

Date: June 1, 2010

To: Board of Directors

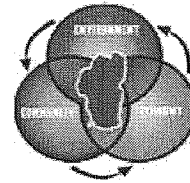
From: Management Staff

Re: Lake Tahoe Basin Prosperity Plan Update

Background

Board Chair Mourelatos will give a brief update to the progress of the Chamber sponsored Lake Tahoe Basin Prosperity Plan. As you know, there were three meetings held on May 19th and 20th at the North Tahoe Events Center. These three Economic Cluster work groups covered Health and Wellness, Visitor Services/Tourism, and Green Business/Environmental Innovation. Alex and staff will report on these meetings and the future schedule for bringing this plan to fruition. Summaries of these workshops will be available in the near future. Attached are summaries of the first series of three workshops held on the South Shore.

**Lake Tahoe Basin Prosperity Plan
Tourism and Visitor Services Economic Cluster Meeting Summary
Embassy Suites, South Lake Tahoe – April 22, 2010**



Fostering Regional Economic Prosperity

Overview

The sectors of the Tourism and Visitor Services Economic Cluster were identified through economic analysis and stakeholder interviews to include the following primary components:

- Hospitality
- Gaming
- Entertainment
- Recreation
- Cultural/Arts
- Historic Preservation
- Environmental Experience
- Trade
- Promotion/Organization
- Education

Meeting participants reviewed the types of businesses to include in the Cluster, identified the issues facing the Cluster, and opportunities to support the transformation and revitalization of the Cluster. A recap of the environmental scan conducted for the Project, including a summary of key trends from the economic analysis, review of research and reports, and findings from stakeholder interviews, provided context for the discussion.

In summary, participants identified the following as key issues constraining the sustainable redevelopment and revitalization of the Cluster:

- Gaming Industry is in decline and no longer a primary economic driver; needs to reinvent itself
- The Basin is not as competitive as it could be with other world class tourism destinations. The visitor experience needs to live up to the marketing; better collaboration needed among groups sending “mixed messages”
- Blight, lodging infrastructure deterioration, aging commercial areas and deficient transportation systems and conditions impair the visitor experience; public education is needed about benefits of good redevelopment
- Regulatory Environment hinders redevelopment and reinvestment; needs include more consistency and predictability, modification of codes/new entitlement process, improved coordination with local jurisdictions and community stakeholders, alignment of TRPA Governing Board and staff in decision making
- Broadband (high speed Internet access) gaps in infrastructure and services, not up to the standard of Bay Area customers
- Visitor Information is currently fragmented, and deficient regarding breadth of recreation opportunities and experiences

Based on the discussion, the region has the opportunity to rebrand, market and transform the Tahoe Basin as a unique and world class “green” recreation destination with high quality community amenities

and unparalleled natural, cultural, arts, educational and other resources and experiences. The top priorities for developing an Action Plan for the Cluster are:

- Enhancing the Visitor Experience based on Authenticity; Connection with Recreation, Nature, Geotourism, Educational Opportunities and Other Assets, Activities and Venues; and Quality Facilities, Lodging, Transportation Services and Communities
- Rebranding and Marketing the Basin as a Green/Eco-Tourism Destination
- Environmental Redevelopment and Infrastructure/Services Development
- Business Attraction and Development
- Workforce Development for Customer Service Skills and

The issues to be addressed and the opportunities for transforming the Tourism and Visitor Services Economic Cluster, the Basin’s largest economic cluster by far, are described in further detail below.

Issues Facing the Cluster and Opportunities for Revitalization and Growth

Participants identified many potential economic opportunities arising from the unique asset of the Lake and its alpine location, its history, legacy, incredible diversity of natural and community assets, skilled and talented workforce, proximity to a large and growing population in Northern California’s metropolitan areas, and the potential for broader regional linkages in both Nevada and California, especially the Carson Valley, Reno, the west slope of the Sierras, and the Sacramento region.

Issues and Opportunities	Specific Concepts/Recommendations
<i>Area</i>	<i>Enhancing the Visitor Experience</i>
Green/Eco-Tourism	<ul style="list-style-type: none"> ▪ Rebrand the Basin as a destination for Environmental/Green Tourism. ▪ Create a tag so that Tahoe may own the green tourism/visitor base; develop the region’s marketing plan on the promotion of green tourism initiatives; make it a cooperative efforts. ▪ Foster environmental redevelopment to create better built environment, community nodes, revitalized lodging and commercial areas, people-friendly transportation options, and access to nature. ▪ Promote alternative energy use, such as Heavenly Ski Resort’s program to use wind power, and green buildings. Make the Basin a laboratory for green technology. ▪ Try to achieve as close to zero emissions as possible within reasons on transportation and buildings in the Basin. Could possibly be financed using Tahoe as a model/pilot that could be extrapolated to other areas. ▪ Be careful not to “greenwash” in business/company marketing messages. Work to make it a basin-wide experience or standard by raising the bar within own niche industries. ▪ Analyze using Tahoe Keys as a natural filter again
Arts, Culture, Heritage/ Geotourism	<ul style="list-style-type: none"> ▪ Develop a comprehensive strategy to promote the arts and heritage/cultural tourism within the Basin. Develop the Basin as an artistic destination, including an outdoor symphony, local reparatory theater year round, artists in residence and dance and yoga retreats. ▪ Create a center and new venues for entertainment and the arts and crafts,

	<p>within the planning process.</p> <ul style="list-style-type: none"> ▪ Need to promote capital investment in facilities locally. Create infrastructure to organize and drive the arts, culture, and heritage community and opportunities. ▪ Chambers should market efforts and leverage events and programs, such as summer music festival, regional produce markets, fairs, art celebrations, etc. ▪ Leverage arts and culture with regional foods and wine. ▪ Artists and art associations should unite or collaborate to market themselves – maybe create a new proactive artists association. Example: Heavenly Valley Art Galleries Collaboration. ▪ Build on Geotourism efforts for voluntary tourism, culinary tourism, environmental education and recreation, heritage, the arts – performing, local arts and crafts, development sales, etc. Nurture entrepreneurs and local opportunities. ▪ Coordinate an approach for heritage tourism basin-wide, develop facilities; TRPA should complete and update a historical resources survey in both sides of the state line.
Recreation	<ul style="list-style-type: none"> ▪ Diversify recreation and related retail opportunities, which vary by season. Give the visitor so much to do that they have to come back. ▪ Connect regionally to tie in recreation opportunities with recreation equipment product development to create more customized equipment. ▪ Develop more customization, including new activities such as disk golf course, paddle boarding, kite boarding, etc.
Health and Wellness	<ul style="list-style-type: none"> ▪ Connect with healthy lifestyles and recreation. ▪ Focus on wellness and health tourism. Gaming loss can be an opportunity for Tahoe to reinvent ourselves with a tourist/visitor base that is more compatible with the Basin’s economic and environmental balance. ▪ Medical tourism is a niche – Barton Health Orthopedics, plastic surgery, Tahoe Forest Hospital cancer center.
Food Tourism	<ul style="list-style-type: none"> ▪ Develop a Farm to Fork Initiative – create a supply chain for regionally grown food and wine products. ▪ Connect with food and wine, especially local food products, to create an “experience” that can help with the region’s branding efforts. ▪ Develop a communications strategy to promote those products both to the retail/restaurant community as well as to visitors. ▪ Establish/develop a culinary core. Leverage existing assets and attract new participants. ▪ Do a Farmer’s Market in Tahoe that would include high quality food products only, maybe in conjunction with or as a continuation of an El Dorado County festival.
Area	Marketing the Destination
Rebrand the Region as Green Tourism and Recreation Center	<ul style="list-style-type: none"> ▪ Need to rebrand/reinvent the region and focus on the Basin as a destination – geotourism, green destination with renewable energy and other assets. In order for marketing to work, the experience has to be real (Heavenly transit providers, Embassy Suites and Park 968 hotels are examples). Visitors will take experiences home and will come back.

	<ul style="list-style-type: none"> ▪ Develop a new partnership between public land managers and the tourism/hospitality sector to rebrand the recreation destination.
Education Experience and Volunteer Opportunities	<ul style="list-style-type: none"> ▪ Market educational experiences like Tahoe Environmental Research Center, Tahoe Maritime Museum, Tahoe City Fish Hatchery, Taylor Creek Visitor Center, historic sites (Tallac, Vikingsholm, etc.). ▪ Market pre-existing volunteer opportunities – wilderness areas, Tallac Historic site volunteers, Tahoe Rim Trail and others. ▪
Marketing Information and Collaboration	<ul style="list-style-type: none"> ▪ Develop a comprehensive recreation information/Internet/Tahoe portal. Currently, media for advertising are fragmented. Need to create a “backbone” to work from and a one-stop shop for booking, which requires the collaboration of public/private sector organizations. Incorporate into marketing from the beginning – use technology from the first moment someone decides to “Go to Tahoe.” ▪ Create a better road map of opportunities. Information and connectivity on recreation activities are fragmented and confusing to visitors; too much “lost time” between activities – need connectivity and packaging. Need between transportation connectivity as well. ▪ Visitor centers and marketing agencies need to know about new venues. They are continually trying to learn about opportunities in order to educate customers on special things. ▪ Need more collaboration among marketing/tourism organizations, arts organizations and recreation opportunities. This needs to go beyond where we are now, because groups like the League to Save Lake Tahoe are sending a mixed message. ▪ Cross-promote – for example, foodie tourist can also be geotourist, extreme sports enthusiast, etc. Work with other suppliers to complete the visitor experience.
Area	Environmental Redevelopment and Infrastructure
Community Improvements	<ul style="list-style-type: none"> ▪ Regulatory issues have created an environment that reduces and often eliminates the ability of lodging facilities to renovate and reinvent, leading to lodging and facilities deterioration. Without a change (quickly!) we will see a reduction in the number of lodging accommodations and quality necessary to attract visitors in the first place. With the prices of lodging real estate, the number of development entities willing to put that much money into a situation where the ROI will not occur for many years is extremely small ▪ Promote environmentally sustainable infill and redevelopment. Redevelopment is needed to achieve transition to high quality of built environment for tourism and commercial core, for a better experience of place. Include transportation improvements. ▪ Need to educate the public about the benefits of good redevelopment, for better environmental outcomes, livable communities and visitor experience. ▪ Need higher quality lodging and reduced supply of rooms and accommodations. There are currently too many rooms and high vacancy rates; the supply needs to match demand segments better. ▪ Need quality retail and community centers where residents and tourists can

	<p>blend together at gathering places.</p> <ul style="list-style-type: none"> ▪ Sustainable redevelopment will support the tourism and visitor services cluster and health and wellness cluster, and provide opportunities for innovation and models for the green business and environmental innovation cluster.
Regulatory Process	<ul style="list-style-type: none"> ▪ Business recognizes the need for environmental standards. Need local jurisdictions and TRPA to align regulations with predictable entitlement process. Need a modification of code/new entitlement process that is based on a measurable and consistent process, with staff that assist in determination of feasibility. Need a decision-making process that is predictable, where the Board and staff are working together to achieve the plan. ▪ Improve redevelopment plan development information sharing and explore cooperation across the Basin. Improve community stakeholder, local jurisdiction Redevelopment Agency and TRPA redevelopment planning and support. TRPA Governing Board and staff along with local jurisdictions and stakeholders must find a way to achieve redevelopment plan results, not just project specific goals. ▪ Currently, incentives are sometimes barriers to investment – need to measure if incentives achieve goals, and if they need to be changed. Need plan incentives that are an active focus of management where achieving goals is tied to incentives (i.e., affordable housing bonus units). ▪ There is a perceived difference between TRPA Governing Board and staff decisions, which create a barrier to entry for redevelopment and investment projects. TRPA is in transition but it is important to show the impacts of development standard improvements (Best Management Practices). ▪ Appearance standards would help with blighted visual image. Are there regulations with quality appearance standards for Tahoe businesses and are they enforced? ▪ Create a collaboration of chambers of commerce to develop a “league” to re-educate the media, regulatory agencies, the public and others of the environmental and economic needs of the community. Create a stronger voice (similar to the Prosperity Plan voice) on an ongoing basis to help businesses be more successful. ▪ Governmental agency coordination is needed to provide consistent information. Create a one-stop Internet website “shop” for information – California Tahoe Conservancy, Lahontan Water Board, EL Dorado, Placer, Douglas, Washoe and Carson City counties, City of South Lake Tahoe, USFS Lake Tahoe Basin Management Unit, Caltrans, TRPA. Step 1 – outline the permit process; step 2 –city/county consolidation. ▪ Need to discuss importance of wedding business to economic blueprint. Address quality of life concerns in residential areas from vacation rentals (noise, parking, etc.).
Broadband Infrastructure and Access	<ul style="list-style-type: none"> ▪ Some gaps include cell phone dead zones. The service is not up to the standards of Bay Area customers, who rely heavily on cell phone technology for social media. May need political pressure to get service providers to respond.

	<ul style="list-style-type: none"> ▪ Technology is an enabler of the visitor experience and can also be a bridge to link small businesses. ▪ We can create a distribution network for fiber bandwidth to make it possible for visitors to have the “Bay Area” digital experience for South Lake Tahoe.
Transportation and	<ul style="list-style-type: none"> ▪ Need a coordinated transportation system that gets tourists to where they want to go easily, conveniently and environmentally cost effectively, including from airports. ▪ Need Nordic track network in and around tourist areas instead of just at resorts.
Area	<i>Business Attraction and Development</i>
Support Services	<ul style="list-style-type: none"> ▪ Create another small business workshop, maybe put on quarterly, which can focus on start-ups or different topics.
Suppliers	<ul style="list-style-type: none"> ▪ Develop a Basin-wide coordinated business attraction strategy with Reno/Carson and Sacramento manufacturing industries to incorporate Lake Tahoe as a very attractive location for testing and design work. Also important to recognize that there are some structural disadvantages for suppliers in the Basin – attraction strategy must be realistic. ▪ Coordinate with Carson Valley on linkages with manufacturing of recreation equipment and testing and use in the Basin. ▪ Use cluster information to identify gaps in suppliers that could be new business development opportunities. ▪ Fill gaps in suppliers for health cluster like organic foods, customized recreation and fitness equipment.
Financing	<ul style="list-style-type: none"> ▪ There are capital access issues. Some financing is local and some is from corporate. It’s about the risk profile, which is terrible due to the costly regulatory environment. Basin businesses are not getting the capital that is available. There are individual investors and informal lending.
Area	<i>Workforce Development</i>
Education and Workforce Development	<ul style="list-style-type: none"> ▪ Establish a Basin-wide coalition that would work with TRPA and South Lake Tahoe to develop and support a basin-wide workforce housing strategy that supported funding/investment development, streamlined entitlement process, basin-wide inventory mix, and reporting. Add advocacy. ▪ In order for the visitor experience to live up to the marketing, Tahoe-specific training customer service training is needed that focuses on the visitor and recommending specific Tahoe activities. Be excellent in customer services and information to provide a great visitor experience so they will be repeat customers. ▪ Build training and certification programs for tourism management, such as the resort management program at Sierra Nevada College. ▪ Support environmental education opportunities to build job capacity in local youth and connection to local government, e.g., USFS offers high school outdoor education. ▪ We need workforce development in support of existing and new businesses in the Basin. ▪ Attract young families to roost here. Declines in quality of education are a major deterrent.

Next Steps

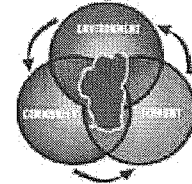
The Tourism and Visitor Services Economic Cluster meeting on May 20th in Kings Beach will build on these discussion points to identify priorities, actions, champions, partners and resources to be recommended for development of the Cluster Strategy, as part of the Lake Tahoe Basin Prosperity Plan.

April 22 Meeting Participants

Joy Barney	USDA Forest Service – Lake Tahoe Basin Management Unit
Heather Bacon	Biltmore Tahoe Casino
Casey Blann	Heavenly Resort
Ward Bullard	Harrah's Northern Nevada
Steve Noll	Design Workshop
Sarah Holster	North Lake Tahoe Resort Assn.
Patrick Atherton	Lake Tahoe South Shore Chamber of Commerce
Jeremy Jacobson	North Lake Tahoe Resort Assn.
Andrew Strain	Heavenly Resort
Andy Chapman	North Lake Tahoe Resort Assn.
Ted Johanson	968 Park Hotel
Judi Harkins	Supervisor Norma Santiago assistant
Natalie Yanish	Tahoe Chamber, SLT Wedding & Honeymoon Association
Paul Killpatrick	Lake Tahoe Community College
Craig Brinkman	Lake Tahoe Community College
Carl Ribaud	Strategic Marketing Group
Carol Chaplin	Lake Tahoe Visitors Authority
Trish Guerrieri	GaryAir Taxi
Bill Hoffman	Incline Village, Crystal Bay Visitors Bureau
Chuck Greene	TRTA, Incline Village, Crystal Bay Visitors Bureau
Dave Norton	HPFA
B Gorman	Lake Tahoe South Shore Chamber
Steve Teshara	North Lake Tahoe Chamber
Michael Ward	High Bar Consulting

Meeting Facilitators: Trish Kelly, Kathie Studwell, Doug Svensson, Applied Development Economics, Inc.

**Lake Tahoe Basin Prosperity Plan
Green Business and Environmental Innovation Economic Cluster
Meeting Summary
Embassy Suites, South Lake Tahoe – April 22, 2010**



Fostering Regional Economic Prosperity

Overview

The sectors of the Green Business and Environmental Innovation Economic Cluster were identified through economic analysis and stakeholder interviews to include the following primary components:

<u>Green Business:</u>	<u>Environmental Innovation:</u>
<ul style="list-style-type: none">▪ Green Building▪ Energy Efficiency▪ Recycling and Waste▪ Water/Wastewater Quality▪ Environmental Consulting▪ Finance and Investment	<ul style="list-style-type: none">▪ Renewable Energies▪ Resource Management▪ Research/Education▪ Advocacy▪ Air Quality

Meeting participants discussed the definition of the businesses to include in the Cluster, identified the issues facing the Cluster, and opportunities to support the growth and development of the Cluster. A recap of the environmental scan conducted for the Project, including a summary of key trends from the economic analysis, review of research and reports, and findings from stakeholder interviews, provided context for the discussion.

David Hansen, Director of Engineering for the Embassy Suites Lake Tahoe Hotel and Ski Resort, provided an overview of their leadership in hotel environmental sustainability and the benefits to date, including savings of almost ten percent of the hotel’s operating budget due to investments and improvements in energy and water efficiency, recycling, Ozone Laundry System, storm water runoff, composting, and also marketing benefits. David described the Lake Tahoe South Shore Chamber’s Green Business Coop program, whose vision is for the Lake Tahoe Basin to be “an environmental business powerhouse and world sustainability leader.” <http://www.embassytahoe.com/green/>

In summary, participants identified the following as key issues constraining the expansion and development of emerging businesses in the Cluster:

- Business development factors, including overall quality of life issues, housing costs, “brain drain” – loss of young talent, gaps in broadband infrastructure, limited airport capacity, no mechanism to incubate entrepreneurs
- Local environmental profile – the Basin’s potential as a sustainability leader is constrained by aging built environment, traffic, and other infrastructure challenges, and lack of innovation in planning and implementing environmental solutions; some building trades contractors are not familiar with green building techniques/materials
- Research, development, planning and testing - Agencies are siloed and not on the leading edge of planning; it is expensive to implement good BPMs (Best Management Practices); need more linkage of science to practical environmental solutions
- Access to capital – high need for seed capital; need ability to meet venture capital requirements; lack of funding mechanism, or mechanisms are untapped

Based on the discussion, the Tahoe Basin has the opportunity to rebrand, market and evolve the region as a center of excellence and innovation for learning, planning, testing, monitoring and implementation on climate change, renewable energy and efficiencies, green building and redevelopment, resource management, environmental restoration, and green business operations. The top priorities for developing an Action Plan for the Cluster are to:

- Create an Alpine Climate/Sustainability Science and Technology Center
- Create an incubator housed at the Tahoe Environmental Research Center (TERC) or Sierra Nevada College to help connect theoretical or applied regulatory science to commercial technologies/business opportunities
- Develop a basin-wide Tahoe Green Business Program
- Develop and expand the use of available renewable energy systems and technologies, such as heat exchangers and biomass and wind; leverage incentives from utilities and state and federal agencies and increase partnerships; align the Basin with national energy policy
- Develop local capital sources for environmental technology expansion and green business applications
- Expand training opportunities for green building contractors
- Engage the University of Nevada Reno at a high level
- Showcase examples of effective prototypes and projects

Cluster Definition

In addition to the business types identified by Applied Development Economics (ADE) and the Center for Economic Development, CSU Chico, the participants added native plant nurseries and distribution as well as habitat restoration companies and services. ADE is preparing a “map” of the cluster for the Action Plan that will add these business types.

Issues Facing the Cluster

Issues	Conditions
Business Development Factors	<ul style="list-style-type: none"> ▪ Telecommute/Talent Needs – for expanded airport capacity, improved broadband infrastructure and access, housing affordability, improved quality of life amenities including quality physical environment of communities ▪ Business Incubator – there is no mechanism to incubate entrepreneurs – need more organized and accessible business development services ▪ Brain Drain – continual loss of trained interns and students due to above issues and lack of quality jobs ▪ K-12 Schools – a continuing challenge ▪ Utilities – fragmentation in policies and incentives to foster renewable energies and sustainability, including Nevada Energy in California ▪ City of South Lake Tahoe a “stepchild” ▪ Identify source of true transformational economic growth
Local Environmental Profile	<ul style="list-style-type: none"> ▪ Branding - the region is not leading in sustainability practices and thus there is a disconnect in branding the Basin as an environmental leader ▪ Housing and Traffic – high costs, congestion – need to get people out of cars, need more systemic bike, pedestrian and transit options ▪ Aging Built Environment and Blight – contributes to environmental problems; not leveraging opportunities for sustainable building design and

	<p>community aesthetics; creates negative impact for tourism</p> <ul style="list-style-type: none"> ▪ Many trades contractors do not know how to implement green building techniques and use new materials
Research, Development, Planning and Testing	<ul style="list-style-type: none"> ▪ Planning practices - are not on the leading edge, which would provide better solutions and more innovation in achieving environmental goals and more livable communities, and could be the basis for new business models ▪ Federal agencies are siloed ▪ Best Management Practices – good ones are expensive to implement; there may be more innovative ways to achieve environmental goals ▪ Applied Science – need more linkage of research to solutions; how to address and model impacts for projects ▪ New Technologies – facilitate implementation of pilots for green building, redevelopment, environmental restoration ▪ R&D – difficult to test, implement and manufacture products in the Basin
Access to Capital	<ul style="list-style-type: none"> ▪ Pension Funds – assets are untapped, both California and Nevada ▪ Venture Capital Funds – fund have high investment criteria; Sierra Angels, a venture capital network for the North Sierra (a partnership with education and research institutions, government, economic development and others), is a potential resource but also with high criteria ▪ Seed Capital – also a strong need ▪ Funding - goes to public agencies rather than businesses ▪ Political challenges – makes it difficult to tap into funding and complete projects

Opportunities for Cluster Growth and Development

Participants identified many potential economic opportunities that arise from the unique asset of the Lake and its alpine location. The Basin is a living laboratory with a great deal of research and education occurring through the universities, colleges, federal and state agencies, local governments, utility districts, energy companies and other organizations. These efforts bring a great deal of funding into the region which should be better coordinated and leveraged for higher impact and multiple benefits, including improved environmental outcomes and built environment, technology transfer to commercialize environmental innovation businesses, and more quality local job creation. These investments represent profound intellectual capacity. For example, the Tahoe Environmental Research Center housed at Sierra Nevada College spends \$3.75 million annually on applied research and researchers. It has many participants in the Americorps program, provides short course for outside groups, and was the location of the Green Technology Entrepreneurship Academy in 2009. UC Davis, University of Nevada Reno and the Desert Research Institute, the TERC partners, train many interns who usually leave the area. They represent a talent base that should be retained to the extent possible. Another priority should be to develop renewable energies in the Basin, to localize energy systems, meet greenhouse gas emissions targets which must be addressed by TRPA in the upcoming Regional Transportation Plan, and meet air quality attainment targets. Through these processes, the role of TRPA could shift to one of facilitating a framework for innovation rather than as a constraint.

Opportunities	Specific Concepts/Recommendations
Branding/Marketing	<ul style="list-style-type: none"> ▪ Brand the region as a center of sustainability and environmental innovation. Attract entrepreneurs who want the Tahoe lifestyle. The reality must live up to the message. For this to work, we must convert ourselves to more environmentally friendly practices. ▪ Develop a business development and attraction message to specialized products firms. The wealth is here to invest in these opportunities. Non-profits and environmental groups tap into these resources. Develop a model of philanthropy based on a Venture Capital model to support green firms. ▪ Link with Carson Valley. Manufacturers can't bring products to development much in the Basin but can be connected within the broader region. ▪ Sustainability will benefit marketing for tourism.
Green Building and Redevelopment, Green Business Operations	<ul style="list-style-type: none"> ▪ Redevelop aging infrastructure and create prototype solutions. This would help revitalize the Basin economically and physically and support tourism. ▪ Develop a Tahoe-based green business program. Have a competition for student innovators. Do trainings for businesses. ▪ Energy retrofits could be a major business opportunity (see Truckee Donner Public Utility District programs, Placer County new AB 811 program as examples). ▪ Bring in capital to convert ourselves to green – train in green building tourism, weatherization of buildings, etc. ▪ Storm water management and runoff is central area of innovation – how can new approaches be commercialized? ▪ Create an incubator program for business support services. ▪ Leverage state pension funds to invest in businesses providing sustainability benefits. ▪ Other linkages include resources management, tourism and wellness, education opportunities to improve the visitor “experience” ▪ Use the regulatory framework to leverage action. ▪ Better broadband access could help support entrepreneurs such as environmental consultants to telecommute. ▪ South Lake Tahoe Sustainability Plan is an asset.
Research/Education/Business/Government Linkages	<ul style="list-style-type: none"> ▪ Create a science and technology innovation center focusing on Alpine effects of climate change and other areas of research on mountain regions; would support better modeling. The Alpine Climate/Sustainability Science and Technology Center would facilitate the exchange of information (imported and exported) that has economic value and would help with solutions. Develop the thinking/education/strategies that lead planning implementation in environments projected to be the most affected by climate change. ▪ Develop a center with an R&D component and link to business

	<p>technology transfer to help incubate businesses. An incubator could be housed at TERC or Sierra Nevada College to help connect theoretical or applied regulatory science to commercial technologies/business opportunities.</p> <ul style="list-style-type: none"> ▪ Use research on water quality to develop incentives/credits for businesses and local jurisdictions. ▪ Link to and apply the research that will be driven by implementation of AB 32 (to reduce greenhouse gas emissions). ▪ Connect with the University of Nevada Reno Business School which has an interest in sustainable business programs and would like to have a stronger Basin presence. ▪ Assess opportunities for new “smart” tech sensors used for fire, weather, air quality, etc. – could also be used to monitor climate change data and provide information for forest and other resource management.
Renewable Energy and Retrofits	<ul style="list-style-type: none"> ▪ The Basin should align with the direction of national energy policy. The U.S. Department of Energy is funding projects related to local energy generation storage. Lithium battery technology is the focus. This is big enough to make a huge economic difference and will help create a national infrastructure for electric vehicles as well as other energy production/storage. How can the Basin tap into this? The Basin needs to develop charging infrastructure for electric vehicles. This would show alignment, open up sources of funding, and help with emissions reductions. ▪ Promote development of existing technologies like heat pump technology (heat exchangers) which have been used in South Lake Tahoe to tap ground water for heating. Pilot projects have been built and further expansion is expected. Payback time on these projects is less than ten years. This is an underutilized resource that has been demonstrated at UNR (Mt. Rose), the California Tahoe Conservancy building, and the Plumas/Sierra Rural Electric Service. Lake Tahoe Community College is developing benchmark projects. ▪ Push Nevada Energy (NV Energy) to get up to speed with California utilities for renewable energy incentives for the Basin or have them divest the Basin portion to a company that will. There is a new utility in the region but it has no generating capacity. This is an opportunity to increase use of renewable energy resources. ▪ Placer County is working on biomass activities (instead of projects with a proposed pilot facility) and is developing a proposed pilot biomass utilization facility for Kings Beach that would generate local green energy, reduce forest fuel load, improve air quality, and serve as a model for small scale mountain biomass projects. NV Energy is a partner. ▪ A good example of an environmental and financial partnership

	<p>for energy conservation and retrofits is an ESCO (Energy Services Company) which would provide a broad range of energy solutions and underwrite green tech projects.</p> <ul style="list-style-type: none"> ▪ Other “real” geothermal resources can be developed. ▪ Retrofitting building energy systems can reduce energy by 50%; adding public agencies could save between \$12-15 million/year.
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Next Steps: The Green Business and Environmental Innovation Cluster meeting on May 20th in Kings Beach will build on these discussion points to identify priorities, actions, champions, partners, and resources to be recommended for development of the Cluster Strategy, as part of the Lake Tahoe Basin Prosperity Plan.

April 22 Meeting Participants

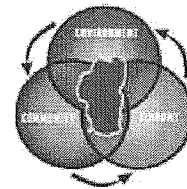
Name	Organization
Craig Brinkman	Lake Tahoe Community College
“B” Gorman	Lake Tahoe South Shore Chamber
Michael Guss	Western Nevada Development District
David Hansen	Embassy Suites Lake Tahoe Hotel and Ski Resort
Brian Helm	Boulder Bay Resort
Zach Hymanson	Tahoe Science Consortium
Derek Kauneckis	University of Nevada Reno
Dave Norton	HPFA
Ron Radil	Western Nevada Development District
Coleen Shade	Design Workshop
Angela Swanson	Consultant, K-12
Steve Teshara	North Lake Tahoe Chamber of Commerce
Michael Ward	High Bar Consulting
Matt Welch	Tahoe Bonanza
Dusty Wunderlich	ARVCO Financial Ventures

Meeting Facilitators: Trish Kelly, Kathie Studwell, and Doug Svensson, Applied Development Economics, Inc.

Lake Tahoe Basin Prosperity Plan

Health and Wellness Economic Cluster Meeting Summary

Lake Tahoe Community College - April 21, 2010



Fostering Regional Economic Prosperity

Overview

The Health and Wellness Cluster was identified through economic analysis and stakeholder interviews to include four primary components:

- Health Services
- Sports Medicine
- Telemedicine and e-Health
- Holistic/Environmental Medicine/Wellness (Health Lifestyles)

Meeting participants identified the issues facing the Cluster and opportunities to support the growth and development of the Cluster. A recap of the environmental scan conducted for the Project, including a summary of trends from the economic analysis, review of research and reports, and findings from stakeholder interviews, provided context for the discussion.

In summary, the key Issues constraining the sustainability and development of the Cluster are:

- Large population loss throughout the Basin, resulting in a decrease in patients
- Blight and degraded built environment and aging infrastructure, conflicting with a message of health and wellbeing, and eroding sense of community and quality of life
- Need for marketing to the community about the need for improved conditions, to visitors about healthy life style opportunities, to elite athletes, and to investors about economic opportunities
- Fragmented broadband access , essential for e-Health and telemedicine
- Lack of financing and organized business development services
- Gaps in specialized suppliers
- Workforce skills, exacerbated by population loss

There are many opportunities for Cluster development that are synergistic with the components within the Cluster and with other clusters, including the Tourism and Visitor Services Cluster, to:

- Rebrand/redefine the Region as a location and a destination for health, wellness, healthy lifestyles, sports medicine, and fitness training
- Promote specialties such as orthopedics, sports medicine and cancer centers of excellence; for rejuvenation; as a spa resort; for training, including high altitude training, especially for elite athletes; for holistic health; and for education about behavioral health
- Be a center for world class athletic and fitness events, training and facilities that capitalize on the "Tahoe Brand"
- Aggregate assets of educational and training partners in the Tahoe Basin and the broader region, including Reno, Carson Valley and Sacramento, for health and wellness-related career pathways and specialized skills development, education and certification
- Partner for access to investment capital for new and emerging opportunities

Issues Facing the Cluster

Issues	Conditions
Population Loss, Decrease in Patients	<ul style="list-style-type: none"> ▪ Competition ▪ Scarcity of clients
Built Environment	<ul style="list-style-type: none"> ▪ Blight; where would Barton put a health and healing clinic? There are many unattractive locations. It's a disconnected message. Need to be truthful about the status of the built area ▪ Lack of perceived amenities (quality of life) ▪ Lack of facilities (e.g., for boxing) ▪ Need to make investments in the built environment and infrastructure; create pride – understand that TRPA should not just be making environmental investments but also the built infrastructure and places ▪ Investments should be synergistic, packaged to make an attractive investment environment ▪ Need investment in the “Third Space” – where people spend their time after work and home ▪ Redevelop/upgrade the “Y” area (South Lake Tahoe) as a recreation gateway rather than a retail gateway
Need for Marketing	<ul style="list-style-type: none"> ▪ To top tier athletes and events ▪ To the community; educate them about the need to for an improved built environment ▪ To investors, to educate them about the opportunity ▪ To people who are visiting but not being marketed to move here; need to establish community, quality of life
Broadband (high speed Internet)	<ul style="list-style-type: none"> ▪ It's not Basin-wide ▪ It's not cohesive ▪ It makes it difficult for remote radiologists and clinicians
North Shore/South Shore – Financing and Other Issues	<ul style="list-style-type: none"> ▪ Lack of financing, banks are retailers (no local money for commercial) ▪ Fragmented geography – basin areas are parts of counties ▪ Not a robust SBDC (North Shore with Sierra College is relatively new) ▪ Need shared business services, incubator/business accelerator ▪ Perceived regulatory hurdles
Gaps in Specialized Suppliers	<ul style="list-style-type: none"> ▪ Must purchase from outside the Basin (e.g., from Cardinal Health); Barton has about 150 suppliers ▪ Need better specialized sports gear, need to go to Reno; internet competition is a problem, some stores in Reno and the area have closed; if there were more market demand in Tahoe with branding, the market could support ▪ Organic foods for health and wellness
Workforce Skills	<ul style="list-style-type: none"> ▪ Population decline diminishes workforce ▪ Difficult to expand skills

Opportunities for Cluster Growth and Development: What's needed to sustain the Cluster?

Opportunities	Specific Concepts/Recommendations
Convergence Across Clusters	<ul style="list-style-type: none"> ▪ Wellness resort ▪ Education/outreach/marketing ▪ Food markets/local food system
Refine/Rebrand the Region for Wellness, Health, Healthy Life Styles	<ul style="list-style-type: none"> ▪ Resort spas ▪ Wellness and fitness programs, health rejuvenation ▪ Tahoe Brand holistic health ▪ Quality of life – what do people want in their life style? Attract families to live here ▪ Market the Strategy – Be a voice for the Region
Promote Specialties	<ul style="list-style-type: none"> ▪ Orthopedics (Barton Health) –is number one asset and we have most of the resources – new Center of Excellence, world recognized orthopedic physicians; partnerships with Barton physicians, physical therapists, fitness facilities, wellness ▪ Sports Medicine ▪ Cancer center of excellence (Tahoe Forest Health System) ▪ Training, including high altitude, for elite athletes and others ▪ Education – specialized skills
Be a Location Specific Destination: Health Resort and Education about Wellness, Healthy Life Styles and for Sports Medicine Services; Training for Sports Medicine and Certification for Health-Related Skills	<ul style="list-style-type: none"> ▪ Define “the one thing” we promote for building destination ▪ Wellness Resort – behavioral, education – as in proposed Boulder Bay Resort (linkage to Tahoe Forest Hospital) ▪ Healthy Lifestyle Education Tourism ▪ Athlete and Fitness Training ▪ Define wellness (preventative surgery, massages/spa, acupuncture, max rate heart testing, behavioral health, weight loss, sports performance) ▪ Sports medicine training; certification (like Fire Academy) for Emergency Medical Technicians (EMTs), medical training, health information technology training (see below, Workforce Development)
Be a Center for World Class Athletic “Events” and Training (that draw beyond a local crowd)	<ul style="list-style-type: none"> ▪ High altitude training for elite athletes (like Boulder, CO.) – look at other amenities for attraction ▪ Events modeled on the Death Ride (bicycle race) ▪ Cross-fit training and exhibitions – fast growing; “Fitness in the Sierra” – can attract affiliate gyms for events ▪ World class emerging sports ▪ Amgen Bike Tour
Be a Training Ground -Workforce Development, Skills and Education Specialties	<ul style="list-style-type: none"> ▪ Career pathway in sports medicine from Lake Tahoe High School to Lake Tahoe Community College; Lake Tahoe High School has state of the art sports medicine program ▪ Health information technologies (for e-Health and Telemedicine)

	<ul style="list-style-type: none"> ▪ Health education/skills cluster - Aggregation of training for professionals: e.g., Diagnostics training (UNR), nursing Western Nevada CC), Emergency Medical Technician (Barton – primarily internal, and LTCC) , lab science (Sacramento) ▪ Specialty education venues that are profitable, e.g. for paramedics, physical therapy, fire and ski patrol ▪ Specialized skills upgrading ▪ Specialized intensive training programs – opportunities for LTCC ▪ Align Barton and Align LTCC ▪ Promote the teleworkforce for companies not located in the Tahoe area ▪ Measure G funding
Regional Linkages/Capital Access and Alignment for Investments	<ul style="list-style-type: none"> ▪ Partner for access to capital – can aggregate ourselves ▪ Identify potential angel investors. Understand how to attract the money that’s already here and what isn’t here (and how to get it). Do outreach to champions – educate on the Cluster opportunities. Need a business plan. ▪ Set up a fund to invest in the Basin. Connect with Clear Capital, Truckee, Parasol Foundation. They are located here for lifestyle but invest outside the region. ▪ E-health linkages to Sacramento and surrounding region ▪ To training partners ▪ Attract business like GORE-TEX® that can provide specialized gear, and financial firms that can provide access to investment capital ▪ Create incubator business services

Summary

Participants further refined the components of the Health and Wellness Cluster. There are opportunities across the components of the Cluster, which are at different stages of development and organization and all with room for growth:

Cluster Component	Developmental Status
Health Services	Robust
Sports Medicine	Moderate
Telemedicine	Emerging
Destination Orthopedic	Emerging
Behavioral Health	Emerging
Holistic/Wellness	Fragmented, not to scale

The Health and Wellness Cluster needs a shared vision aligning all the elements and opportunities discussed. The Prosperity Plan gives these concepts a home.

Next Step: The Health and Wellness Cluster meeting on May 19th in Kings Beach will build on these discussion points to identify priorities, actions, champions, partners, and resources to be recommended for development of the Cluster Strategy, as part of the Lake Tahoe Basin Prosperity Plan.

April 21st Meeting Participants

Name	Organization
Mary Bittner	Barton Health
Jason Collin	Barton Health
Kindle Craig	Barton Foundation
Richard Derby	Barton Health
Elaine Goodman	Tahoe Business Monitor
Matt Johnson	South Tahoe Crossfit
Paul Killpatrick	Lake Tahoe Community College
Dave Norton	HPFA
Alissa Nourse	Tahoe Youth and Family Services
Rob Quadri	Barton Health
Monica Sciuto	Barton Health
Coleen Shade	Design Workshop
Steve Teshara	North Lake Tahoe Chamber
Ann Truscott	Barton Health
Michael Ward	High Bar Consulting

Meeting Facilitators: Trish Kelly and Kathie Studwell, Applied Development Economics, Inc.



Date: June 1, 2010

To: Board of Directors

From: Management Staff

Re: Lake Tahoe Regional Plan Initiative Presentation Update

Background

Staff will give a brief update as to the status of this plan containing five reports distributed and presented to you by Steve Teshara earlier this spring. Compiled by the North Lake Tahoe and South Lake Chambers and others, Steve and "B" Gorman presented the plan to the TRPA Governing Board last March for the purpose of encouraging the incorporation of the Lake Tahoe Regional Plan Initiative and its economic sustainability proposals into the TRPA planning process. Most recently, Steve, "B", and I attended the Nevada Legislative Committee for Review and Oversight of the TRPA to request its support of the Initiative to TRPA. Attached is a copy of the brief used to make that presentation. At the conclusion of the presentation and discussion, the Committee unanimously endorsed sending a letter to TRPA supporting the Regional Plan Initiative.



**Remarks to Legislative Committee for Review and Oversight of the
Tahoe Regional Planning Agency and the Marlette Lake Water System
Friday, May 21, 2010
Cal Neva Resort, Crystal Bay, Nevada
Agenda Item VIII - Presentation on the Lake Tahoe Regional Plan Initiative (RPI)**

by Steve Teshara, Principal
Sustainable Community Advocates
Zephyr Cove, Nevada

I want to focus the Committee's attention on two of the reports in this package of five reports and briefing mention a third:

First, the Tahoe Redevelopment Case Study - Feasibility Analysis

This report presents a summary of the financial feasibility analysis of revitalization redevelopment projects to determine the financial impact that current regulations and incentives have on the feasibility of such projects at Lake Tahoe.

This report's bottom line conclusion – without significant changes in current TRPA regulations and codes, and a more efficient project review process, including a more effective project review partnership with local governments, projects intended to revitalize and redevelopment Tahoe's aging commercial and tourism districts DO NOT "pencil out" - they are NOT financially viable.

The report makes a series of specific recommendations in the areas of Planning and Policy; it recommends that TRPA establish tools for Successful Redevelopment and Revitalization, including recommendations for more effective, real incentive programs and code changes to support the financial feasibility of private sector investment in vital environmental, economic and community improvements.

The third report in this package is an analysis funded by the City of South Lake Tahoe of a gateway redevelopment project proposal on a 3.3 acre site of the South Tahoe "Wye". This report also concluded that redevelopment and revitalization under current regulations and codes is NOT financially feasible.

The TRPA Governing Board has endorsed an update of the Lake Tahoe Environmental Improvement Program (EIP). This EIP update identifies the share of funding for environmental improvements among EIP partners - the Federal Government, the states of Nevada and California, Tahoe's local governments, and the private sector

The fourth RPI report is an Economic Analysis of Private Source Stormwater Best Management Practice Expenditures that are anticipated to come from private sector redevelopment and revitalization projects.

The updated EIP identifies a need for approximately \$300 million for water quality - urban stormwater - retrofit and public and private facilities during the ten year period of 2010 through 2020 - an investment necessary to help achieve and maintain water quality and related environmental thresholds. Approximately \$200 million of this total is expected to come from the private, with about \$170 million of this amount expected to come from private redevelopment projects.

This report reviews the number of redevelopment projects approved at Lake Tahoe over the past ten years. It concludes that if we continue the past trend, we will come no where close to the private sector water quality investments identified in the updated Environmental Improvement Program.

TRPA, in partnership with our local governments, must do a much more effective job in learning how to engage the power of private sector investments in the environmental, economic and community revitalization of Lake Tahoe. We ask this Committee to endorse a letter to TRPA supporting active consideration of the Lake Tahoe Regional Plan Initiative we presented to the TRPA Governing Board on March 25th of this year.



MEMORANDUM

DATE: May 5, 2010

TO: Board of Directors

FROM: Ron Treabess
Director of Community Partnerships
and Planning

SUBJ: May 1-31, 2010
Activity Report

A. Integrated Infrastructure and Transportation Work Plan Projects—Update

1. Integrated Work Plan (IWP) Update

The annual process to review and update the IWP was initiated at the January Joint Committee meeting. The Joint Committee and the Board recommended and approved the final draft of the FY-2010/11 Integrated Work Plan and Long Range Funding Plan (FY-2010/15) at their respective meetings in March and April. This enabled staff to prepare the draft Infrastructure/Transportation Project Budget FY-2010/11, which was recommended and approved by the Joint Committee and the Board at the April and May meetings. This Project Budget is now being used to assist in the preparation of the overall NLTRA/TOT 2010/11 budget.

2. Reno/North Lake Tahoe Airport Shuttle (North Lake Tahoe Express) (B-5)

The TOT budget for this project has been substantially reduced for 2009-10. Figures for July through December had shown a revenue decrease of 25% and a ridership decrease of 24% compared with the same period in 2008-09, but after a substantial increase since January 1st, both figures have improved to a year-to-date (April 13th) break-even. The actual ridership count is now a little higher than last year for the same period.

3. Lakeside Multi-purpose Trail (A-2)

The planning for phases V, VI, and VII, along the commercial lake frontage east to the Tahoe State Recreation Area campground and connection to the North Shore trail, is nearing completion. According to current schedules, the entire project is scheduled for completion in 2011-12, pending availability of previous funding commitments. The NLTRA and Placer County continues to be a major funding partner for this project having recently approved the Tahoe City Public Utility District request for \$1,075,000. In addition, the California Tahoe Conservancy has granted \$2.5 million for this project. TCPUD has also prepared the necessary planning documentation to allow application for additional construction funds through the federal American Reinvestment and Recovery Act funding program in the amount of \$800,000 to \$1,000,000. At its most recent

meeting, the TCPUD Board authorized its staff to call for bids to move ahead with the construction of Phase VII of the project this fall.

4. Dollar Hill/Tahoe Vista Class 1 Bicycle Trail (A-6)

The most recent development in the progress of this project is that the North Tahoe Public Utility District, which had been the lead agency, has turned that responsibility over to the California Tahoe Conservancy (CTC). The CTC will negotiate a new consultant contract to complete the environmental documentation enabling environmental review, design and construction to move ahead. The CTC has been and will continue to be the primary project funding agency. The NLTRA and Board of Supervisors have approved \$200,000 to assist with the environmental work. It is anticipated that an additional \$1,000,000 TOT request will be made for the construction phase.

5. TART Bus Shelters Upgrades (A-4)

At the January 20th meeting, the NLTRA Board of Directors approved and recommended to the Placer County Board of Supervisors the request for up to \$153,000 of matching funds to DPW to provide Tahoe Basin transit stop improvements. Two positive recommendations that will be included in the shelter designs are lighting and signage on each shelter stating its location. The Board of Supervisors approved the project at their February 23rd meeting. The Contractors Association of Truckee Tahoe has inquired about potentially providing some level of volunteer community service to this project. Staff has referred this request to DPW. Staff has also prepared the funding agreement needing to be signed by DPW. This is a requirement before any of this new funding is released to DPW. The first two shelters being advertised for construction will be located in the Sunnyside area of the west shore.

6. TART Bus Shelter Bear Boxes (A-25)

At the January 20th meeting, the NLTRA Board of Directors approved and recommended to the Placer County Board of Supervisors a request for up to \$20,000 to the TNT/TMA to provide bear proof garbage containers at existing bus shelters. The Board of Supervisors approval on February 23rd will allow this project to begin immediately. The bear proof containers have been ordered and will be installed as the specific sites are approved. Staff has prepared the necessary funding agreement to be signed by the TNT/TMA before any funds can be released.

7. Kings Beach Commercial Core Improvement Project (A-1)

The TRPA Governing Board unanimously approved Placer County's recommended 3-lane alternative and related proposals for the Kings Beach project. The award of the contract after receiving the Board of Supervisors approval of the contract to complete the full design and construction documents has been negated by a technicality in the bid documents and will have to go through the bid process again. It is estimated that the bidding process will take approximately four months. Construction is still anticipated to begin in spring of 2011 with a 3 year completion schedule.

8. Tahoe City Transit Center (A-11)

The bidding process, which had been challenged causing delay in awarding the contract, has been resolved. This enabled the contract to be awarded by the Board of Supervisors at its April 27th meeting.

Groundbreaking is scheduled for early summer with project completion to occur by the end of 2010 or spring of 2011.

9. Water Taxi Proposal

A proposal is being developed to initiate a water taxi service that would start on a small scale along the north and west shores of Lake Tahoe. The Tahoe Transportation District 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 early discussions. Stay tuned.

10. Next Joint Infrastructure/Transportation Committee Meeting

The next meeting of the Joint Committee will be Monday, June 28, 2010. The County Board of Supervisors has recently approved five of six County appointments to the Infrastructure Committee, which run through December 31, 2011. This includes the reappointment of Keith Vogt and Guy Perman, and the appointment of Pat Peterson, John Pang, and Curtis Aaron.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club/Program Planning
- NLTRA Board of Directors Meeting
- North Tahoe Fire Station Groundbreaking/NLTRA Representative
- TNT/TMA Board/NLTRA Representative
- Resort Triangle Transportation Planning Coalition/Area Transportation Discussion
- TCPUD/TCDA/Placer County Redevelopment Meeting/Chapter 15 Input
- Leadership Class Graduation/Chamber Representative
- Fish Hatchery Project and Grand Opening Update
- Supervisor Montgomery Meeting/NLTRA Update
- BOS Reception/Village at Squaw
- BOS Meeting/NLTRA Agreement Amendment
- NTRAC Board Meeting/Integrated Work Plan Presentation
- California Tahoe Conservancy Board/Bike Trail Projects Update
- Lake Tahoe Basin Prosperity Plan Workshop
- Nevada Legislative Oversight Committee/Regional Planning Initiative Update
- TRPA Board Meetings/Land-use Plan Element /Homewood Development Plan Review
- Sustainable Grant Communities Meeting/Applying for Planning Grants

Board/Staff Follow-up on Previous Action Items

Assigned	Date	Action	Status	Date Completed
Alex Mourelatos	5/5/2010	The Board Chair will report on action items from the Closed Session of the April 7 th Board meeting. Staff will include the completed minutes as part of the Consent Calendar on the June 1 st Board meeting agenda for approval.		5/24/2010
Ron Treabess	5/5/2010	Staff will prepare a letter to the Placer County Board of Supervisors in support of the alcohol ban on the Truckee River during dates stated in the Resolution.		5/12/2010
Jennifer Merchant	5/5/2010	Jennifer Merchant will submit the list of transportation projects (A4) to the Board of Directors for informational purposes.		6/1/2010
Ron Treabess	5/5/2010	Staff will request a written confirmation from Northstar that the Performing Arts Center project is moving forward.	June 28th Joint Committee Meeting	
Ron Treabess	5/5/2010	The Board directed staff to take Board concerns including the location for the Performing Arts Center, transportation funding, and the method used to approve Infrastructure projects to the Joint Infrastructure/Transportation Committee for review, discussion and recommendation.	June 28th Joint Committee Meeting	
Finance Committee and Ron/Sally	5/5/2010	Finance Committee and staff will develop a policy for Board approval as to the resolution of unused budgeted Transportation funds at the conclusion of each fiscal year.	June 21st Finance Committee Meeting	
Andy	5/5/2010	Staff will present the Smith and Jones pay structure to the Board at a future meeting.	July 7th Board Meeting	
Kym	5/5/2010	Kym will recruit Board member volunteers for the Business Expo on June 2 nd .		6/1/2010
Andy/Alex	5/5/2010	Staff will agendize Marketing Committee discussion related to reciprocal links between GTN Web site and lodging properties and other members.	June 29th Marketing Committee Meeting	

E.3

ATTACHMENT A-4

PROPOSED 2009-2010 TRANSPORTATION BUDGET

**ATTACHMENT A-4- Amendment #1 05-18-10
FY 2009-2010 Approved Transportation Programs and Services**

Traffic Management		
B-1	Winter Traffic Management (Existing)	\$ 22,000
B-2	Summer Traffic Management (Existing)	<u>15,000</u>
	Sub-Total Traffic Management Programs	<u>\$ 37,000</u>
 Transportation/Transit Programs		
B-3	Summer Trolley Transit Service, Squaw Valley, Kings Beach, Tahoe City, Nighttime (Existing)	\$ 184,304 *
B-4	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)	45,000 *
B-5	Enhanced Winter Transit Service TART, Highway 267	80,000 *
B-6	Enhanced Winter Skier Shuttle Truckee/Sugar Bowl	20,000
B-7	Reno/North Lake Tahoe Airport Shuttle Service (Existing)	98,000
B-8	Winter Nighttime Transit Service (Existing)	175,000
B-9	Year Round Highway 267 Hourly Service (Non Winter)	58,000
B-10	Year Round Highway 89 Hourly Service (Fall & Spring)	125,000 *
B-11	Year Round TART Baseline Service (New Summer and Winter)	137,000 *
	Sub-Total Transit Programs	<u>\$ 922,304</u>
	 NLTRA FY 2008-2009 Fund Balance	 \$ (37,665)
	 2009-2010 Transit Total	 \$ 884,639
	 2009-2010 Transportation/Transit Total	 <u><u>\$ 921,639</u></u>

*Transit services provided by Placer County \$ 571,304

Bold type in Column D denotes services for which allocations are amended.