, likely attendance, and direct and indirect benefits to the community.	July
Diagram site and building implications of alternative concepts using analogues as descriptors.	July
Analyze the existing site and buildings with respect to proposed concepts.	July - August
Meet in Tahoe City with the TCPUD and other members of the Steering Committee to present design concepts and reach consensus on a preferred concept.	August
Meet in Tahoe City for a public workshop to present the design alternatives leading to the preferred concept and solicit input for incorporation in the final design.	September
Prepare and submit a summary report of the conceptual design phase.	October

6. How will project cost overruns or operating cost shortfalls be funded?

This Project is price-fixed study and therefore does not have the potential for cost over-runs. The project does not include any operating costs.

QUALIFICATIONS OF THE PROJECT SPONSOR

1. Name/Address

Tahoe City Public Utility District
Box 5249, Tahoe City, CA 96145

2. Financial Capability

Established in 1938, as a local government agency, Tahoe City Public Utility District has a seventy-three year history of planning, design and construction of community projects and infrastructure development. TCPUD's 2011 operating budget is \$8.7 million, with an additional \$8 million in capital projects. TCPUD's budget includes \$2.1 million in operations for park and community facilities.

3. Experience with projects of similar nature

TCPUD has successfully planned, designed and constructed over \$25 million in park, trail, and community facilities over the last 15 years.

4. Objectives of Project Sponsor

In 2010 TCPUD's Board of Directors adopted a Strategic Plan that included five core value statements. Most appropriate to this project is:

"Community Leadership and Collaboration - TCPUD facilitates leadership by establishing partnerships, collaborating with other agencies, and advocating proper planning and economic reinvestment, for the benefit of the community".

Also in the Strategic Plan are six policy statements for areas of service, which include:

"Park, Recreation and Community Facilities - TCPUD plans, develops and maintains quality facilities to serve residents, property owners, and visitors."

For this project, TCPUD's objectives are to fulfill the above two statements through a public process that engages all community members and organizations into a planning effort for the west end of Commons Beach.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users.

Studies conducted as part of the planning process will identify the estimated number of users. Given the declining trend in users served by the existing programs and facilities housed in the current structures at West Commons Beach, it is the goal of the project to increase the number of users, the positive economic impact of these users, and address self-sustaining activities for each of the alternatives.

2. Time of year

The goal of the project is to provide analysis of facilities and programs that will generate users and increase positive economic benefits throughout the year, not limited to the traditional peak periods of winter and summer.

3. Number of visitors to be attracted as a result of the project.

The number of visitors will depend upon the alternative(s) selected. Given the general decline in visitors served by facilities and programs housed in the existing structures at West Commons Beach, it is anticipated that the project will increase the number of visitors attracted and the positive economic impact from these visitors.

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

The estimated per capita expenditure by out of the area attendees (visitors) attracted by the new and/or revitalized facilities constructed and new and/or expanded programs provided by this project is anticipated to match the current expenditure of visitors to the region.

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

The enhancement of service to visitors depends upon the alternative selected. The most modest alternative: will improve the scenic quality from State Route 28; provide ADA accessibility to Commons Beach; and provide an improved entrance to Commons Beach, making it much more visible and accessible to visitors. Other alternatives could: provide for the increased presence of the cultural arts, and/or provide visitors with a comprehensive interpretation and orientation to the Lake Tahoe Basin.

COMMUNITY IMPACT

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

Tahoe City, and the remainder of the West Shore and North Shore communities are the project's geographic target for the greatest benefit, however, as indicated below, we anticipate that region-wide benefits will be created extending to Alpine, Squaw, Northstar and Truckee.

2. What region-wide benefits will be created?

The Tahoe City entrance to the Tahoe Basin is estimated to serve over 4 million visitors per year. These visitors come to Lake Tahoe primarily to recreate and enjoy the world renowned environment of mountains, lakes and rivers. Identified in numerous studies and reports including the NLTRA's initial Tourism Development Master Plan, the region is lacking in multi-season activities. Specifically identified were: arts, orientation, interpretation, and environmental education. These amenities are prevalent in all competing destinations. Providing for these essential services is critical to the visitor's experience at Lake Tahoe. In addition, if the proper services and exhibits can be included, visitors from the surrounding regions will visit the facility as a destination in itself.

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

We anticipate that retail, restaurant, and lodging properties in the Tahoe City area will receive the greatest economic impact. Positive impacts should include additional sales tax and TOT collections, along with an increase in visitors and residents served in the new and/or revitalized facilities constructed and new and/or expanded programs provided by this project. As indicated above, the same types of businesses in the region around Tahoe City will also benefit.

4. Will the project require the addition of governmental service?

TCPUD currently maintains the existing Tahoe Community Center and plaza. We anticipate the project will require operational and maintenance funding (O&M) for facilities constructed/revitalized and programs initiated and/or expanded. A portion of this process will examine the current expenditures and future renovation needs, and compare those to those required in a new facility. In addition, revenue-generating activities will be considered as a portion of the possible project components.

5. What is the importance of this project compared to other projects being considered within the community?

As indicated above, this project has its foundation in two "A list" projects identified in the adopted NLTRA Infrastructure and Transportation Development Integrated Work Plan - A-17, and the community art center elements of A-10. It is also founded in the Commons Beach Strategic Plan (August 2001), prepared for the Tahoe City Public Utility District and the Tahoe City Community Plan.

6. Document community support for the project.

Organizations in support for this planning process are:

- Placer County Facilities Department
- Tahoe City Downtown Association
- North Lake Tahoe Historical Society
- California Tahoe Conservancy
- North Tahoe Fire Protection District
- Lake Tahoe Conservation Fund

TOURISM MASTER PLAN

Describe how the project meets the goals of the *North Lake Tahoe Tourism and Community Investment Master Plan*.

This application has identified two NLTRA Integrated Work Plan “A” List projects to be incorporated into this project. These are consistent with the adopted Master Plan and other planning documents. More broadly, the outcomes of this project meet Master Plan goals by promoting tourism, and benefitting the business community and community at large by enhancing the visitor experience, and the economic, recreational and cultural climate of the area.

Commons Beach Strategic Plan

SR 28 STREETScape

- REMOVE ROADWALK AND RAILING
- INSTALL DEPRESSED WALK OF CONCRETE PAVERS WITH LOW STONE WALLS
- WHERE TREES AND GRADE PERMIT, ADD PLANTER BETWEEN WALK AND STREET

TAHOE COMMUNITY CENTER

- BECOMES MAJOR FOCAL POINT
- ONCE FIRE STATION IS REMOVED, LINKED TO STREETScape BY A SERIES OF "OUTDOOR ROOMS"
- DECORATIVE PLANTING

VISTA AREA

- SEMICIRCULAR PLAZA ENCLOSED BY STONE WALLS
- OPTIONAL ARBOR FOR FOCAL POINT

ELEVATOR

- OPTIONAL FOR ACCESS TO 2 LEVELS OF BUILDING AND LAKE LEVEL
- ARCHITECTURAL TREATMENT SHOULD TIE IN WITH COMMUNITY CENTER
- STAIRWAY WILL BE NEEDED OFF PLAZA IF NO ELEVATOR

SMALL PLAZA

- PROVIDES FOREGROUND INTEREST, OPPORTUNITY FOR BIG TREE SCULPTURE

STATE HIGHWAY 28

PARK SIGN

ROUTE STREETScape TERRACE WITH LANDINGS SAILS

MARINA DOG

TAHOE CITY LUMBER

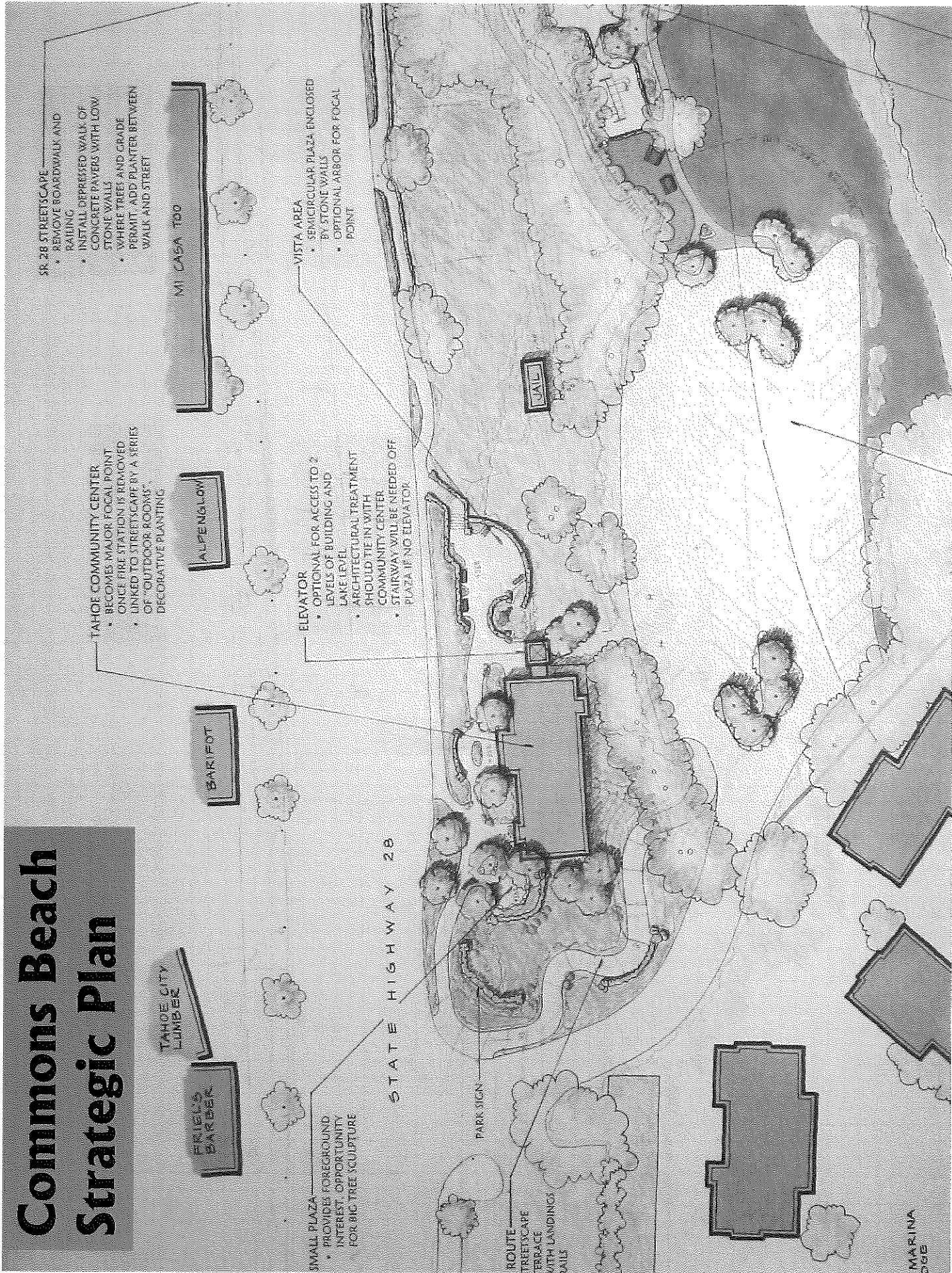
FRIEL'S BARBER

BARFOOT

ALPENGLOW

MI CASA TOO

TRAIL





April 6, 2011

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Direction to Prepare a Final Draft of the FY 2011-2011 Integrated Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan 2011-2016, to be used for Preparation of the Budget and Long Range Funding Summary

Staff Request

Staff is asking the Board to come prepared to provide any further input to the attached first draft of the infrastructure and transportation projects for inclusion in the 2011-2016 Integrated Work Plan. To ensure your previous comments have been incorporated, please review the areas of highest priorities, project selection criteria, project descriptions, and the revised matrix format for project numbering, NLTRA role, and lead agency designation. Included is the summary of comments from the community workshop held on March 14th. It will be important to provide any changes or additions to the infrastructure and transportation lists that are appropriate, particularly any based on the public suggestions from the workshop. For your information, TART is proposing to provide the same level of service, including baseline, as has been provided during the current fiscal year. The reasons are to continue to provide consistency and familiarity of service to the growing ridership, and to be able to operate within the same budget as 2010-11. Staff will not be repeating the presentations from previous meetings, but is requesting your comments and direction to move forward with the Draft IWP to prepare the budget and long range funding summary.

Background

The process to update the FY 2010-11 Integrated Work Plan for FY 2011-12 began at a workshop that was held as part of the February 28th Joint Infrastructure/Transportation Committee meeting. The purpose of the workshop was for the Committee, Board members, and other interested people to review the current status of infrastructure and transportation projects in the Work Plan, revise and confirm its priorities for accomplishment, identify and/or evaluate additional projects, and determine the appropriate level of NLTRA project partnership. The comments, suggestions, and directions given to staff at that meeting are summarized in the meeting minutes, which are included in this April Board meeting packet. The complete Integrated Work Plan being revised for next fiscal year is available at NLTRA.org under the documents tab.

The initial review by the Committee and the Board was then followed by a Community Workshop held on Monday, March 14th. Approximately 30 people attended this drop-in session to review the first draft of the IWP. They represented organizations, special districts, and the public at large. This year's informal workshop, once again, allowed the participants to browse the exhibits, discuss ideas with staff and each other, ask questions, and write their comments on 5x8 index cards and on the several flip charts located throughout the room. A summary listing of the public workshop comments has been prepared and is now a part of the attached draft Integrated Work Plan and Long Range Funding Plan.

Joint Committee Recommendation

At the March 28th meeting, the Joint Committee voted unanimously (15/0/0) to recommend the Board approve the first draft update of the FY 2011-12 IWP and Long Range Funding Plan (2011-2016) including areas of highest priorities, criteria, projects and strategic planning projects. It was clarified that the approval of the IWP does not approve the proposed infrastructure funding amounts. These estimated funding needs are for budget and planning purposes only. Each individual project must still come before the committee, the Board of Directors, and the Board of Supervisors for specific funding approval.

Request

That following staff presentation, discussion, and comments on the Initial Draft FY 2011-12 Integrated Work Plan and Long Range Funding Plan (2011-2016), the Joint Committee recommends that the Board of Directors direct staff to incorporate necessary changes and prepare a final draft for review and recommendation. The final draft will include results from Committee, Board, and Community review of the initial draft IWP. The final draft will state the status of current infrastructure and transportation projects, identify additional potential projects, set the priorities for accomplishment, determine the appropriate level of NLTRA project partnership, and include the long range funding summary. In accordance with the schedule in the NLTRA 6-month Strategic Business Plan, the Final Draft Work Plan and Long Range Funding Plan will then be brought back to the Joint Committee and to the Board for budget approval at their respective April and May meetings.

Community Integrated Work Plan - March 14, 2011 Public Workshop

Bicycles:

Creative bike racks

Smart card concept for renting bikes from one rack and returning them to another rack (2)

Link the bike trails around the lake

Make bike trails a priority (2)

More "share the road" signs

More bike racks

More bike racks in busses

Improve bike trail highway crossings on the west shore

Infrastructure:

World class visitor/interpretive center

Combine visitors' center with ski museum at the entrance to Squaw Valley

Garbage collection areas that have recycled and regular

Promote our environmental sensitivity required for lake, i.e. a center, signage, kiosks

Wayfinding signs

Need real restrooms on the Truckee River from Tahoe City to Alpine Meadows

Make water retention ponds into demonstration gardens

Maintenance incentive

Aquatic center

Olympic and winter sports museum

Performing arts center to attract tourism (2)

Transportation:

Water shuttles

Water shuttles that can transport bicycles and/or kayaks

Water shuttle: share costs with south shore to make regular scheduled shuttle 4x/day
between north and south shore

Lower speed limit to 25 – 30 mph for ¾ of a mile in Homewood

More parking

Maintain cleanliness of bus shelters

Trolleys with more parking

Granlibakken to Lake Forest Trolley

Tahoe City to Emerald Bay stopping at all major sites

Put money up to fund a community electronic car fleet & recharging stations (2)

Keep replacing old bus shelters (make design compatible)

½ hour headways

Hourly west shore service

End of high school day TART pick-up

Better Truckee service

Year-round Hwy 267

Transit connect to California: San Francisco, Los Angeles

Other:

Compact the snow on the bike path in Squaw Valley

Maintain west shore bike trail for walking and cross-country skiing

Winter snow removal on trails from Granlibakken to Lake Forest

Cross-country trail from Granlibakken to Homewood to Sugar Pine Point State Park

Info about current and/or ongoing environmental issues (e.g. invasive species) for visitors
and residents in a user-friendly, non-boring way

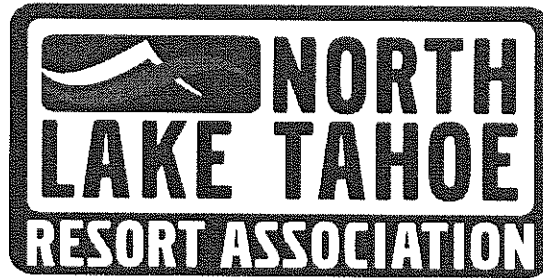
More dog-friendly beaches and parks

Public access to beaches

Community liability insurance

Improve current lodging (mix-use, outside, café, tenant housing)

Replenish sand on beaches



**Serving our Members, our Community and Placer County
Since 1996**

**Draft
Infrastructure and Transportation Development
Integrated Work Plan
and Long Range Funding Plan
2011-2016**

March 2011

**100 North Lake Blvd. • 2nd Floor • Tahoe City
Phone 530.581.8700 • Fax 530.581.1686
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Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan F. Y. 2011 – 2016

Mission

***Consistent with the NLTRA Master Plan, to Improve Visitor
And Community Infrastructure Facilities & Transportation
Services for the Benefit of North Lake Tahoe's
Tourism-based Economy***

The Integrated Work Plan is prepared annually to update the *North Lake Tahoe Tourism and Community Investment Master Plan*, insuring that the master plan remains current as the guiding document for infrastructure and transportation capital investment strategies. These investment strategies must continue to be designed to help achieve economic and environmental sustainability. The Master Plan states that "a healthy, well-balanced economy creates the financial mechanisms that pay for needed environmental restoration and ongoing protection". Capital investment project design and program development that meets the current economic needs while minimizing impacts to the natural resources and environment will be encouraged.

This first Draft of the FY 2011-16 Integrated Work Plan and Long Range Funding Plan is based on initial review, discussion, and updates of the FY 2010-11 Work Plan. Extensive additional input by the Joint Infrastructure and Transportation Committee, the NLTRA Board of Directors, community partners, and the public has provided further guidance toward the development of the final Draft of the FY 2011-16 Plan. This document or "action plan" summarizes the status of the infrastructure and transportation capital investment projects that are ongoing and those projected for the 2011-2016 time period. It is realized that during or before 2012, the 2% North Lake Tahoe portion of the Placer County Transient Occupancy Tax (TOT) must be considered for renewal. At this time, the Long Range Funding Plan is based on the premise that the 2% TOT is renewed. The work plan:

- Establishes Areas Of Highest Priorities
- Identifies NLTRA Role: Leadership; Funding; Advocacy
- Provides Project Descriptions
- Identifies Project Partners
- Estimates Funding Requirements
- Suggests Time Frames For Completion
- Helps Evaluate New Proposed Projects
- Shows Relationships Between NLTRA Projects And Programs
- Identifies Appropriate Level Of NLTRA Involvement
- Assists In Budgeting Of Anticipated Funding
- Does Not Preclude New Project Proposals At Any Time

Many of the projects listed are specifically stated in the NLTRA's adopted *1995 North Lake Tahoe Tourism Development Master Plan* and its update, *The 2004 North Lake Tahoe Tourism*

and Community Investment Master Plan. Others, not specifically identified in the Master Plans, are included as necessary to achieve the goals and objectives of the plans.

Approval of the Integrated Work Plan and Long Range funding Plan does not give approval to any NLTRA proposed budgets nor does it approve any individual project which still requires a specific Infrastructure Funding Application to be submitted. The work plan is developed as a "planning tool" to help assist in identifying and evaluating additional proposed projects, setting priorities, and for budgeting of anticipated funding. It is not all-inclusive, and does not preclude an agency or organization request for TOT funding for a new project at any time. In fact, the process is in place to encourage those requests and the work plan assists the Board's decision making. For this Integrated Work Plan and Long Range Funding Plan to remain a useful tool, we must review it on a regular basis to insure it is up to date and providing the proper direction for implementation of the Master Plans. We appreciate and consider all review comments that we receive.

The Draft Work Plan and the Draft Funding Summary, when completed, will determine whether there is potential funding for full accomplishment of the many projects that have a high priority in helping to meet the overall goals and visions of the NLTRA Master Plan. To assist, the IWP identifies and reviews the NLTRA Areas of Highest Priorities. These areas highest priorities are:

- **Progress to complete the North Lake Tahoe bike/pedestrian trail system and other biking program related facilities**
- **Establish Regional Wayfinding Signage**
- **Improve transportation and transit system opportunities to encourage less reliance on the automobile and a healthier environment**
- **Advancement of performing and cultural arts facilities**
- **Development of visitor information/interpretation facilities**
- **Completion of smaller projects, meeting criteria, that can be advanced and completed in a reasonable timeframe**

Lastly, the NLTRA Project Criteria, which are used to help select new project proposals, are reviewed to assure appropriateness:

- **Placing more "heads in beds"**
- **Strengthening the tourism economy**
- **Providing a better visitor experience**
- **Supporting overall areas of NLTRA highest priorities**
- **Integration of capital investment projects with NLTRA programs, events, and marketing**
- **Enhancing the quality of life of visitors and residents**

DRAFT

North Lake Tahoe Resort Association Infrastructure and Transportation Development Integrated Work Plan 2011-2016

April 2011

A. CAPITAL INVESTMENT PROJECTS - INFRASTRUCTURE

A-1. Regional Wayfinding Signage

Lead Agency: NLTRA/Others to be determined

After many months of delay as staff worked out the method of progressing toward completion of the Wayfinding Signage Manual, the project is back on track through the sub-consultant's and Placer County's efforts which will allow development of the missing permitting section. Placer County Planning Department has guided us to make an Environmental Questionnaire submittal with the ultimate goal of establishing a mutually acceptable Zoning Text Amendment for the Placer County Sign Ordinance. This would allow for the existence of Wayfinding Signs by recognizing them as a signage category for North Lake Tahoe. Staff is anticipating some additional funding to be required and requested (\$20,000) in order to complete the few unanticipated tasks, including the Placer County EQ submittal fee, necessary for project wrap-up.

NLTRA funds committed to date: \$183,255

Funds expended to date: \$179,165

A-2. Update Master Plan, TOT Surveys, Data Analysis and Plans

Lead Agency: NLTRA

Project Status: Solicit and compile factual data and community input regarding NLTRA strategic plans, master plan updates, and TOT revenues and expenditures through data analysis and voter surveys. It will also be necessary to prepare visual, graphic and narrative presentation of the results so the factual information can be easily understood by the community when deciding the question of the TOT renewal. This project (s) will be completed primarily using infrastructure and research & planning funds. Total anticipated funding will be \$126,000.

NLTRA funds committed to date: \$40,000

Funds expended to date: \$0

A-3. Water Shuttle Pilot Program

Lead Agency: NLTRA/TMA/TTD

A proposal is being developed to initiate a water shuttle service that would start on a small scale along the north and west shores of Lake Tahoe. The Tahoe Transportation District (TTD) is looking at this potential project as a possible component in the overall lake shuttle program that they have taking the lead to develop. The TNT/TMA, Placer County, and the NLTRA have been included in the planning discussions. TTD engaged LSC Transportation Consultant's to prepare a study on the proposal, including specific routes, possible docking sites, number and types of vessels, etc. The consultants presented the study and recommendations, including the opportunity to start a pilot shuttle program during 2011. The shuttle planning group met to explore the reality of starting a small pilot program this summer. The group determined that it would be difficult to

accomplish all of the other necessary steps required for a turn-key boat operation, as proposed, to begin this season. But it was also felt that work must begin now to do these other tasks in order to start this pilot service next summer, at the latest. It now seems that leadership from the NLTRA and the TMA will be the most efficient way to move this pilot program forward.

NLTRA anticipated funding: \$325,000

A-4. Water Shuttle Service Dock Improvements

Lead Agency: To Be Determined

Project Status: This project would be one of potential high priority based on the initiation of the Water Shuttle Pilot Program (A-3). A summer "water shuttle" service using relatively small boats (20-30 passengers, plus room for carrying bicycles) could provide an attractive alternative access between key activity centers along the north and west shores. Once established, this service should not require an ongoing operating subsidy. However, it is anticipated that funding would be needed to strengthen docks for regular use and to ensure that adequate, safe passenger waiting and loading facilities be provided.

NLTRA anticipated funding: \$250,000

A-5. Signage - Roadside Mile Markers

Lead Agency: NLTRA

Project Status: After the installation of the mile marker signs was completed, \$25,000 was approved to provide for ongoing maintenance of the markers located along Highways 28 and 89 within Placer County. Each year the markers are inspected and the necessary repairs are made.

NLTRA funds committed to date: \$25,000

Funds expended to date: \$11,243

A-6. Squaw Valley Visitor Information Center

Lead Agency: NLTRA

Project Status: The NLTRA, utilizing appropriate professional services and community-based committees, has taken the lead in the planning, design, and construction process to develop a visitor information center, outdoor exhibit area, restrooms, parking, and transit stop shelter at the entrance to Squaw Valley. The project was also addressing options for sewer service to the site, which could serve other public facilities, such as Squaw Valley Park. It has been intended that the NLTRA will be responsible for the operation and maintenance of the facility, much as is being done at the Tahoe City Visitor Information Center. The initial amount committed was \$17,000 to accomplish the first two phases of the project, which determined programming, site feasibility, schematic design, and preliminary cost estimates for design, construction and operation of the facility. The project is currently on hold as it could be heavily influenced by the possible site selection for the proposed Olympic Ski Museum. If located nearby or on the same proposed site, the visitor information center would operate more efficiently and economically if planned and constructed as part of the museum project. The site selection for the museum is expected to take place in summer 2011. At that time a decision will be made as to how to continue with the planning for visitor information services at the entrance to Squaw Valley. Total additional unallocated funds shown in the Integrated Work Plan are \$540,000.

NLTRA funds committed to date: \$17,000

Funds expended to date: \$16,936

A-7. Squaw Valley Olympic Ski Museum

Lead Agency: Squaw Valley Olympic Museum Committee/NLTRA

Project Status: This project is to combine the existing Western Ski Museum, now located at Boreal, with a new world class Olympic Ski Museum to commemorate and preserve the heritage of the 1960 Olympic Winter Games. The new facility will be located in Squaw Valley. As this project progresses, the NLTRA is partnering in the planning funding. The Olympic Museum Committee is a 501 (c) 3 non-profit corporation with the assistance of an initial \$12,000 TOT grant. The Committee was then granted \$200,000, which was approved by the Board of Supervisors, to complete the feasibility study and business plan. Consultants have been retained to define the museum space and functions, select a site, and develop a capital campaign. Additional TOT funding requests of \$648,000 can be anticipated as the project progresses.

NLTRA funds committed to date: \$212,000

Funds expended to date: \$212,000

A-8. North Lake Tahoe Performing Arts Facility

Lead Agency: Tahoe Mountain Resort Foundation/NLTRA

Project Status: There has continued to be discussions by interested parties throughout the Resort Triangle to explore the scope of facilities needed to accommodate the cultural and performing arts. The NLTRA has participated as one of the lead agencies in this process to help determine the need for providing programs and facilities to support the performing arts and other arts and cultural enhancements. The NLTRA has partnered with the Arts & Cultural Council Truckee-Tahoe, and the Incline Vision Arts Cultural and Heritage Committee, and others to fund a strategic feasibility plan. This plan, which was completed in spring, 2009, has defined the role of the Truckee/North Lake Tahoe region in creating a thriving arts and culture community. It has inventoried what programs and facilities exist, what programs and facilities are necessary, where they should be located, and how they should be managed, operated, and maintained. Future NLTRA funding will be necessary to support the development of recommended facilities. The main performing arts facility has been recommended at Northstar which will provide an indoor/outdoor year round theater. A TOT funding request to assist with the planning and development of this facility is anticipated during 2011-12.

NLTRA anticipated funding: \$300,000

Funds expended to date: \$0

A-9. North Lake Tahoe Welcoming Lighting Infrastructure

Lead Agency: To Be Determined (Business Associations)

Project Status: There is a need to provide welcoming/holiday lighting infrastructure at points of entrance to the North Lake Tahoe area. This could include Northstar, Kings Beach, Tahoe City, West Shore, and Squaw Valley.

NLTRA anticipated funding: \$80,000

A-10. Kings Beach Commercial Core Improvement Project

Lead Agency: Placer County Department of Public Works

Project Status: The construction of a pedestrian friendly commercial core area has been a priority of the NLTRA from its inception, as recommended in adopted *Kings Beach Community Plan*, the 1995 *Tourism Development Master Plan*, and the 2004 *North Lake Tahoe Tourism and Community Investment Master Plan*. The Kings Beach project has proceeded with protracted deliberation over many years due to various complexities. The EIR/EIS (environmental report) for this project was released for public review and comment with additional work and analysis prepared in response to

that review. As a result of that effort, the project has been approved by the Board of Supervisors and the TRPA Governing Board. Concurrently, Placer County DPW and the Placer County Redevelopment Agency have been assembling a funding package to support project construction. This has been a complex project, designed to address a number of environmental, transportation and community design issues, including water quality improvements, highway design, sidewalks, streetscape and lighting, landscaping, and appropriate parking improvements.

Based on the current estimated schedule, it is anticipated that the final design of the approved preferred alternative and final project will be completed during 2011. Construction is to begin in late 2011 or early 2012, with a completion date in the fall of 2014. The NLTRA's role is to continue working with Placer County, TRPA, Caltrans, the NTBA Main Street Design Committee, and the community at large to ensure timely development and completion of the project.

To date, the NLTRA has allocated \$4,250,000 in support of project development. This project remains a very high priority for the community and the NLTRA.

NLTRA funds committed to date: \$4,250,000

Funds expended to date: \$2,280,560

A-11. Lakeside Multi-purpose Trail

Lead Agency: Tahoe City Public Utility District

Project Status: With the completion of project phase 4 in 2007, this lakefront trail is now open from the Truckee River Outlet, across the dam, through the Commons Beach ending at Grove Street. The planning for phases 5, 6, and 7, along the commercial lake frontage east of Commons Beach, continues. According to current schedules, the entire project, with the exception of the Tahoe Marina Lodge, is scheduled for completion in 2012. The NLTRA remains a major funding partner for this project and has recently approved an additional \$1,000,000 toward the completion of this project.

NLTRA funds committed to date: \$1,384,663

Funds expended to date: \$309,160

A-12. Dollar Hill/Tahoe Vista Class 1 Bicycle Trail

Lead Agency: Placer County Department of Public Works

Project Status: Completion of the planning, environmental review and construction of this project is back on track after being stalled due to concerns over potential impacts to wildlife species (primarily birds) having habitat in areas along the proposed trail route in the "back country" from Dollar Hill to the Regional Park in Tahoe Vista. The California Tahoe Conservancy has been the primary project funding agency. The North Tahoe PUD remains the lead agency for planning, preparation of the environmental document, and project development. A request for \$200,000 was approved in the spring, 2009, to keep the project on track while the CTC state funding was frozen. An additional \$1,000,000 TOT request is anticipated

NLTRA funds committed to date: \$200,000

Funds expended to date: \$ 0

A-13. Northstar Community Multi-Purpose Trail

Lead Agency: Northstar Community Services District

Project Status: The Northstar Community Services District has initiated the project for planning and construction of this roughly seven mile paved recreation trail running from the Northstar border near Highway 267, through the Northstar community up to the Basin rim at Four Corners. While this is a necessary trail for visitor recreation and circulation within Northstar, it will also provide a

potential link in the Tahoe Vista-Northstar Bike Trail connecting Lake Tahoe with the Martis Valley and Truckee. The total project cost for all planning, environmental, permitting, and construction is expected to be approximately \$12 million. The lead agency for this project is the Northstar Community Services District. The NLTRA has committed \$1,000,000 in TOT funds to conduct planning and environmental work in advance of detailed project design. The first phase was the preparation of an economic feasibility analysis and community survey. This has been completed. NCSD has now moved forward with work necessary for the environmental documentation of this project. This work is expected to be completed during 2011. Future requests for funding are anticipated starting in 2012.

NLTRA funds committed to date: \$1,000,000

Funds expended to date: \$500,000

A-14. Squaw Valley-Truckee Bike Trail/Truckee River Corridor Access Plan

Lead Agency: Placer County Planning Department

Project Status: Preliminary Planning phase. Several years ago, the Planning Department initiated an ambitious task of coordinating planning efforts for recreational access and environmental protection along the Truckee River Corridor to the Placer/Nevada County border. The Plan is to restore and enhance the ecological, water quality, recreation and non-motorized transportation values for the benefit visitors and residents. This effort and associated environmental analysis had to be suspended until additional funding could be obtained to complete the planning project. This preliminary planning phase is the necessary first step toward development of the bike trail linking the Lake to Squaw Valley trail with the Truckee trail segments continuing on to Martis Valley and Northstar. The benefits that the trail will provide are measured in terms of reducing auto use as well as providing a recreational amenity to visitors and residents. Extension of this trail for the 8 miles between Squaw Valley and the Nevada County line is very important toward the attainment of the Resort Triangle Class I trail system. The NLTRA has provided Placer County an infrastructure grant to complete the corridor plan which will allow the more specific bike trail planning to occur.

NLTRA funds committed to date: \$265,000

Funds expended to date: \$0

A-15. Homewood Class 1 Bicycle Trail

Lead Agency: Tahoe City PUD

Project Status: With advocacy support from the NLTRA, TCPUD is working with California Tahoe Conservancy, TRPA, and Caltrans to request that this section of Class I trail be incorporated into the planning and construction of a Caltrans highway/water quality improvement project on Highway 89 in Homewood. Caltrans has reviewed this request and has made some adjustments to their project to accommodate the trail, but recommends that the TCPUD do the design, any additional environment analysis if necessary, and construction of the trail. NLTRA funding will be required to assist with this environmental work, design and construction. NLTRA and CTC have partnered to provide the initial \$330,000 necessary to complete the environmental work. Additional funding will be requested as Caltrans moves ahead with the project.

NLTRA funds committed to date: \$309,500

Funds expended to date: \$165,000

A-16. Tahoe Vista Recreation Area Access and Bike Trail

Lead Agency: North Tahoe Public Utility District

Project Status: The Tahoe Vista Recreation Area is a comprehensive recreational development area located within the North Tahoe Public Utility District (NTPUD). It consists of 800 feet of lakeshore frontage and 6.3 acres of property near the intersection of State Route 28 and National

Avenue. When complete, the 2-phase project will include lake access recreation, boat launching, picnicking, parking, pedestrian circulation, bike trail, restrooms, transportation shelters, storm water treatment, and other amenities. The NTPUD initiated Phase I of the project in 2004 with lakeside improvements on 2.7 acres of the total property. This phase was completed in 2007. To complete Phase I, the NLTRA and Placer County provided \$500,000 of Infrastructure funds which helped leverage the major share of the funding from the California Tahoe Conservancy and Department of Boating and Waterways.

Phase II will involve final planning and construction of recreational amenities and support facilities primarily on the 3.6 non-lakeside acres necessary to insure completion of the Tahoe Vista Recreation Area. The facilities planned for the already purchased land include vehicle and boat trailer parking, bike trail, bus stops and shelters, site preparation for concession/warming structure, and restrooms. The total project was permitted with the condition that parking would be constructed on this parcel to support the parking needs of the park and the boat launch facility completed as part of Phase I. The remainder of the necessary funding has been committed by the Department of Boating and Waterways and the California Tahoe Conservancy, as well as from the North Tahoe Public Utility District. Completion of the project is scheduled for 2011.

NLTRA funds committed to date: \$500,000

Funds expended to date: \$ 0

A-17. Tahoe Vista to Northstar Multi-Use Trail

Lead Agency: North Tahoe Public Utility District

Project Status: This trail is proposed to begin at the Regional Park in Tahoe Vista, traverse the mountains and connect to the Northstar Community Multi-Purpose Trail, providing a link between Lake Tahoe and the trail systems of Northstar, Martis Valley and Truckee. A formal project planning process recently began involving the North Tahoe Public Utility District, California Tahoe Conservancy, Placer County, TRPA, U.S. Forest Service, Northstar Community Services District and the NLTRA. While, preliminary route investigation will proceed, it is anticipated that the real effort to pursue this trail will begin during 2013-14. It is anticipated that the California Tahoe Conservancy will be the primary funding agency for project planning and construction within the Tahoe Basin.

NLTRA anticipated funding: \$1,000,000

A-18. Bike Trail Restrooms (West Shore, Truckee River Access Park, Truckee River)

Lead Agency: Tahoe City PUD

Project status: The bike trail system continues to become a more heavily used recreation opportunity for visitors to the North Lake Tahoe area. One reason visitors actually come to the Lake is to use this well known system. These trails will be even more enjoyable for the user with the addition of strategically placed restrooms. The TCPUD has identified three locations for restrooms within the District's portion of the bike trail system.

NLTRA anticipated funding: \$800,000

A-19. Tahoe City Visitor Center/Fire Station Site/West Commons Beach

Lead Agency: TCPUD, Placer County, Community Plan Team

Project Status: The vision and potential location for this project remain at the "very preliminary discussion" stage. The need is to relocate the existing visitor information center to a more visible, larger facility, which would better serve visitor and community needs for information and

interpretive education. A potential site, at the time the existing fire station is relocated away from the Commons, is the current site which will need to be redeveloped and restored to be an integral part of the existing Commons beach and plazas. One alternative for this site may be as a location to include a multi-agency North Lake Tahoe Visitor Center, Lake Tahoe interpretation/performance theater, and other visitor serving enhancements. The time to study the various opportunities is now as the fire station function will cease within two years. Infrastructure funds will be necessary during 2011-12 to initiate this community planning process.

NLTRA anticipated funding: \$150,000

A-20. Kings Beach Visitor Information Center (VIC)

Lead Agency: TBD

Project Status: The vision and potential location for this project, while still at the preliminary discussion stage, are once again being considered as the commercial core project moves forward. One opportunity is to combine this VIC with a transit/trolley stop and parking facility to form a Welcoming Center at the bottom of Brockway Hill. Another alternative is to incorporate the VIC near or within the North Tahoe Event Center. A request for Infrastructure funding is anticipated during 2011-12.

NLTRA anticipated funding: \$450,000

A-21. Tahoe City Historic Walking Tour

Lead Agency: Tahoe City Downtown Association and/or North Lake Tahoe Historical Society

Project Status: Tahoe City's history is now being interpreted in segments in several disconnected locations (Gatekeepers Museum, Truckee River Outlet, Commons Beach, Watson Cabin, and Heritage Plaza). A Historic Walking Tour will tie the area's events, places, and people together as it would connect the exiting interpretive features with many that, at this time, are not being interpreted at all. This self-guiding tour will require a place of beginning, a guide and map, directional aids, and interpretive stops throughout Tahoe City. Funding has been approved for the first phase which has been completed. Additional funding will be requested to move ahead with future phases.

NLTRA funds committed to date: \$8,000

Funds expended to date: \$8,000

A-22. Truckee River Outlet Winter Plaza Maintenance

Lead Agency: Tahoe City PUD

Project Status: The recent completion of the multi-purpose trail paralleling the Truckee River Dam and the plazas on both sides of the river has presented visitors with an outstanding initial view of Lake Tahoe upon their arrival. There are also many historic and natural features now being interpreted at this, the only outlet of Lake Tahoe. Many visitors have been stopping and walking this area each day, including during the winter. It is obvious that this will be a priority attraction for visitors year round. The TCPUD will provide winter, as well as summer, maintenance but to keep this desired point of visitation open in a safe manner will require the TOT funding partnership of the NLTRA.

NLTRA anticipated annual funding: \$10,000

A-23. Tahoe City Transit Center

Lead Agency: Placer County Dept. of Public Works

Project Status: The Placer County Board of Supervisors approved the EIR/EIS for this project and authorized the project design. Construction began during 2010, with completion planned for 2011-2012. In addition to the 6 bus transit center, the project will provide 130 parking spaces. The NLTRA previously approved \$150,000 to assist with project planning and design. An additional funding request of \$500,000 was approved in fall 2008. A demonstration wayfinding signage project is a part of the transit center development, which has been funded as part of the Transit Center Wayfinding Signage Project (A-24).

NLTRA funds committed to date: \$500,000 Funds expended to date: \$64,350

A-24. Tahoe City Transit Center Wayfinding Signage

Lead Agency: Placer County DPW

Project Status: This proposed Community Wayfinding Signage Demonstration Project will consist of 5 various signs at the Transit Center. The signs will demonstrate the standards set forth in the Draft North Lake Tahoe Wayfinding Signage Standards. The project will be a subset of the larger Tahoe City Transit Center project. This signage project will be completed in FY 2011-12.

NLTRA funds committed to date: \$68,000 Funds expended to date: \$11,000

A-25. TART Bus Shelters Upgrades

Lead Agency: TART, DPW

Project Status: Many of the DPW/TART bus shelters are in need of refurbishment or replacement. This project will be spread over several years. DPW/TART will continue seeking additional funding sources to supplement the TOT funds. An initial request for \$153,000 of matching TOT has been granted to DPW/TART for construction of the first 5 shelters.

NLTRA funds committed to date: \$153,000 Funds expended to date: \$141,112

A-26. Commons Beach Sand Improvement

Lead Agency: Tahoe City PUD

Project Status: Commons Beach in Tahoe City is one of the most popular visitor beaches on the North Shore for events and general beach recreation. There is a need for sand replenishment to revitalize this sandy beach.

NLTRA anticipated funding: \$60,000

A-27. North Tahoe Public Ice Skating Facility

Lead Agency: Not yet identified

Project Status: While the vision and potential location for this project remain at the "very preliminary" stage, the need and desire for ice skating at the lake continues to be discussed.

NLTRA anticipated funding: \$300,000

A-28. North Tahoe Regional Park Interpretive/Information Kiosk

Lead Agency: North Tahoe PUD

Project Status: The construction of this project will provide information about North Tahoe Regional Park, bear and other animal awareness, forest management, safe approaches to the wilderness, leave no trace, etc.

NLTRA anticipated funding: \$40,000

A-29. North Tahoe Regional Park Nature Trail Renovation/Expansion

Lead Agency: North Tahoe PUD

Project Status: This nature trail renovation and expansion will include ADA trail accessibility and signage.

NLTRA anticipated funding: \$75,000

A-30. Skylandia Park Enhancements and ADA Improvement

Lead Agency: Tahoe City PUD

Project Status: This ever popular lakeside park provides many recreational opportunities to visitors and residents alike. Included is a kids' summer day camp available to everyone. The park is in need of ADA beach access, an ADA pier, a covered picnic area, playground construction, and restroom enhancement with ADA improvements.

NLTRA anticipated funding: \$320,000

A-31. State Highway 89 Realignment and Improvements (Tahoe City)

Lead Agency: Tahoe Transportation District

Project Status: The planning process for this project began with a study of the future of Fanny Bridge. That study concluded that there was an approximate ten year remaining life span for the current Fanny Bridge and that the bridge would have to be replaced (or traffic over the bridge significantly reduced). This conclusion gave additional impetus to the need to study alternatives to Highway 89 linking Tahoe City and the West Shore. The NLTRA, Truckee-North Tahoe TMA, and other local stakeholders participated in a public process to help develop a range of project alternatives. TRPA had been the lead agency coordinating development of a formal environment review of project alternatives. This lead has been redirected to the Tahoe Transportation District to move ahead with the project development in partnership with Placer County DPW. TTD is pursuing federal funding opportunities, as well as other opportunities, to proceed.

The NLTRA anticipates the need for a very active role in support of advancing this project as a major component of reducing chronic peak season traffic congestion between Tahoe City and the West Shore and within Tahoe City itself.

NLTRA anticipated funding: Possibly

A-32. Burton Creek State Park / Tahoe City East Parking, Trailhead, Transit, and Visitor Information

Lead Agency: California State Parks/Redevelopment Agency

Project Status: There are discussions of a possible preliminary project on California State Park lands at the east end of Tahoe City, which could provide multiple benefits to visitors and residents utilizing Burton Creek State Park (BCSP), Tahoe State Recreation Area, and Tahoe City. There is

the opportunity in this location to provide a major parking area to serve what will be one of the more popular trailheads into BCSP, as well as Tahoe City. It will allow an easy interface with a Tahoe City Trolley and other transit vehicles. Additionally, information services will be provided here, enabling visitors to learn of the opportunities of BCSP, other State Parks, and Tahoe City/North Shore. This project would be consistent with many findings and recommendations in the *North Lake Tahoe Tourism and Community Investment Master Plan* and is being reviewed as part of the Burton Creek State Park General Plan process. The NLTRA may receive a request to help fund the planning and environmental analysis if this project proceeds.

NLTRA anticipated funding: Possibly

A-33. North Shore State Line Transit Center

Lead Agency: Not Yet Identified - Presumably Placer County DPW/TART

Project Status: The vision and potential location for this project remain at the "very preliminary discussion" stage. This project should be considered for incorporation with the Kings Beach Visitor Information Center project.

NLTRA anticipated funding: Possibly

A-34. Tahoe City "Y" Entrance Redevelopment

Lead Agency: Tahoe City Downtown Association, TCPUD, Redevelopment Agency

Project Status: The TCPUD had a plan for the beautification of the Tahoe City "Y" prepared but was put on temporary hold awaiting a Caltrans decision on future changes that may affect the "Y". Placer County Redevelopment and TCDA are now working to move this ahead as it now appears that no changes will occur, or at least it will be a very long time if that decision is ever made. This major arrival point to Lake Tahoe should be redeveloped to provide the appropriate welcome to Lake Tahoe.

NLTRA anticipated funding: Possibly

A-35. Lakeside Multi-Purpose Trail 2-C/Tahoe Marina Lodge

Lead Agency: Tahoe City PUD, Redevelopment Agency

Project Status: This remaining link in the Lakeside Trail will require some difficult land use decisions and/or agreements to be made in order to complete this very necessary trail segment.

NLTRA anticipated funding: Possibly

A-36. Waterborne Transit Pier/Kings Beach State Recreation Area

Lead Agency: TTD

Project Status: Waterborne Transit Studies are underway which may lead to this area becoming an important part of the waterborne transportation system.

NLTRA anticipated funding: Possibly

A-37. Kings Beach State Recreation Area & Parking Lot

Lead Agency: North Tahoe Public Utility District

Project Status: The NTPUD currently operates the State Park lands and manages the facility on behalf of California State Parks. There is a legal requirement to provide ADA improvements for this highly visited facility by 2014. The NTPUD will be seeking assistance to make those improvements,

as well as landscaping improvements, and improvements to reduce the migration of sand onto the parking area resulting in loss of sand from the beach.

NLTRA Anticipated Funding: Possibly

A-38. North Tahoe Regional Park ADA Improvement

Lead Agency: North Tahoe Public Utility District

Project Status: This project will provide ADA improvements to playground equipment, sports fields, and replacement of two public restrooms. There is no time schedule for developing this project.

NLTRA Anticipated Funding: Possibly

B. CAPITAL INVESTMENT PROJECTS - TRANSPORTATION

B-1. Water Shuttle Pilot Program

Lead Agency: NLTRA/TMA

Project Status: See A-3.

B-2. Winter Traffic Management – Proposed Improvements

Lead Agency: Placer County/NLTRA

Project Status: This ongoing program will continue at approximately the same level as 2010-11 with much better reliability on the part of the contractor. Flexibility of cone placement will remain a part of this program as agreed to by Placer County, Caltrans, and the contractor. The program will operate every day from 3 pm until 6 pm during the Christmas/New Years holiday period, and for the same hours on Saturdays and some Fridays through Easter, 2011. NLTRA funds committed for 2010-11 are \$20,000.

NLTRA funds anticipated for 11-12: \$30,000

B-3. Summer Traffic Management – Proposed Improvements

Lead Agency: NLTRA/California Highway Patrol

Project Status: Caltrans has installed a self-actuated pedestrian signal on the south side of Fanny Bridge along with a signalization project at the Tahoe City "Y". The success of this new signal has allowed the transfer of CHP traffic management to the intersection of Bear St. and Hwy. 28 in Kings Beach on weekends and holidays. The CHP has continued the program on Thursday mornings for the Farmer's Market traffic in Tahoe City. A proposal for additional traffic management and traffic calming in Kings Beach will be forthcoming for implementation in summer 2011.

NLTRA funds anticipated for 2011: \$19,000

B-4. Regional Traffic Management Programs/Regional Traffic Management Coordination

Lead Agency: NLTRA/Others

Project Status: The NLTRA Master Plan identified the need for an organization or agency to coordinate the various individual traffic management programs operated in the region. Such an organization has not yet been identified, nor the funding to support a coordinated regional traffic management effort.

NLTRA anticipated funding: Possibly

B-5. Enhanced Winter Skier Transit Service-TART Hwy 89 and North Shore Runs

Lead Agency: TART

Project Status: In partnership with TART, the Town of Truckee, Sugar Bowl and others, the NLTRA contributes funds to shuttles and enhanced bus service during the winter season. This provides a much needed service for skiers and employees. For clarity, these winter services have been separated into three project descriptions: B-5, B-7, and B-13. The B-5 component of the Enhanced Winter Transit Service increases TART service by allowing for additional runs between the hours of 6:30 am and 6:30 pm with 60 minute headways on the Highway 89 corridor connecting the North Shore, Alpine Meadows, Squaw Valley, and Truckee. The additional earlier and later runs also serve Highway 28 along the North Shore. NLTRA funding committed for 2010-11 is \$45,000.

NLTRA funds anticipated for 11-12: \$45,000

B-6. Winter, Summer Daytime Half-hour Transit, Squaw Valley to Tahoe City Service

Lead Agency: TART

Project Status: Based on Master Plan recommendations, the goal is to provide 30 minute headways during both winter peak daytime and summer peak daytime from Squaw Valley to Tahoe City. This service would interface with the daytime hourly service between Truckee and Tahoe City, and the daytime half-hourly frequency that will be provided in the North Shore corridor.

NLTRA anticipated annual funding: \$72,000

B-7. Enhanced Winter Transit Service—TART Hwy 267

Lead Agency: TART

Project Status: This component of the Enhanced Winter Transit Service connects the North Shore, Northstar, the Truckee Tahoe Airport, and the Truckee Railway Depot along Highway 267. The service runs hourly between 7:00 am and 6:00 pm and interfaces with the Highway 89 and Sugar Bowl routes at the Depot. NLTRA funding committed for 10-11 is \$80,000.

NLTRA funds anticipated for 11-12: \$80,000

B-8. Summer Enhanced Transit Service/Includes Night Service

Lead Agency: TART

Project Status: The additional bus along the North Shore, which facilitates more frequent summer service from Tahoe City to Stateline by providing half-hour headways, has been in effect for two seasons. It is recommended to continue the TART 30 minute headway program as currently configured.

Other routes that are enhanced by this funding recommendation are the Highway 89 summer daytime service between Tahoe City and Squaw Valley, and the nighttime trolley service that operates hourly between Squaw Valley and the Hyatt Regency Lake Tahoe (in Incline Village). Both of these services have strong ridership. The nighttime service is currently free to the visitor. The NLTRA covers the operating cost, with contributions from our Nevada partners. In 2011, the recommended expansion of this service connected Northstar with the North Shore nighttime

service. It is recommended that this new nighttime route be provided by Northstar (B-10) until it can become a part of the TART system.

An addition to the summer enhanced transit service will be to provide hourly daytime service between Northstar and Stateline. This service has been provided on a limited basis the past two summers, during Northstar's transition, through a partnership involving Northstar Transportation and the NLTRA. Now Northstar, with its new lodging, completion of its village, emphasis on summer activities, and increased number of employees, is at the point that hourly transit service to and from the North Shore is needed. The recommendation is that this service should be provided by TART, as a recognizable brand segment of the overall TART summer service program. Providing this service as part of the B-8 enhanced summer transit program that had been a part of the previous B-9 service will allow an overall reduction in funding requirements. While this service will eventually connect with the Truckee Tahoe Airport and the Truckee Depot, TOT funding would require partnerships with others and the Town of Truckee. At this time, the Town is not prepared to participate in funding the extension of this service. The proposed addition of this "first step" summer service will be a natural step toward the ultimate goal of connecting to Truckee.

In 2008, a free recreational shuttle, running on 2-hour headways, connected the Tahoe City "Y" with Emerald Bay. This service was sponsored by the U.S. Forest Service and marketed by the TMA as part of marketing all transit services in the North Lake Tahoe-Truckee Resort Triangle. In 2009 and 2010, TART provided an hourly West Shore service to Tahoma, where a connection could be made to South Shore transportation provided by BlueGo that came as far north as Tahoma. This route plan is still being evaluated, but as of this writing, the same plan has been proposed to operate for the summer of 2011. At this time, no TOT funds are being used or proposed to support this service, but it is an integrated part of the summer transit program and could require some level of TOT funding in the future.

NLTRA anticipated funding for 2011: \$199,100

B-9. Year Round Hwy 89 Hourly Transit Service (Fall and Spring)

Lead Agency: TART

Project Status: TART provides hourly service, year round between North Shore, Alpine Meadows, Squaw Valley, and Truckee by adding spring and fall service to their existing peak seasons transit program. NLTRA committed funding for 10-11 is \$125,000.

NLTRA funds anticipated for 11-12: \$130,000

B-10. Summer Hourly Hwy 267 (Northstar to Crystal Bay Evening)

Lead Agency: TNT/TMA, Northstar

Project Status: While TART will now be providing the summer (B-8) and winter (B-7) portion of this needed year round service, the NLTRA and Northstar have taken the lead to provide summer nighttime service from Northstar to Crystal Bay connecting to the summer Squaw Valley to the Hyatt nighttime service. At some point in time, TART anticipates providing this year round service, day and night. Until that time, the NLTRA and the TNT/TMA will continue to contract this service with other providers. NLTRA funding anticipated for 11-12 is \$40,000 to provide this nighttime service for the full summer season.

NLTRA anticipated funding for 11-12: \$40,000

B-11. Year Round Highway 267/Hourly Transit Service (All Season)

Lead Agency: TART

Project Status: The provision of hourly transit service on Highway 267 remains an unmet need and a very high priority. At the time when TART can provide this necessary service, additional funding will be provided by NLTRA, the Town of Truckee, and private funding partners. Funding needed is estimated to be \$400,000 annually in addition to the funding now provided for B-7 and B-10. NLTRA anticipated share will be \$300,000.

NLTRA anticipated annual funding: \$300,000

B-12. Winter Nighttime Transit Service

Lead Agency: Tahoe Transportation District, TNT/TMA

Project Status: Nighttime transit service is provided during peak winter season by private contractor. The nighttime service includes 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar, which interfaces with the Truckee nighttime service. The 2010-11 transit service is utilizing 4 buses enabling easier connections between the routes. Ridership, which has increased each year, and other factors will be evaluated to help determine any changes to the 2011-12 winter nighttime service. The NLTRA provides funding support for the nighttime program, in conjunction with private sector sponsorships, including contributions to marketing. Funding committed for 2010-11 is \$185,000.

NLTRA funds anticipated for 11-12: \$185,000

B-13. Enhanced Winter Skier Transit Service—Sugar Bowl/Truckee Depot

Lead Agency: Town of Truckee, Sugar Bowl

Project Status: The third component of the Enhanced Winter Transit Service runs every two hours between the Truckee Depot and the Sugar Bowl/Donner Summit area. Hours of operation are from 7:00 am until 6:00 pm. This service is contracted by the Town of Truckee and is financially supported by the Town, Sugar Bowl and the NLTRA. NLTRA funding committed for 10-11 is \$19,000.

NLTRA funds anticipated for 11-12: \$19,000

B-14. Reno/North Lake Tahoe Airport Shuttle Service

Lead Agency: Tahoe Transportation District, TNT/TMA

Project Status: This long needed airport shuttle service began in the fall of 2006. 8 runs are provided on a 2 hour headway between the Reno-Tahoe Airport and the North Shore. A private contractor is operating the service which is managed by the Tahoe Transportation District and the TNT/TMA. The NLTRA is the primary source of funding for this service, with additional funding provided by Washoe County and some private sources. The first year of service had a ridership of over 11,000 passengers and was able to operate with a subsidy just below what was budgeted. Ridership and revenues have continued to increase each year the service has been in operation, until this year, allowing the subsidy to be reduced each year. Ridership and revenue have been the highest ever thus far in 2010-11.

NLTRA funds anticipated for 11-12: \$115,000

B-15. Winter, Summer Half-hour Nighttime Squaw Valley to North Shore Stateline Service

Lead Agency: TART, TMA

Project Status: This would be provided in summer and winter by inserting additional vehicles to the hourly nighttime service now in operation. Half-hourly service would be extended to Northstar. The West Shore would continue to be served with hourly service. These services would replace the nighttime services in B-8 and B-13.

NLTRA anticipated annual funding: \$250,000

B-16. Year Round Daytime Half-Hourly Transit Service Tahoe City to Stateline

Lead Agency: TART

Project Status: Currently, half-hourly frequency is provided by TART between Tahoe City and the Hyatt only during the peak summer daytime period. This will be expanded to provide the half-hourly daytime service for the North Shore corridor year round. The existing shuttle routes should be evaluated for possible reductions or revisions.

NLTRA anticipated annual funding: \$250,000

B-17. Neighborhood Shuttle Programs

Lead Agency: To Be Determined

Project Status: Many neighborhoods and community activity centers are not within a convenient walking distance of the current transit routes. A "flex route" program, serving both scheduled stops and direct requests, would consist of one transit vehicle serving Tahoe City/Dollar Hill/Sunnyside and a second serving Tahoe Vista/Kings Beach. This would directly serve many shorter trips and also provide shuttle connections to the regional transit routes.

NLTRA Anticipated Funding: possibly

B-18. Year Round TART Base Line Service

Lead Agency: TART

Project Status: This funding need is a very high priority to enable the base line TART service at North Lake Tahoe to continue providing transit with no reductions to the number of routes or to the frequency of headways. The current economic conditions have caused the normal State transportation funding sources to inadequately provide Placer County with necessary operating funds. To be able to continue necessary transit services for visitors and employees, it is appropriate that TOT funds are used to backfill TART's operations shortfall. In 2009-10, \$175,000 of new funding and up to an additional \$182,000 was directed to the base line service. The baseline transit services and funding support level will be reviewed annually until other funding sources return. Of the total \$464,800 budgeted for TART base line service in 10-11, \$348,600 has been expended.

NLTRA funds anticipated for 11-12: \$350,000

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated				Total Additional New Funding	
								2012-2013	2013-2014	2014-2015	2015-2016		
CAPITAL INVESTMENT PROJECTS - INFRASTRUCTURE													
A-1	L	Regional Wayfinding Signage	NLTRA	\$350,000	\$183,255	\$179,165	\$4,090	\$150,000	\$100,000	\$175,000	\$100,000	\$150,000	\$525,000
A-2	L	Update Master Plan & (TOT) Surveys Data Analysis and Plans	NLTRA	\$50,000	\$40,000		\$40,000	\$55,000	\$75,000				\$75,000
A-3	L	Water Shuttle Pilot Program	NLTRA/TMA	\$175,000				\$175,000	\$100,000	\$50,000			\$150,000
A-4	L	Water Shuttle Service Dock Improvements	NLTRA						\$125,000	\$125,000			\$250,000
A-5	L	Signage - Mile Markers	NLTRA	\$65,000	\$65,000	\$48,588	\$16,412						\$0
A-6	L	Squaw Valley Visitor Information Center	NLTRA	\$407,000	\$17,000	\$16,936	\$64	\$90,000	\$350,000	\$100,000			\$450,000
A-7	L/FP	Squaw Valley Olympic Ski Museum	NLTRA	\$6,200,000	\$212,000	\$212,000		\$150,000	\$200,000	\$200,000			\$400,000
A-8	L/FP	North Lake Tahoe Performing Arts Facility	NLTRA/TMRF					\$300,000	\$400,000	\$500,000			\$900,000
A-9	L/FP	North Lake Tahoe Welcoming Lighting Infrastructure	NLTRA/Business Assoc.					\$80,000					\$0
A-10	FP	Kings Beach Commercial Core Improvement Project	PCDPW	\$45,000,000	\$4,250,000	\$2,280,560	\$1,969,440						\$0
A-11	FP	Lakeside Multi Purpose Trail	TCPUD	\$10,550,000	\$1,384,663	\$309,160	\$1,075,503						\$0
A-12	FP	Dollar Hill/Tahoe Vista Bike Trail	PCDPW	\$13,000,000	\$200,000		\$200,000		\$250,000	\$750,000			\$1,000,000
A-13	FP	Northstar Community Multi-Purpose Trail	NCSD	\$11,000,000	\$1,000,000	\$500,000			\$250,000	\$250,000			\$500,000
A-14	FP	Squaw Valley-Truckee Bike Trails (Tr. River Corridor Access Plan)	PC Planning	\$360,000	\$265,000		\$265,000		\$150,000	\$350,000	\$500,000		\$1,000,000
A-15	FP	Homewood Class 1 Bike Trail	TCPUD	\$3,300,000	\$309,500	\$165,000	\$144,500		\$200,000	\$400,000			\$600,000
A-16	FP	Tahoe Vista Recreation Area Access & Bike Trail	NTPUD	\$4,000,000	\$500,000		\$500,000						\$0
A-17	FP	Tahoe Vista - Northstar Bike Trail	TBD								\$1,000,000		\$1,000,000
A-18	FP	Bike Trail Restrooms (West Shore, Truckee River, 64 Acres)	TCPUD							\$300,000	\$200,000	\$300,000	\$800,000
A-19	FP	TC Visitor Center/Fire Station Site West Commons Beach	TCPUD					\$150,000	\$300,000	\$200,000			\$500,000
A-20	FP	Kings Beach Visitor Information Center	TBD					\$50,000	\$250,000	\$150,000			\$400,000
A-21	FP	Tahoe City Historic Walking Tour	TCDA/NLTHS	\$125,000	\$8,000	\$8,000		\$32,000	\$55,000				\$55,000
A-22	FP	Truckee River Outlet Winter Plaza Maintenance	TCPUD					\$10,000	\$10,000	\$10,000	\$10,000		\$30,000
A-23	FP	Tahoe City Transit Center	PCDPW	\$6,900,000	\$500,000	\$64,350	\$435,350						\$0

L = Project Leadership
 FP = Project Funding Partner
 A = Project Advocate/No anticipated funding at this time

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

	NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated				Total Additional New Funding	
									2012-2013	2013-2014	2014-2015	2015-2016		
A-24	FP	Tahoe City Transit Center Wayfinding Signage	PCDPW	\$68,000	\$68,000	\$11,000	\$57,000							\$0
A-25	FP	TART Bus Shelters Upgrade	PCDPW	\$306,000	\$153,000	\$141,112	\$11,888		\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
A-26	FP	Commons Beach Sand Improvements	TCPUD					\$60,000						\$0
A-27	FP	North Tahoe Public Ice Skating Facility	TBD					\$300,000						\$300,000
A-28	FP	North Tahoe Regional Park Interpretive/Information Kiosk	NTPUD						\$40,000					\$40,000
A-29	FP	North Tahoe Regional Park Nature Trail Renovation/Expansion	NTPUD							\$75,000				\$75,000
A-30	FP	Skiandria Park Enhancement and Improvements	TCPUD					\$80,000	\$80,000	\$60,000	\$100,000			\$320,000
A-31	A	State Hwy 89 Realignment and Improvement	TTD											Possibly
A-32	A	Burton Creek State Park/Tahoe City East Parking	CDPR											Possibly
A-33	A	North Shore State Line Transit Center	PCDPW											Possibly
A-34	A	Tahoe City "Y" Entrance	TBD											Possibly
A-35	A	Lakeside Multi-Purpose Trail 2-C Tahoe Marina Lodge	TCPUD											Possibly
A-36	A	Waterborne Transit Pier Kings Beach State Recreation Area	TTD											Possibly
A-37	A	Kings Beach State Recreation Area and Parking Lot	CDPR											Possibly
A-38	A	North Tahoe Regional Park Improvements	NTPUD											Possibly
		Total		\$101,856,000	\$9,155,418	\$3,935,871	\$4,719,227	\$1,602,000	\$3,390,000	\$1,855,000	\$1,110,000	\$9,610,000		

L = Project Leadership
 FP = Project Funding Partner
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**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan
2011-2016 Project Funding Needs**

NLTRA Role	Project	Lead Agency	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2011-2012 Proposed Budget Not Allocated	2012-2016 Additional NLTRA New Funding Anticipated			Total Additional New Funding	
								2012-2013	2013-2014	2014-2015		2015-2016
CAPITAL INVESTMENT PROJECTS - TRANSPORTATION												
					(See Infrastructure)							
B-1	L	Water Shuttle Pilot Program										\$0
B-2	L	Winter Traffic Management	\$20,000	\$20,000	\$20,000	\$22,000	\$22,000	\$24,000	\$24,000	\$24,000	\$24,000	\$92,000
B-3	L	Summer Traffic Management	\$19,000	\$19,000	\$4,435	\$19,000	\$19,000	\$15,000	\$15,000	\$15,000	\$15,000	\$74,000
B-4	L	Regional Traffic Management Programs and Coordination										Possibly
B-5	FP	Enhanced Winter Skier Transit Service-TART-Hwy 89+NS Runs	\$45,000	\$45,000		\$45,000	\$45,000	\$47,500	\$47,500	\$47,500	\$47,500	\$188,000
B-6	FP	Winter, Summer Daytime Half-Hour Transit Squaw to Tahoe City					\$72,000	\$145,000	\$145,000	\$145,000	\$155,000	\$517,000
B-7	FP	Enhanced Winter Transit Service-TART-Hwy 267	\$80,000	\$80,000		\$80,000	\$80,000	\$85,000	\$85,000	\$85,000	\$85,000	\$335,000
B-8	FP	Summer Enhanced Transit Service-includes Night Service (TART)	\$185,000	\$185,000	\$185,000	\$199,100	\$240,000	\$250,000	\$250,000	\$250,000	\$250,000	\$980,000
B-9	FP	Year Round Hwy 89 Hourly Transit Service (Fall & Spring)	\$125,000	\$125,000		\$130,000	\$130,000	\$135,000	\$135,000	\$135,000	\$135,000	\$530,000
B-10	FP	Summer Hwy 267 Hourly - Nstar to Crystal Bay Evening	\$58,000	\$58,000		\$58,000	\$58,000					\$0
B-11	FP	Year Round Highway 267/Hourly Transit Service (All Season)					\$300,000	\$320,000	\$320,000	\$320,000	\$320,000	\$1,250,000
B-12	FP	Winter Nighttime Transit Service	\$185,000	\$185,000	\$77,321	\$185,000	\$185,000					\$185,000
B-13	FP	Enhanced Winter Skier Shuttle & Employee Transit Service-Truckee/Sugar Bowl	\$65,000	\$19,000	\$9,465	\$19,000	\$19,000	\$24,000	\$24,000	\$24,000	\$24,000	\$90,000
B-14	FP	Reno/North Lake Tahoe Airport Shuttle Service	\$115,000	\$115,000	\$79,000	\$115,000	\$115,000	\$125,000	\$125,000	\$115,000	\$115,000	\$470,000
B-15	FP	Winter, Summer Nighttime Half-Hour Transit Squaw to Stateline						\$250,000	\$250,000	\$250,000	\$265,000	\$765,000
B-16	FP	Year Round Daytime Half-Hour Transit Tahoe City to Stateline					\$250,000	\$265,000	\$265,000	\$265,000	\$265,000	\$1,030,000
B-17	FP	Neighborhood Shuttle Programs										Possibly
		Total without Base Line	\$897,000	\$851,000	\$365,351	\$872,100	\$1,484,000	\$1,685,500	\$1,700,500	\$1,700,500	\$1,700,500	\$6,506,000
B-18	FP	Year Round Base Line Service-TART	\$464,800	\$464,800	\$116,200	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,400,000
		Total with Base Line	\$1,361,800	\$1,315,800	\$713,951	\$1,222,100	\$1,834,000	\$2,035,500	\$2,050,500	\$2,050,500	\$2,050,500	\$7,906,000

L = Project Leadership
 FP = Project Funding Partner
 A = Project Advocate/No anticipated funding at this time



April 6, 2011

To: Board of Directors

From: Interim Executive Director

Re: TOT Renewal Funding Request and Status Report

Background

TOT stands for "transient occupancy tax", a term that refers to a tax on lodging paid entirely by the visitors when they spend a night in North Lake Tahoe. Placer County collects an 8% transient occupancy tax throughout the county. In North Lake Tahoe, this total TOT tax amount is 10% because in 1996, the residents voted to add an additional 2% tax, also paid by the visitors, to the existing 8% countywide TOT. While the 8% is distributed countywide, all of the 2% portion collected in North Lake Tahoe is returned to this area to pay for public infrastructure improvements such as parks, trails, visitor information, museum exhibits, sidewalks, bus shelters, and transit services. These capital improvement projects are used by both visitors and local residents. This 2% TOT tax was renewed for 10 years in 2002, and will need to be renewed again prior to its expiration in 2012 in order for North Lake Tahoe to have the funds to continue improving our facilities. To date, approximately \$19 million of TOT funds have been invested to help leverage \$163,000,000 for capital investment projects. Of the remaining 8%, about half returns to North Lake Tahoe for the purpose of marketing and advertising. This 8% does not need to be renewed.

Staff has assembled an ad-hoc committee in partnership with Placer County and the four special districts which are the organizations that have implemented most of the accomplished infrastructure and transportation projects. While staff and a consultant will do the day to day tasks, the ad-hoc committee will meet on a regular basis to select the pre-electoral consulting service, provide direction, review work progress, and give approval for work tasks to be preformed, as well as when completed. The committee consists of three NLTRA Board members, Placer County representation, special district representation, a community-at-large member, a Transportation Management Association member and staff. The initial committee meeting will be Monday, April 11th. The four special district managers have met informally and have come forward to participate on the committee. Each district is prepared to donate \$2500 to the fact gathering and educational phases of the renewal process.

At the first meeting, staff will provide suggested TOT work plan timetables (drafts attached) for committee review. In addition, staff will present a comparison chart of the excellent consultant proposals received for the purpose of selecting the firm that will perform the work plan. We must hit the ground running in order to initiate the first task of

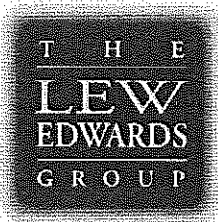
the work plan which is the voter opinion research. The committee's role in this task will be to help identify the information necessary so proper questions can be developed for the voter survey. The answers will then help determine the direction for how to continue the process. Depending on the information gleaned from the voter research, the process will still allow for a fall, 2011 election, if that proves to be the recommendation of the consulting firm. But we must initiate the process now.

Funding Capabilities

The current, approved NLTRA budget includes \$40,000 for TOT renewal surveys, information gathering, and education pieces that can legally be prepared by the NLTRA using public monies. In addition, the special districts will contribute up to \$10,000 total within the same legal limitations as the NLTRA. These funds are adequate to retain a consulting firm to complete the tasks from initial planning session through the ballot preparation services. None of the public monies will be used for ballot measure advocacy activities. Staff has also scheduled a meeting with Placer County to determine what ballot services and what ballot costs the County will provide.

Request of Board

Staff requests that the Board approve up to \$36,000 for the NLTRA to negotiate and enter into an agreement with the consulting firm as selected and approved by the Ad-hoc Committee. The two top consulting firms are TBWB Strategies and The Lew Edwards Group. Both are highly qualified, very experienced, and come with strong local and statewide recommendations. Their approaches are similar, as are their cost proposals. The selection will be based on the Committee and staff evaluation (comparison chart attached) of the proposals prepared by the consultants.



SAMPLE NOVEMBER 2011 TOT PLANNING TIMETABLE --only those activities legal for the Association.

APRIL 2011	<ul style="list-style-type: none"> <input type="checkbox"/> Retain Consultants <input type="checkbox"/> Conduct Kick Off Planning Session <input type="checkbox"/> Design and Field Poll <input type="checkbox"/> Analyze Polling Results
MAY 2011	<ul style="list-style-type: none"> <input type="checkbox"/> Debrief Association on polling results <ul style="list-style-type: none"> o Present Strategic Memorandum and Survey results o Recommend tax amount and sunset period o Understand risks and opportunities o Identify Key Messages <input type="checkbox"/> Recommend optimal election timing and recommended preparation activities <input type="checkbox"/> Update County staff and other stakeholders <input type="checkbox"/> Develop Key Influential Strategy <input type="checkbox"/> Assess and update database of Opinion Leaders <input type="checkbox"/> Identify target Speakers' Bureau Organization Hit List <input type="checkbox"/> Develop Speakers' Bureau Toolkit and Educational Outreach Materials <input type="checkbox"/> Begin calling to schedule Community Presentations <input type="checkbox"/> Conduct Speakers' Bureau/Message Training <input type="checkbox"/> Update Association and County Websites with targeted messaging <input type="checkbox"/> Issue Opinion Leader Update #1
JUNE 2011	<ul style="list-style-type: none"> <input type="checkbox"/> Launch Speakers' Bureau <input type="checkbox"/> Implement Earned Media/E-Updates/Social Networking <input type="checkbox"/> Deploy on visits/calls to Key Influentials <input type="checkbox"/> Assess initial reactions <input type="checkbox"/> Adjust messages/deployment as needed, based on community reactions <input type="checkbox"/> Issue Opinion Leader Update #2 <input type="checkbox"/> Begin drafting TOT Measure ballot documents (County Counsel) <input type="checkbox"/> Deploy on Rapid Response as needed
JULY 2011	<ul style="list-style-type: none"> <input type="checkbox"/> Complete informational Speakers' Bureau outreach <input type="checkbox"/> Complete Key Influential outreach <input type="checkbox"/> Review TOT Measure ballot documents <input type="checkbox"/> County places Measure on the Nov. 2011 ballot <input type="checkbox"/> Measure Materials submitted to County Elections Office <input type="checkbox"/> Issue Opinion Leader Update #3 <input type="checkbox"/> Implement Earned Media/E-Updates/Social Networking <input type="checkbox"/> Deploy on Rapid Response as needed <input type="checkbox"/> Draft Ballot Arguments <input type="checkbox"/> Review Impartial Analysis
AUGUST 2011	<p><i>All advocacy activities transfer to an independent community campaign committee. The Association <u>cannot</u> engage in advocacy or partisan activities.</i></p>

T B W B

STRATEGIES

E. DRAFT Project Schedule/Timeline

As discussed, the initial goal of this project is to test the feasibility of the TOT extension and potential increase quickly enough to pursue an election of November 2011 if the polling results are favorable. The below timeline was developed by keeping in mind Placer County's approximate 120 day notice for a tax election and potential board action in mid-June to place the measure on the ballot.

Milestones and Deliverables	Timeframe
<p><i>Initial Meeting and Exchange of Information</i></p> <ul style="list-style-type: none"> Association provides FM3 /TBWB with authorization to proceed Initial meeting/call to discuss project goals and needs Association provides FM3 with relevant background materials 	Week #1
<p><i>First Survey Draft and Acquisition of Survey Sample</i></p> <ul style="list-style-type: none"> Finalize sample specifications Acquire the sample Draft initial survey questionnaire Send first survey draft to client for comment 	Week #2
<p><i>Revisions to Survey Draft</i></p> <ul style="list-style-type: none"> FM3 revises previous draft based on feedback Conference calls to discuss drafts and revisions Continued revisions until final draft Client authorizes FM3 to proceed to fielding the questionnaire 	Week #3
<p><i>Fielding the Questionnaire</i></p> <ul style="list-style-type: none"> Programming the survey instrument Pre-test of survey Minor adjustments to survey in light of pre-test Conduct telephone interviews, code data 	Week #4
<p><i>Preliminary Results</i></p> <ul style="list-style-type: none"> Produce topline results Produce cross-tabulation report 	Week #5
<p><i>Presentation of Findings</i></p> <ul style="list-style-type: none"> Present survey findings and recommendations Produce graphic presentation of results <p>Positive results= continue to phase 2 below for placement of measure on November 2011 ballot</p>	Week #6
<p><i>Public outreach/discussions</i></p> <ul style="list-style-type: none"> Meet with opinion makers to discuss results and potential November 2011 election date Begin developing technical documents for placement of measure on the ballot 	Weeks #8-10
<p><i>Public communications</i></p> <ul style="list-style-type: none"> Communicate need for TOT increase to public along with FAQ and other non-advocacy materials 	Weeks #11-12
<p><i>Preparation of materials for placement of measure on the Nov 2011 ballot</i></p> <ul style="list-style-type: none"> Finalization of ballot resolution, 75 word question, etc 	Weeks # 13-14

Eastern Placer County TOT Renewal

Activities	Timing	FM3	TBWB	LEG	
Task 1: Voter Survey					
<input type="checkbox"/> Sample selection	6 Weeks	✓			
<input type="checkbox"/> Questionnaire design		✓	Assist	Assist	
<input type="checkbox"/> Pre-Testing		✓			
<input type="checkbox"/> Interviewing		✓			
<input type="checkbox"/> Data analysis		✓			
<input type="checkbox"/> Verbal and written presentation of results		✓			
Cost for 15 minute survey to 400 respondents		\$17,500	included	included	
Cost for 20 minute survey to 400 respondents		\$20,750	included	included	
Task 2: Voter Survey Analysis & Recommendations					
<input type="checkbox"/> Analyze Voter Survey Results	2 Weeks		✓	✓	
<input type="checkbox"/> Conduct demographic analysis and voter trends			✓	✓	
<input type="checkbox"/> Recommend options for tax rates, structure, duration, etc.				✓	✓
<input type="checkbox"/> Recommend options of "timing" and "type" of election				✓	✓
Task 3: Public Information/Outreach					
<input type="checkbox"/> Define key messages	See Individual Timelines		✓	✓	
<input type="checkbox"/> Identify target audiences			✓	✓	
<input type="checkbox"/> Develop Outreach Plan Including:			✓	✓	
▪ Press Coverage				✓	✓
▪ Speakers Bureau				✓	✓
▪ Emedia and social networks				✓	✓
▪ Direct Mail				✓	✓
<input type="checkbox"/> Produce informational material				✓	✓
▪ Fact sheets				✓	✓
▪ Website, email, newsletter content				✓	✓
▪ PowerPoint presentations			✓	✓	
▪ Opinion leader update letters			✓	✓	
▪ Informational brochure			✓	✓	
▪ Direct mail pieces			✓	✓	
Task 4: Ballot Preparation					
<input type="checkbox"/> Finalize key features of the proposal	See Timelines		✓	✓	
<input type="checkbox"/> Develop all required ballot measure documents (with County Counsel)			✓	✓	
Total Cost			\$15,750	\$15,000	
Length of contract			14 weeks	est. 16 wks	

Travel Costs not included; for TBWB each and'l week is \$1,125; for LEG the price is inclusive for this phase, not for a specified time



April 6, 2011

To: Board of Directors

From: Ron Treabess, Interim Executive Director

Re: Lake Tahoe Basin Prosperity Plan Update and Possible Board Appointment

Background

At the March 2nd Board meeting, LTVA/Tahoe Chamber CEO and LTBPP Steering Committee member "B" Gorman presented the updated Prosperity Plan. The key update was that the Plan is now moving into the implementation stage with the development of the Prosperity Center to focus on the regional economic cluster initiatives. An outline describing the Tahoe Prosperity Center as "B" presented it last month is attached for your reference.

Part of the successful implementation of the Prosperity Center is to establish it as a legal entity with a Board of Directors and, as necessary, subcommittees. This has been one of the important recommendations to ensure that the appropriate jurisdictions, business, education, and non-profit organizations can provide the governance for the Center.

A second recommendation, from NLTRA staff and others, has been that the Prosperity Center should begin as a "virtual" center. This is opposed to having a physical location requiring all of the office and administrative costs of a new bricks and mortar operation. The compromise is to not have a permanent location at this juncture, but to occasionally utilize both Chambers' spaces for small meetings showing a North and South partnership. Other venues have volunteered locations around the Basin for the larger cluster workgroups, community, and Board meetings.

The Need

The attached letter from "B" Gorman describes how the Steering Committee has addressed the two recommendations mentioned above. It also explains what the group is requesting from the NLTRA/NLT Chamber Board. The first request is the appointment of a Chamber of Commerce representative and a Tourism representative to the Prosperity Center Board of Directors. These representatives could be Board members, business community members, or staff, or a combination of the three, with one serving as an alternate. As staff and Board members have continued to stay involved with the preparation of the LTBPP, these appointments would provide a greater opportunity for our organization to be heard with the same level of participation, as far as time commitment. The second request is for the NLTRA/NLT Chamber to support the non-permanent location of the Center by offering the occasional use of the NLTRA conference room for small meetings and some minimal administrative assistance during those times.

Staff Recommendation

Staff recommends that the NLTRA/Chamber remain involved in this Basin-wide economic development project by provision of the requested Board of Directors appointees and the requested occasional use of the NLTRA conference room. The use of the NLTRA facilities would be recognized as an "in-kind" contribution toward the implementation of the Prosperity Center. The administrative assistance would be minimal and would not over burden staff or facilities.



What is the Tahoe Prosperity Center?

“Conventional wisdom places economic development on the resource consumption side and environmentalism on the resource protection side. Our Vision of Tahoe Prosperity is of economic vitality through environmental stewardship.”

☞ **Regional Collaborative (501(c)3)**

- 5 Counties, Two States, One City, One Township
- Stakeholders From Business, Education, Workforce Development, Transportation, Housing, Broadband, Utilities, Environmental Groups
- Stewardship of Tahoe Environmental, Economic, and Community Assets
- Vertically Integrated Linkages To West And East Slope Economies

☞ **Regional Infrastructure Initiatives**

- Sustainable Communities Project
- Regional Broadband Initiative
- Infrastructure Bank And Other Capital Development
- Affordable Housing

☞ **Regional Economic Cluster Initiatives**

- Visitor Services And Tourism
 - Geotourism
 - Regional Sports Commission
 - Regional Marketing and Tahoe Brand Enhancement
 - Authentic Visitor Experiences: Arts, Culture, Culinary, EcoTourism
- Green Business And Environmental Innovation
 - Innovation Hub with Research to Commercialization Strategies
 - Renewable Energies
 - Tahoe Green Business Program
 - Sustainable Communities Project
- Health & Wellness
 - Centers Of Excellence: Orthopedics, Oncology, Medical Tourism
 - Specialized Skill Training Centers For Health & Wellness Careers
 - World Class Athletics, Fitness, Training, and Rehabilitation
 - Telemedicine and eHealth

☞ **Tahoe Prosperity Center Services**

- Convener & Stewardship of Regional Initiatives
- Resources & Services for 3 Clusters
- Research & Data Center
- Regional Grant Coordination
- Regional Linkages to Bi-State Leadership

Contacts

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Steve Teshara, Project Team steveteshara@gmail.com, 775-450-5559

“B” Gorman, Project Team bgorman@tahoechamber.org, 775-588-1728

www.tahoeprosperty.org

Lake Tahoe Basin Prosperity Center



March 24, 2011

North Lake Tahoe Chamber of Commerce
PO Box 884
Tahoe City, CA 96145

Attn.: Ron Treabess

RE: Prosperity Center

Dear Mr. Treabess and Board Members,

Many thanks for your time and attention at your most recent meeting in viewing the updated Prosperity Plan presentation. As I mentioned during the presentation we are in the process of migrating from a Plan to implementation. A key part of the implementation strategy is the development of the Prosperity Center as a legal entity with a Board of Directors and sub-committees.

The number of board members will be defined in the upcoming thirty days to include business, education and non-profit organizations in addition to the six jurisdictional representatives. We anticipate the development of a board between 25 and 30 members including representatives from each of the Chambers of Commerce and both Tourism agencies. Thus the purpose of this letter is to request the appointment of a North Lake Tahoe Chamber of Commerce business representative and a Tourism Representative to the Board of Directors for the Prosperity Center.

We have been challenged with determining where and how best to "locate" the Prosperity Center including extensive conversations on the potential of going "virtual". We have settled on a compromise that we are hopeful your boards will support. We would like to utilize your address alongside that of the LTVA/Tahoechamber as our "office" address so that we clearly show a North and South partnership. We do not anticipate a staff person working full or part time at either of these addresses but rather being able to occasionally utilize space for small meetings and draw upon the support of the administrative staff as we have been doing up to this juncture. This would serve as an "in-kind" contribution from the respective entities. We have several venues who have volunteered to serve as host locations around the Basin for cluster workgroups and community meetings, which we believe will round out our inclusive nature until such time as the entity is ready to progress into its own home.

Contacts

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"B" Gorman, Project Team bgorman@tahoechamber.org, 775-588-1728

www.tahoeprosperty.org

Lake Tahoe Basin Prosperity Center



We look forward to your ongoing participation as we venture into this new territory and work together to bring a higher quality of life to the Region through our collaborative efforts.

Sincerely,

Betty "B" Gorman
Steering Committee Member

Cc: Andy Chapman

Contacts

Michael Ward, Project Manager mklward@pacbell.net, 530-545-0164

Steve Teshara, Project Team steveteshara@gmail.com, 775-450-5559

"B" Gorman, Project Team bgorman@tahoechamber.org, 775-588-1728

www.tahoeprosperty.org

Monthly Report February 2011
CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 2/28/11:	\$1,659,179	\$1,134,093	46%
Forecasted Commission for this Revenue:	\$107,443	\$58,221	85%
Number of Room Nights:	10164	6218	63%
Number of Delegates:	4825	3544	36%
Annual Revenue Goal:	\$2,200,000	\$1,500,000	
Annual Commission Goal:	\$140,000	\$85,000	
Number of Tentative Bookings:	43	31	39%

Monthly Detail/Activity

<u>Number of Groups Booked:</u>	<u>February-11</u>	<u>February-10</u>	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:	0	0	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>February-11</u>	<u>February-10</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$11,456	\$187,426	-94%
Projected Commission:	\$572	\$9,371	-94%
Room Nights:	76	360	-79%
Number of Delegates:	50	225	-78%
Arrived Group Types:	1 Assoc.	1 TA	

Monthly Detail/Activity

<u>Number of Groups Booked:</u>	<u>January-11</u>	<u>January 10</u>	
Revenue Booked:	\$2,902	\$27,523	-89%
Projected Commission:	\$145	\$2,752	-95%
Room Nights:	25	198	-87%
Number of Delegates:	10	89	-89%
Booked Group Types:	1 Assoc.	1 Assoc.	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>January-11</u>	<u>* Est</u>	<u>January-10</u>	
Number of Groups:	1		0	
Revenue Arrived:	\$24,570		\$0	
Projected Commission:	\$0		\$0	
Number of Room Nights:	25		0	
Number of Delegates:	10		0	
Arrived Group Type:	1 Assoc.			

Monthly Detail/Activity	<u>December-10</u>	<u>December-09</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$36,491	\$96,066	-62%
Projected Commission:	\$3,649	\$8,961	-59%
Room Nights:	65	748	-91%
Number of Delegates:	194	380	-49%
Booked Group Types:	1 Corp.	2 Assoc., 1 TA	
Lost Business, # of Groups:	2	2	

<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$2,550	
Projected Commission:	\$0	\$255	
Number of Room Nights:	0	34	
Number of Delegates:	0	18	
Arrived Group Type:	0	1 Govt.	

Monthly Detail/Activity	<u>November-10</u>	<u>November-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$176,553	\$60,389	192%
Projected Commission:	\$9,922	\$6,038	64%
Room Nights:	1530	521	194%
Number of Delegates:	525	360	46%
Booked Group Types:	1 Govt., 1 Assn.	1 Corp., 1 Smf	
Lost Business, # of Groups:	1	1	

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$40,363	
Projected Commission:	\$0	\$0	
Number of Room Nights:	0	414	
Number of Delegates:	0	150	
Arrived Group Type:	0	1 Assn.	

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>	
<u>Number of Groups Booked:</u>	2	2	
Revenue Booked:	\$293,259	\$70,173	318%
Projected Commission:	\$14,775	\$7,017	111%
Room Nights:	1525	630	142%
Number of Delegates:	247	1030	-76%
Booked Group Types:	1 Corp., 1 TA	1 Corp., 1 Society	
Lost Business, # of Groups:	1	5	

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	9	3	
Revenue Arrived:	\$427,827	\$74,371	475%
Projected Commission:	\$12,597	\$3,217	292%
Number of Room Nights:	2991	480	523%
Number of Delegates:	1715	199	762%
Arrived Group Type:	1 Corp., 4 Assn., 1 Govt., 1 Smf, 1 Found	1 Corp., 1 Assn., 1 TA	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	1	0	
Revenue Booked:	\$26,865	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	150	0	
Number of Delegates:	50	0	
Booked Group Types:	1 Corp.	0	
Lost Business, # of Groups:	5	0	

<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$145,651	\$42,522	243%
Projected Commission:	\$14,565	\$637	2186%
Number of Room Nights:	980	265	270%
Number of Delegates:	302	86	251%
Arrived Group Type:	4 Corp.	1 Assn. and 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	4	3	
Revenue Booked:	\$52,758	\$117,185	-55%
Projected Commission:	\$5,275	\$11,230	-53%
Room Nights:	430	954	-55%
Number of Delegates:	575	183	214%
Booked Group Types:	1 Corp. 1 Assn 1 TA, 1 Foundation	1 Corp., 1 Assn. 1 Govt.	
Lost Business, # of Groups:	9	6	

<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	8	5	
Revenue Arrived:	\$219,566	\$101,663	116%
Projected Commission:	\$14,117	\$9,237	53%
Number of Room Nights:	1294	534	142%
Number of Delegates:	830	330	152%
Arrived Group Type:	1 Corp., 6 Assn. 1 Society	1 Corp., 1 Assn., 1 Smf 1 Govt., 1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	5	2	
Revenue Booked:	\$47,336	\$213,831	-78%
Projected Commission:	\$4,733	\$21,373	-78%
Room Nights:	484	575	-16%
Number of Delegates:	373	1220	-69%
Booked Group Types:	1 Corp., 3 Assn. 1 Govt.	1 Corp. 1 Assn.	
Lost Business, # of Groups:	8	3	

<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	8	7	
Revenue Arrived:	\$579,888	\$293,154	98%
Projected Commission:	\$44,258	\$18,331	141%
Number of Room Nights:	2813	1268	122%
Number of Delegates:	1479	724	104%
Arrived Group Type:	1 Corp., 6 Assn. 1 Smf	5 Assn., 1 Smf, 1 TA	

Future Year Bookings, booked in this fiscal year:

		(Goal)
For 2011/12:	\$690,282	\$650,000
For 2012/13:	\$526,577	\$250,000

NUMBER OF LEADS Generated as of 2/28/11: 60

Total Number of Leads Generated in Previous Years:

2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205
2005/2006: 240
2004/2005: 211
2003/2004: 218
2002/2003: 247
2001/2002: 293
2000/2001: 343
1999/2000: 415
1998/1999: 456
1997/1998: 571
1996/1997: 484

Monthly Report February 2011
CONFERENCE REVENUE STATISTICS

South Shore Properties

Year to Date Bookings/Monthly Production Detail FY 10/11

Prepared By: Anna Atwood, Sales & Marketing Coordinator

	<u>FY 10/11</u>	<u>FY 09/10</u>	<u>Variance</u>
Total Revenue Booked as of 2/28/11:	\$239,697	\$473,721	-49%
Forecasted Commission for this Revenue:	\$26,290	\$33,267	-21%
Number of Room Nights:	2347	4217	-44%
Number of Delegates:	1500	1656	-9%
Annual Revenue Goal:	\$300,000	\$450,000	
Annual Commission Goal:	\$15,000	\$35,000	
Number of Tentative Bookings:	36	37	

<u>Monthly Detail/Activity</u>	<u>February-11</u>	<u>February-10</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$12,295	\$0
Projected Commission:	\$0	\$0
Room Nights:	198	0
Number of Delegates:	79	0
Booked Group Types:	1 Corp.	0
Lost Business, # of Groups:	3	3

<u>Arrived in the month</u>	<u>February-11</u>	*Est.	<u>February-10</u>
Number of Groups:	1		0
Revenue Arrived:	\$24,831		\$0
Projected Commission:	\$3,724		\$0
Room Nights:	310		0
Number of Delegates:	200		0
Booked Group Types:	1 Assoc.		

<u>Monthly Detail/Activity</u>	<u>January-11</u>	<u>January-10</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$16,137	\$0
Projected Commission:	\$1,752	\$0
Room Nights:	250	0
Number of Delegates:	190	0
Booked Group Types:	1 Assoc. 1 TA	0
Lost Business, # of Groups:	3	3

<u>Arrived in the month</u>	<u>January-11</u>	<u>January-10</u>
Number of Groups:	0	1
Revenue Arrived:	\$0	\$4,865
Projected Commission:	\$0	\$583
Room Nights:	0	35
Number of Delegates:	0	17
Booked Group Types:	0	1 Assoc.

Monthly Detail/Activity	<u>December-10</u>	<u>December-09</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$13,410
Projected Commission:	\$0	\$670
Room Nights:	0	100
Number of Delegates:	0	50
Booked Group Types:	0	1 TA
Lost Business, # of Groups:	2	5

<u>Arrived in the month</u>	<u>December-10</u>	<u>December-09</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Number of Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Type:	0	0

Monthly Detail/Activity	<u>November-10</u>	<u>November-09</u>
<u>Number of Groups Booked:</u>	0	0
Revenue Booked:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Booked Group Types:	0	0
Lost Business, # of Groups:	2	1

<u>Arrived in the month</u>	<u>November-10</u>	<u>November-09</u>	
Number of Groups:	1	2	-50%
Revenue Arrived:	\$927	\$67,401	-99%
Projected Commission:	\$0	\$0	
Number of Room Nights:	13	715	-98%
Number of Delegates:	8	390	-98%
Arrived Group Type:	1 TA	2 Assn.	

Monthly Detail/Activity	<u>October-10</u>	<u>October-09</u>
<u>Number of Groups Booked:</u>	0	1
Revenue Booked:	\$0	\$10,800
Projected Commission:	\$0	\$540
Room Nights:	0	50
Number of Delegates:	0	100
Booked Group Types:	0	1 TA
Lost Business, # of Groups:	4	3

<u>Arrived in the month</u>	<u>October-10</u>	<u>October-09</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$5,280	\$4,784	10%
Projected Commission:	\$264	\$717	-63%
Number of Room Nights:	48	52	-8%
Number of Delegates:	100	70	43%
Arrived Group Type:	1 Assn.	1 Smf	

Monthly Detail/Activity	<u>September-10</u>	<u>September-09</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:	0	0	
Lost Business, # of Groups:	4	0	
<u>Arrived in the month</u>	<u>September-10</u>	<u>September-09</u>	
Number of Groups:	4	4	
Revenue Arrived:	\$67,983	\$186,678	-64%
Projected Commission:	\$6,042	\$20,303	-70%
Number of Room Nights:	616	1750	-65%
Number of Delegates:	291	522	-44%
Arrived Group Type:	2 Corp., 1 Assn. 1 Smf	1 Corp., 2 Assn. 1 TA	

Monthly Detail/Activity	<u>August-10</u>	<u>August-09</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$37,580	\$4,063	825%
Projected Commission:	\$3,724	\$609	511%
Room Nights:	484	35	1283%
Number of Delegates:	296	17	1641%
Booked Group Types:	1 Corp., 1 Assn., 1 Smf	1 Assn.	
Lost Business, # of Groups:	8	4	
<u>Arrived in the month</u>	<u>August-10</u>	<u>August-09</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$34,749	\$25,269	38%
Projected Commission:	\$503	\$1,263	-60%
Number of Room Nights:	780	171	356%
Number of Delegates:	387	105	269%
Arrived Group Type:	1 Assn., 1 Smf	1 TA	

Monthly Detail/Activity	<u>July-10</u>	<u>July-09</u>	
<u>Number of Groups Booked:</u>	2	0	
Revenue Booked:	\$5,148	\$0	
Projected Commission:	\$558	\$0	
Room Nights:	80	0	
Number of Delegates:	30	0	
Booked Group Types:	1 Corp. and 1 TA	0	
Lost Business, # of Groups:	8	3	

<u>Arrived in the month</u>	<u>July-10</u>	<u>July-09</u>	
Number of Groups:	4	2	
Revenue Arrived:	\$98,226	\$35,159	179%
Projected Commission:	\$12,964	\$375	3357%
Number of Room Nights:	832	226	268%
Number of Delegates:	495	82	504%
Arrived Group Type:	1 Corp. 2 Smf 1 Non-Profit	1 TA, 1 Corp.	

Future Year Bookings, booked in this fiscal year:

For 2011/12:	\$15,093	(Goal) \$100,000
For 2012/13:	\$	\$50,000

NUMBER OF LEADS Generated as of 2/28/11: 44

Total Number of Leads Generated in Previous Years:

2009/2010: 84
2008/2009: 113
2007/2008: 203
2006/2007: 155
2005/2006: 213
2004/2005: 183
2003/2004: 194
2002/2003: 233
2001/2002: 257
2000/2001: 248
1999/2000: 323
1998/1999: 366

North Shore:						
Jan '11						
Groups Booked: 1						
Placer County:	1	Room Nights:	25	Delegates:	10	Revenue: \$2,901
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	78	Delegates:	14	Revenue: \$24,570
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Feb '11						
Groups Booked: 0						
Placer County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Groups Arrived: 1						
Placer County:	1	Room Nights:	76	Delegates:	50	Revenue: \$11,456
Washoe County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Nevada County:	0	Room Nights:	0	Delegates:	0	Revenue: \$0
Mar '11						
Groups Booked:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Groups Arrived:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Quarter total by county:						
Groups Booked:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:
Groups Arrived:						
Placer County:		Room Nights:		Delegates:		Revenue:
Washoe County:		Room Nights:		Delegates:		Revenue:
Nevada County:		Room Nights:		Delegates:		Revenue:



April 6, 2011

To: NLTRA Board of Directors

Fr: Andy Chapman, Director of Tourism

Re: Amgen Tour of California

Background

Below is a status update on the various elements involved in the Amgen Tour of California Lake Tahoe Stages.

- Phase 2 marketing efforts begin April 1 in the Bay Area, Northern Nevada and Southern California markets
- Phase 1 efforts will continue through the end of the winter season to promote event to our winter visitors
- Four additional Amgen community information meetings held on West Shore, Tahoe City, Kings Beach and Incline
- Sponsorship sales efforts continue and have signed on two new cash sponsors with two additional pending
- Tahoe's 10 Day Countdown to the Tour continues to add events throughout the region
- Breakaway from Cancer call for nominations conducted through March
- Legends Participation Ride registrations underway
- Official Gala and Team Presentation planning underway
- All VIP hospitality meals scheduled and approved
- All team meals scheduled and approved
- Merchandise orders are being taken from retail outlets with delivery scheduled for May 1st
- South Shore Expo booth registration underway
- Lifestyle and Start festival planning underway
- Dignitary presentation scheduling underway
- Multiple law enforcement meetings underway
- And much more...

Board/Staff Follow-up on Previous Action Items

Assigned	Date	Action	Status	Date Completed
Andy	7/7/10	Marketing Committee to work on quantifying Key Performance Objectives.	On-going	
Kym	9/1/10	Include in Grant Funding Application the proposed ROI for the grant; have grantees report the proposed versus actual ROI and have grantees notify the committee if any material changes are made in the grantees use of funds.	April Chamber Advisory Committee meeting	
Staff	9/1/10	Take the codification of the Chamber of Commerce Advisory Committee & structure to the Chamber of Commerce Committee for discussion and recommendation.	March Chamber Advisory Committee meeting	
Ron/Andy	9/1/10	Document the chronology of the Marketing Conference Equity Committee negotiations and present to the Board Executive Committee and Director Beck for resolution direction.	April 11, 2011	
Staff	11/3/10	Clarify requirements for Business Association Grants and Community Marketing Grants.	April	
Kim	11/3/10	Dissolve the NLTCC and TNVCB corporations.	Received clearance letter from Atty General, now must file with Secty of State	
Staff & TOT Committee	12/14/10	Explore expanding the TOT Renewal Committee to include marketing, lodging and past president members. Develop a proposal for initiating survey/factfinding information for TOT renewal.	On-going; April Board Meeting	
Kim	1/5/2011	Post old Board and Committee agendas on the website.	March	3/31/2011
Ron	2/2/2011	Provide more information on wayfinding signage project.	April Board meeting	