



April 28, 2009

To: Board of Directors

Fr: Steve Teshara, President & CEO

Re: Remarks by Joanne Marchetta, New TRPA Executive Director  
Overview of Information on New TRPA Aquatic Invasive Species Inspection  
Program and Fee

**Background**

As you are aware, Joanne Marchetta was recently appointed as TRPA's new Executive Director, after having served as Agency Counsel since 2005. In my March 30th ***On The Radar***, I transmitted to each of you a copy of Joanne's March 25th *Statement to the Governing Board* in which she discussed her qualifications and vision for Lake Tahoe and the TRPA.

Joanne will be present at our May 6th Board meeting to address you and field questions within the time available. She will be joined by Ted Thayer, TRPA's Natural Resource and Science Team Leader for a brief overview of the Agency's new Aquatic Invasive Species Inspection and Fee Program.

In my April 27th ***On The Radar***, I transmitted to you *Appendix A* of the *Lake Tahoe Region Aquatic Invasive Species Management Plan* which describes the potential economic impacts on Tahoe's tourism and recreation industry, and private property values, should the Lake become infested with invasive species such as the Zebra Mussel or Quagga Mussel.

This agenda item is informational in nature. No specific Board action is being requested.



May 6, 2009

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Presentation and Possible Action to Approve an Infrastructure Allocation of up to \$200,000 to the North Tahoe Public Utility District to proceed with the Environmental Work for the Dollar Hill to Tahoe Vista Multi-Purpose Trail

#### Background

The proposed Dollar Hill to Tahoe Vista Multi-Purpose Class 1 Trail, also referred to as the North Tahoe Regional Bike Trail, is an important link in the Resort Triangle Trail System. It will connect the West Shore, Truckee River, and Tahoe City trails with the North Shore communities and, eventually, Northstar and Martis Valley. The planning for this trail has been an off and on again process for more than twenty years. Within the last two years, this project was put 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. The California Tahoe Conservancy has been the primary project funding agency. To date, the Conservancy has granted more than \$2,400,000 to assist with North Shore trail project acquisitions, planning, and environmental analysis, including a \$976,000 grant for this trail. However, while still committed to the project, the current California bond freeze has limited the Conservancy's ability to fund ongoing work at this time. The opportunity for "bridge", or interim, funding from the NLTRA will keep the environmental review for this high priority trail progressing, helping to ensure a timely completion when Conservancy funding is restored.

While the North Tahoe Public Utility District (NTPUD) remains the lead agency for planning, environmental document preparation, and project development, the work is being done in partnership with the Tahoe Regional Planning Agency, the U.S. Forest Service (USFS), as well as the Conservancy. Using a portion of the aforementioned grant monies, preliminary work on the environmental documents has been accomplished, including the identifying of trail locations that meet the goals of all four partners. The granting of this Infrastructure Funding request will prevent any further delay caused by the loss of another work season.

#### The Proposal

The NTPUD is requesting an Infrastructure grant of up to \$200,000 to continue the preparation of the project environmental documentation. The attached Funding Application and related materials provide a detailed description of items to be accomplished and associated cost estimates. The two primary emphases are 1) progressing with the environmental work being prepared by the consultant already under contract, and 2) enabling the USFS to complete its project review through its Collection Agreement with NTPUD. These work items were scheduled to be funded with the Conservancy grant that is now on hold. Once the State releases the grant

funds, the NLTRA TOT funds will either no longer be used for this portion of the project or the Conservancy funds will be used for another segment of this nine mile, \$10 million trail project. NTPUD General Manager Curtis Aaron will be present to answer any questions. The materials in the Board packet include:

- NTPUD Cover Letter
- Infrastructure Request for Funding
- USFS Collections Agreement
- Consultant Project Tasks and Budget for Next Six Months
- North Tahoe Bike Trail Project Objectives
- North Tahoe Bike Trail RFQ September 2006
- North Tahoe Bike Trail Major Milestones Schedule
- Bike Trail User Counts 1988-2008
- California Tahoe Conservancy Letter of Support

#### NLTRA Master Plan and Funding Consistency

As described in the attached application, the North Tahoe Regional Bike Trail is consistent with the goals of the *North Lake Tahoe Tourism and Community Investment Master Plan*. In addition, the project is both generally and specifically referenced in several sections of the Master Plan:

- Transportation Section (page 67)
- Economic Generator and Auto Use Reduction (page 63)
- Visitor and Community Facilities and Services Section (page 80)
- Missing Recreational, Cultural and Artistic Components (page 159)

The need for this trail is confirmed as the Master Plan states: *"There is not a safe, convenient connection from Dollar Point to Carnelian Bay and Kings Beach – and this connection is crucial to the completion of a comprehensive North Lake Tahoe bikeway system."*

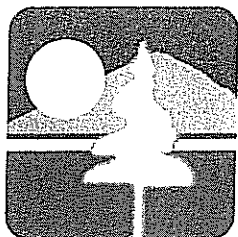
This request is consistent with the funding capabilities of the 2008-09 NLTRA Infrastructure Budget and the 2008-2013 Integrated Work Plan. This trail has been included (Item A-6) in the IWP for many years showing a placeholder of \$1,150,000. The request for up to \$200,000 is included in that placeholder and not in addition to it. It does not have a negative impact on other future anticipated Infrastructure project funding needs. Should the California Tahoe Conservancy grant funds be released by the State, the North Tahoe Public Utility District would not continue to use these funds from the NLTRA.

#### Recommendation of the Joint Infrastructure/Transportation Committee

At the April 27<sup>th</sup> meeting, the Joint Committee unanimously voted (12-0) to recommend that the Board of Directors approve the North Tahoe Public Utility District request for an Infrastructure funding allocation of up to \$200,000 to proceed with the Environmental work for the Dollar Hill to Tahoe Vista Multi-Purpose Trail. It was understood that once the State releases the grant funds, the NLTRA TOT funds will either no longer be used for this portion of the project or the Conservancy funds will be used for another segment of this 9 mile trail. The Committee also requested notification from NTPUD before the 10% contingency funds included in the grant are used.

Requested Action

That following the presentation, questions, and discussion, that the NLTRA Board of Directors approves and recommends to the Placer County Board of Supervisors the North Tahoe Public Utility District request for an Infrastructure funding allocation of up to \$200,000 to proceed with the Environmental work for the Dollar Hill to Tahoe Vista Multi-Purpose Trail (North Tahoe Regional Bike Trail).



## NORTH TAHOE PUBLIC UTILITY DISTRICT

April 16, 2009

Mr. Steve Teshara  
Mr. Ron Treabess  
North Lake Tahoe Resort Association  
PO Box 1757  
Tahoe City, CA 96145

Subject: Request for Infrastructure Funding – North Tahoe Regional Bike Trail

Dear Mr. Teshara and Mr. Treabess:

On behalf of the North Tahoe Public Utility District (District) I am writing to the Board of Directors and Joint Infrastructure/Transportation Committee to request consideration for grant funding for the North Tahoe Regional Bike Trail in order to allow the Environmental Review to continue while the State Budget Crisis has the Grant Funding from the California Tahoe Conservancy on hold.

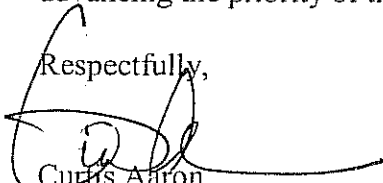
The District is seeking an interim funding solution to keep the North Tahoe Regional Bike Trail project, the proposed Class 1 Trail connecting the Tahoe City Public Utility District's Trail System with the North Tahoe Regional Park, moving forward. Currently all State funding has ceased for this project due to the State of California financial crisis. What dictates this request is the needs to have the United States Forest Service (USFS) complete its portion of project review through its "Collections Agreement" with the District. They are in the process of developing their budget to perform this work. If we cannot pay these fees their work effort will be put off another year. This portion of the project cost is \$32,986.00 for the planning and review of the proposed Trail project.

Additionally, it is critical to keep the planning and design consultant on this project, EDAW Inc., moving forward with the environmental review. To lose a summer season of wildlife, biological, cultural and other required studies would delay the project at least one season.

This request of \$200,000 would cover the USFS Collections Agreement as well as keeping the consultant on track with the Environmental Document completion required for this project.

The District requests that the Infrastructure Committee and the NLTRA considers the funding of these projects. The District recognizes that there are many worthy projects but hopes that advancing the priority of this project and funding these immediate areas of need.

Respectfully,



Curtis Aaron  
General Manager/CEO

**The North Lake Tahoe Resort Association**  
**INFRASTRUCTURE COMMITTEE**

**REQUEST FOR FUNDING**

**DEFINITION**

"An infrastructure project is defined as a physical improvement that will directly enhance the tourism economy in North Lake Tahoe. Infrastructure projects also include programs that will stimulate the rehabilitation of the existing community. It is not our purpose to compete with, or replace, private enterprises."

**APPLICATION CRITERIA**

- Projects must improve overall economy.
- Projects that will stimulate weekday and off-season business.
- Demonstrated need for infrastructure program or project.
- Visitor draw and economic value for the community.
- Level of funding from other sources.
- Clear description of how public funds will be used and enough data provided for measurable results and benefits.
- Sound financial plan and managerial and fiscal competence.
- Quantifiable goals and objectives.
- Funding requirements for future maintenance or ongoing operating expenses.
- Measurable economic return on investment.
- Project should reflect a balance of funding throughout the North Lake community.
- Project is consistent with the goals of the North Lake Tahoe Tourism and Community Investment Master Plan.
- Importance of this project compared to other projects that are being considered.
- Availability of other funds for this project.
- Does a similar project already exist?
- Is it feasible under current regulations?

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

**PROJECT INFORMATION**

1. Project/program name: North Tahoe Regional Bike Trail

2. Brief description of project/program:

The completion of this project will link the North Tahoe Regional Park and the Kings Beach/Tahoe Vista communities with the Tahoe City and West Shore Bike trail system. While the North Tahoe Public Utility District is the lead agency, this project is being completed through a partnership between the North Tahoe Public Utility District, Tahoe Regional Planning Agency, United States Forest Service and California Tahoe Conservancy.

The District received a \$976,000 grant from the California Tahoe Conservancy for preparation of the Environmental Documents (EIR/EIS/EIS) for the North Tahoe Regional Bike Trail. Preliminary work has been done, including identification of alignments that meet the goals of all four agencies and the project was prepared to launch into the Environmental Review stage of planning when the California budget caused all grant funding from the California Tahoe Conservancy to be halted.

This grant request will allow this project to continue moving forward through this summer season for environmental review. Loss of another season of work will result in further delaying the project construction.

**FINANCIAL INFORMATION**

1. Total project cost: Planning/Environmental Documents \$976,000; Construction \$10 Million Estimated.

2. Total TOT funds requested: \$200,000: \$32,986.16 for USFS Collections Agreement, \$147,700 for work by EDAW, the consultant under contract to prepare the Environmental Document and the remaining \$20,000 as a contingency to pay for any unanticipated expenses that may come up during environmental review. The Collections Agreement from the USFS and the letter from EDAW outlining their anticipated costs are attached for your review.

The District had initially indicated that it would only need approximately \$95,000.00 for this fiscal year to keep the project on track. However, since the time of that discussion with the NLTRA staff, it has become clear that these State grant funds will not be released as quickly as initially thought. Please note, that as soon as State grant funds are released and the District has been notified that our contract is eligible for reimbursement, no further NLTRA funds will be utilized and the District will go back to our original contract with the California Tahoe Conservancy.

3. Other funding sources The California Tahoe Conservancy (CTC) has already funded a \$976,000 grant for Environmental Review and permitting. Once the project is approved and permitted, the CTC has set aside a significant budget for construction.

4. Will the project require future financial funding? Yes, Construction Funding

What is the source of the future financial support? Future financial support will be needed for construction. California Tahoe Conservancy has indicated that they will support the project through grant funding for a portion of the construction. North Lake Tahoe Resort Association Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan has a \$1,150,000 line item for this project. In addition, other grant funding sources will be sought once the project has been permitted.

5. Provide project proforma and implementation schedule.  
Attached

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

Cost overruns are not anticipated. However, all anticipated costs will be included within construction documents including a 10% contingency cost. Annual operating cost funding will be determined prior to construction per North Tahoe Public Utility District Board of Director's policy. The District is exploring a number of ways to fund these annual operating costs.

## **QUALIFICATIONS OF PROJECT SPONSOR**

1. Name/address: North Tahoe Public Utility District, PO Box 139, Tahoe Vista, CA 96148

2. Financial Capability

The North Tahoe Public Utility District (the District) was established in 1948 to construct, operate and maintain the wastewater collection and treatment and water delivery system in Kings Beach and Tahoe Vista. The organization has a total annual operating budget of \$9.1 million. The annual operating budget for the District's Parks and Recreation programs and services, including the North Tahoe Regional Park operation and maintenance, is \$502,000. Parks and Recreation revenue is primarily generated by a voter approved parcel tax, Community Facilities District (CFD) 94-1, dedicated to parks and recreation services. CFD 94-1 funding generates over \$493,200 annually for the operation and maintenance of the North Tahoe Regional Park, Tahoe Vista Recreation Area, and North Tahoe Event Center supplemented by various user fees, concession operations, and special event fees. The current CFD does not provide sufficient funding to support this increased recurring maintenance and/or capital costs or to be able to absorb costs such as those required in order to keep this project moving forward when grant funding has been suspended.

3. Experience with projects of similar nature

The District provides parks and recreation services to the residents within the boundaries of the North Tahoe District service area. The District currently operates a 1.5 mile bike trail between the North Tahoe Regional Park and Pine Drop Street off of Highway 267. The District was prepared to take on the annual operation and maintenance of this bike trail when it initially went through environmental review in the late 1980's. Due to wildlife habitat concerns the trail was not permitted. With the development of the North Tahoe Regional Bike Trail Task Force made up of representatives from the North Tahoe Public Utility District, Tahoe Regional Planning Agency, California Tahoe Conservancy and United State Forest Service, the members have agreed to review and consider this project thoroughly with their respective agencies so that all potential concerns and issues that may halt the project will be addressed and mitigated in the environmental review process.

4. Objectives of project sponsor

The objective of this request is simply to provide a funding source to keep this project on track until grant funds awarded by the California Tahoe Conservancy are released by the State. Without this supplemental funding, the project will lose a year of progress with the environmental review process.

## **ECONOMIC IMPACT OF PROJECT**

1. Estimated number of users: Utilizing trail counts from Tahoe City Public Utility District's trail counts (attached) it is estimated use will be well in excess of 100,000 trips a year. Currently the TCPUD's trails average over 400,000 users annually.

2. Time of year

Primarily will be utilized during the spring, summer and fall months, it is anticipated that winter users will follow the path provided by the trail even when covered by snow.

**Weekends** It is anticipated that use will be primarily for recreation or fitness and also for bike travel between North Tahoe communities.

**Weekdays** It is anticipated that use will be primarily for bike travel between North Tahoe communities and for recreation or fitness.

3. Number of visitors to be attracted as a result of project/program: The Tahoe City Public Utility District's surveys indicate Users groups are broken down by the following percentages:

35% Seasonal – 35,000 users



40% Visitors – 40,000 users

25% Locals – 25,000 users

The NTPUD's trail would most likely see similar percentages.

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

Hotel: Hotel nights would average about \$50 per user assuming family use and multiple family members in one hotel room.

Restaurant: Restaurant expenditures would vary, but post-bike ride trips to restaurants are common not only with visitors but all users.

Other: Additional expenditures would go to bike shops for rentals and other bike related needs.

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

This project will provide an opportunity for bike trail access and use for visitors from Kings Beach to Tahoe City, along the West Shore and all the way to Squaw Valley. This trail will allow visitors staying in any of the communities along the trail to have a way to connect to other communities without the need for a vehicle. It will also be a recreational amenity for those that would like to walk, bike or use other modes of non motorized recreation to enjoy the outdoors. This proposed Class I trail will be completely removed from Highway 28 which will provide a quiet recreation opportunity removed from vehicles. This will be a safe option for parents to take their children biking or walking.

## COMMUNITY IMPACT

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

This project will benefit the entire North Shore by creating connectivity among all communities that presently does not exist. But this project will provide the residents of and visitors to Kings Beach, Tahoe Vista, Carnelian Bay and Agate Bay with a bike trail opportunity that is already in place from Dollar Hill to Tahoe City, along the West Shore and to Alpine Meadows and Squaw Valley.

2. What region-wide benefits will be created?

Reduction of vehicle miles travelled. This proposed project area would complete another significant section of the Bike Trail around the Lake and that is a goal of the California Tahoe Conservancy and Tahoe Regional Planning Agency.

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

Bike and Outdoor shops. Motel/hotels and property rental business in the area of the new trail will benefit from being able to provide their guests with an opportunity for non-motorized transportation. Cafes and Restaurants will benefit from increased business to the area. Grocery and convenience stores will benefit to support the needs of these visitors.

Are they supportive of this project? Support for this project is strong in discussions with business owners. However the Environmental Impact Report/Environmental Impact Statement process will provide a clear indication of support or dissent for this project when completed.

4. Will the project require the addition of governmental service? No

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

In resident surveys during development of the District's Recreation and Parks Master Plan the North Tahoe Regional Bike Trail is one of the most desired projects identified.

6. Document the community support for the project

North Tahoe Public Utility District Recreation and Parks Master Plan Community Outreach

June 1, 2006 Community Meeting – Bike Trails highest ranking Outdoor Facility (pg 2-2)

Interviews with Affiliates and Stakeholders – Connection to Tahoe City Trails and Complete the Bike Trail came up as comments (pg 2-6)

Recommendations that came out of the Master Plan included, "Policy 1.01 Create bike routes and hiking trails that tie into existing trails in the region." (pg. 6-2) and "Action 1.02 Explore partnerships for new trail projects and connecting bike routes with Tahoe City, the USFS, Incline Village, and Washoe County. The Bikes Belong Grant Program (see Chapter 7) and the CTC are potential sources of funding for communities to support bicycle recreation."

The EIR/EIS/EIS process will include public meetings which will gauge public support for this project.

At the first public meeting regarding the North Tahoe Regional Bike Trail, more than 30 people attended to hear about progress and the status of this project. All comments were positive.

## **NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN**

Describe how the project meets the goals of the Tourism Master Plan

This project is included in the North Lake Tahoe Tourism and Community Master Plan in the Transportation section (page 67) as a Lower Priority Capital Project, "Dollar Hill/Tahoe Vista/Northstar Class I Bike-Trail. The extension of the North Shore Trail eastward from its current terminus atop Dollar Hill could provide regional benefits, particularly in terms of its attractiveness as a recreational amenity for the region's visitors and residents. Providing connections to neighborhoods would result in a transportation benefit by encouraging non-auto access to the North Tahoe Regional Park and the North Tahoe High School and Middle School, in particular."

In addition, the Master Plan indicates in its discussions of the Lakeside Multi-Purpose Trail (pg 63) that, "The North Tahoe bike-trail system has become a proven economic generator (both in attracting visitors and in encouraging longer stays) and is an important element in reducing auto use, particularly in the more developed areas of the region." This same rationale and commentary can be used with any of the proposed bike trails in the region.

In the Visitor and Community Facilities and Services section (pg 80), "The planned bike trail from Dollar Hill to the Regional Park in Tahoe Vista should be constructed, as well as the trail segment being planned from the Regional Park to Northstar."

Missing Recreational, Cultural and Artistic Components (pg 159) Bicycle Trails are included. Specifically, the North Tahoe Regional Bike Trail is named, "There is not, however, a safe, convenient connection from Dollar Point to Carnelian Bay and Kings Beach – and this connection is crucial to the completion of a comprehensive North Lake Tahoe bikeway system."

Without this grant request being funded to keep this project on track, this trail will be pushed back another year.

## **OTHER**

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

This project is included in the Infrastructure and Transportation Development Integrated Work Plan and Long Range Funding Plan for FY 2009-2014 as Item A-6 with a placeholder of \$1,150 Million. Although the document indicates a request of \$95,000 during 2009-10 to keep the project moving, the actual cost is about \$200,000; \$32,986.16 for the USFS, \$147,000 for work required as part of the EIR/EIS/EIS, based on discussions with the planner, EDAW and an additional \$20,000 contingency for unanticipated costs that may come up through environmental review. Should the California Tahoe Conservancy grant funds be released the District would not have need to continue to use funds from the Resort Association. The District would look to have the CTC reimburse those grant funds, if possible, so they may be used for future construction costs.

This project is also included in Tahoe Regional Planning Agency's Lake Tahoe Regional Bicycle and Pedestrian Master Plan.

**COLLECTION AGREEMENT  
BETWEEN  
NORTH TAHOE PUBLIC UTILITY DISTRICT  
AND  
USDA FOREST SERVICE  
LAKE TAHOE BASIN MANAGEMENT UNIT**

THIS COLLECTION AGREEMENT is entered into by and between North Tahoe Public Utility District, hereinafter referred to as NTPUD; and the U.S. Department of Agriculture, Forest Service, Lake Tahoe Basin Management Unit, hereinafter referred to as FOREST SERVICE; under the provisions of the Cooperative Funds Act of June 30, 1914 (16 U.S.C. 498).

**I. PURPOSE:**

The purpose of this agreement is to fund the Forest Service to serve as the project lead for the environmental impacts analysis of the North Tahoe Bike Trail.

In consideration of the above premises, the parties hereto agree as follows:

**II. THE COOPERATOR SHALL:**

1. ADVANCE PAYMENT BY COOPERATOR TO FOREST SERVICE. Upon presentation of a Bill for Collection, make an advance deposit in the amount of THIRTY TWO THOUSAND NINE HUNDRED EIGHTY SIX dollars and SIXTEEN cents (\$32,986.16). This amount includes 0% overhead assessment because this project has mutual benefit to both the partner and Forest Service. Exhibit A attached hereto, and by this reference incorporated herein, displays the breakdown of these costs by fiscal year.

**III. THE FOREST SERVICE SHALL:**

1. ADVANCE BILLING. Bill the cooperator prior to commencement of work for deposits sufficient to cover the estimated costs (including overhead) for the specific payment period. Overhead will be assessed at the rate of 0%.

Billings shall be sent to:

North Tahoe Public Utility District
P.O. Box 139
Tahoe Vista, CA 96148
Name of Contact and Phone Number for billing questions:
Kathy Long – Parks and Facilities Manager
(530) 546-4212

2. Serve as project lead for the environmental impact analysis and design development of the North Tahoe Bike Trail project.

**IV. IT IS MUTUALLY UNDERSTOOD AND AGREED UPON BY AND BETWEEN THE PARTIES THAT:**

1. MODIFICATION. Modifications within the scope of the instrument shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by

all parties, prior to any changes being performed.

2. PROPERTY IMPROVEMENTS. Improvements placed on National Forest System land at the direction of either of the parties, shall thereupon become property of the United States, and shall be subject to the same regulations and administration of the Forest Service as other National Forest improvements of a similar nature. No part of this instrument shall entitle the cooperator to any share or interest in the project other than the right to use and enjoy the same under the existing regulations of the Forest Service.

3. PARTICIPATION IN SIMILAR ACTIVITIES. This instrument in no way restricts the Forest Service or the Cooperator(s) from participating in similar activities with other public or private agencies, organizations, and individuals.

4. PRINCIPAL CONTACTS. The principal contacts for this instrument are:

<b><i>Forest Service Project Contact</i></b>	<b><i>Cooperator Project Contact</i></b>
Garrett Villanueva	Kathy Long
Lake Tahoe Basin Management Unit	North Tahoe Public Utility District
35 College Drive	P.O. Box 139
South Lake Tahoe, CA 96150	Tahoe Vista, CA 96148
Phone: 530-543-2762	Phone: (530) 546-4212
FAX: 530-543-2693	FAX:
E-Mail: gvillanueva@fs.fes.us	E-Mail: klong@ntpud.org

<b><i>Forest Service Administrative Contact</i></b>	<b><i>Cooperator Administrative Contact</i></b>
Karine Wagner	Same as Above
Grants & Agreements Coordinator	
Truckee Ranger District	
9646 Donner Pass Road	
Truckee, CA 96161	
Phone: 530/587-3558 X262	Phone:
FAX: 530/587-6914	FAX:
E-Mail: karinewagner@fs.fed.us	E-Mail

5. TERMINATION. Any of the parties, in writing, may terminate the instrument in whole, or in part, at any time before the date of expiration. No parties shall incur any new obligations for the terminated portion of the instrument after the effective date and shall cancel as many obligations as possible. Full credit shall be allowed for each Party's expenses and all non-cancelable obligations properly incurred up to the effective date of termination.

6. ENDORSEMENT. Any cooperator contributions made under this instrument do not by direct reference or implication convey Forest Service endorsement of the cooperator's products or activities.

7. COMMENCEMENT/EXPIRATION DATE. This instrument is executed as of the date of last signature and is effective through December 31, 2009, at which time it will expire unless extended.

8. TAXPAYER IDENTIFICATION NUMBER. The cooperator shall furnish their tax identification

number upon execution of this instrument.

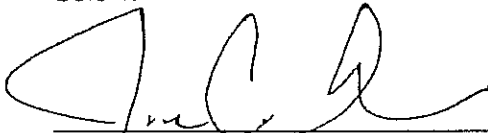
9. FREEDOM OF INFORMATION ACT (FOIA). Any information furnished to the Forest Service under this instrument is subject to the Freedom of Information Act (5 U.S.C. 552).

10. REFUNDS. Contributions authorized for use by the Forest Service, which are not spent or obligated for the project(s) approved under this instrument, will be refunded to the cooperator or authorized for use for new projects by the cooperator.

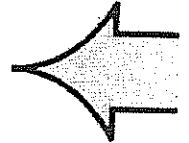
11. LEGAL AUTHORITY. The cooperator has the legal authority to enter into this instrument, and the institutional, managerial and financial capability (including funds sufficient to pay nonfederal share of project costs) to ensure proper planning, management, and completion of the project.

12. AUTHORIZED REPRESENTATIVES. By signature below, the cooperator certifies that the individuals listed in this document as representatives of the cooperator are authorized to act in their respective areas for matters related to this agreement.

IN WITNESS WHEREOF, the parties hereto have executed this instrument as of the last date written below.

  
\_\_\_\_\_  
JON C. AARON  
General Manager/CEO  
North Tahoe Public Utility District

11-19-08  
\_\_\_\_\_  
Date

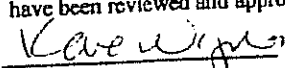


Taxpayer Identification Number:  
94-114-3428

\_\_\_\_\_  
TERRI MARCERON  
Forest Supervisor  
USDA Forest Service  
Lake Tahoe Basin Management Unit

\_\_\_\_\_  
Date

The authority and format for this instrument  
have been reviewed and approved for signature.

  
\_\_\_\_\_  
KARINE WAGNER  
Agreements Coordinator  
USFS - IBET Province

10/17/08  
\_\_\_\_\_  
DATE

**EXHIBIT A  
To  
COLLECTION AGREEMENT  
Between**

**North Tahoe Public Utility District  
and**

**USDA -Forest Service**

**Lake Tahoe Basin Management Unit**

**DESCRIPTION OF WORK:**

Project lead for environmental impact analysis and design development of the North Tahoe Bike Trail.

**COSTS:**

NAME: <u>Civil Engineer GS-11</u>	@	<u>160</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>6,500.00</u>
NAME: <u>NEPA Planner GS-11</u>	@	<u>160</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>6,500.80</u>
NAME: <u>Archaeologist GS-9</u>	@	<u>80</u> HOURS	x	\$ <u>33.63</u> /HOUR	=	\$ <u>2,690.40</u>
NAME: <u>Realty Specialist GS-9</u>	@	<u>48</u> HOURS	x	\$ <u>33.63</u> /HOUR	=	\$ <u>1,614.24</u>
NAME: <u>Recreation Forester GS-11</u>	@	<u>80</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>3,250.40</u>
NAME: <u>Wildlife Biologist GS-11</u>	@	<u>80</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>3,250.40</u>
NAME: <u>Botanist GS-11</u>	@	<u>80</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>3,250.40</u>
NAME: <u>Fishery Biologist GS-11</u>	@	<u>80</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>3,250.40</u>
NAME: <u>Forest Engineer</u>	@	<u>16</u> HOURS	x	\$ <u>57.87</u> /HOUR	=	\$ <u>925.92</u>
NAME: <u>Asst. Forest Engineer</u>	@	<u>16</u> HOURS	x	\$ <u>48.63</u> /HOUR	=	\$ <u>778.08</u>
NAME: <u>Budget Analyst GS-11</u>	@	<u>24</u> HOURS	x	\$ <u>40.63</u> /HOUR	=	\$ <u>975.12</u>
Subtotal =					\$	<u>32,986.16</u>

ENTER CY 08 Overhead Assessment Rate--> 0.0% = \$ -

**Total to be Collected (Rounded) = \$ 32,986.16**

EDAW Inc  
2022 J Street, Sacramento, California 95811  
T 916.414.5800 F 916.414.5850 www.edaw.com

February 17, 2009

Kathy Long  
North Tahoe Public Utility District  
P.O. Box 139  
Tahoe Vista, CA 96148

**Re: North Tahoe Public Utility District, North Tahoe Bike Trail Project  
Project Status and Tasks with Associated Budget for the Next Six Months  
EDAW Project No. 06110169.01**

Dear Kathy:

We are very pleased to hear that the District is considering options to continue progress on the North Tahoe Bike Trail Project EIS/EIR during this period of suspension of State bond-funded projects. Per your request, EDAW has reviewed the status of the project, and has identified next steps and costs to continue to advance the work over approximately the next six months.

As of the stop-work date of December 19, 2008, EDAW had completed the majority of Phase 1, Project Initiation and Scoping, and had begun working on Phase 2, Tasks 14 and 15, per our contract. The following tasks have been completed or are substantially underway:

Task 1. Initiate Project, Gather Data, Conduct Team Site Visit

Task 2. Review Materials, Engineering Studies, Alignments, Prepare Corridor Base Maps

Task 3. Prepare Public and Agency Outreach Plan

Task 4. Early Agency Coordination

Task 5. Aerial and Ground Surveys

Task 7. Project Website (setup complete)

Task 8. Preliminary Project and Alternatives Description (alignments have been chosen)

Task 11. Phase 1 Coordination Meetings (including NTPUD Board Meeting)

Additional Task. USFS Forest Plan Consistency

Additional Task. Shivagiri Road Noise Survey

Additional Task. Alternatives Strategy/Task Force Meeting

In addition, EDAW has begun research and preparation of affected environment sections and outlining the EIS/EIR, which fall under Phase 2, Tasks 14 and 15.

In accordance with our contract, the following are the next steps involved in preparing the environmental document. These tasks would occur over the next approximately six months and—though *completion* of the Administrative Draft EIS/EIS/EIR is unlikely—would substantially advance us toward completion of this milestone. (Please see the scope of work in the executed contract for further details on these tasks.)

### Phase 1

Task 7. Project Website (ongoing maintenance, updating)

Task 8. Preliminary Project and Alternatives Description (Prepare written descriptions of the chosen alignments, which will form the Project Description and Alternatives Chapters of the Draft EIS/EIS/EIR, submit to NTPUD, TRPA, CTC and USFS for review, and prepare final alternatives descriptions)

Task 9. Prepare Draft Notice of Intent and Notice of Preparation (Based on the refined alternatives prepared in Task 8, prepare draft NOP/NOI in conformance with the State CEQA Guidelines (CCR 15082), TRPA's *Code of Ordinances*, and the NEPA guidelines.)

Task 10. Prepare, Publish, Distribute Final Notice of Intent and Notice of Preparation (In response to NTPUD, TRPA, CTC and USFS comments, revise and finalize the NOI/NOP and publish/distribute the NOI/NOP for a 30-day public review.)

Task 12. Conduct Scoping Meetings (Conduct and compile comments from two scoping meetings, held on the same day, one daytime meeting for agencies and one evening meeting for the public.)

### Phase 2

Task 14. Research and Prepare Affected Environment Sections of the EIS/EIS/EIR (Complete any remaining reconnaissance surveys and research and prepare the affected environment sections of the EIS/EIS/EIR, which will describe the existing regulatory framework and environmental setting for all resources areas of the environmental document.)

Task 15. Prepare Administrative Draft EIS/EIS/EIR (Prepare a comprehensive and legally defensible EIR/EIS/EIS for NTPUD, TRPA, CTC, and USFS administrative review. Contractor will analyze up to four alternatives, including the two conceptual alignments and the No-Project/No Action Alternative, at an equal level of detail. The EIR/EIS/EIS will discuss all significant and less-than-significant impacts, in conformance with CEQA, the TRPA *Code of Ordinances*, and NEPA. Any mitigation measures considered but eliminated because of new impacts that would be associated with their implementation will be discussed. A thorough quality assurance review of the Administrative Draft EIR/EIS/EIS will be conducted prior to submittal to NTPUD, TRPA, CTC, and USFS staff.)

The following table identifies the tasks, estimated duration, and estimated budget (based on level of effort) that would be required to continue progress over the next six months. Of course, we could tailor the effort to meet the funds available to the District to "bridge the gap" until State funds are available.



### TASKS, TIMELINE AND BUDGET FOR NEXT SIX MONTHS

The following table provides the estimated timeline and budget associated with the next steps involved in preparation of the environmental document for the next six-month period.

EIS/EIS/EIR TASK	ESTIMATED DURATION	ESTIMATED BUDGET
Phase 1		
Task 7 – Maintain Website	Ongoing	\$250/mo
Task 8 – Prepare Written Alternatives Descriptions	Month 1	\$10,000
Task 9 – Prepare Draft NOI/NOP	Month 1	\$4,000
<b>Month 1 Subtotal</b>		<b>\$14,250</b>
Task 10 – Publish NOI/NOP	Month 2	\$1,200
Task 12 – Conduct Scoping Meetings	Month 2	\$6,000
Phase 2		
Task 14 – Prepare Affected Environment Sections	Month 2	\$15,000
<b>Month 2 Subtotal</b>		<b>\$22,450</b>
Task 14 – Prepare Affected Environment Sections (cont.)	Month 3	\$20,000
<b>Month 3 Subtotal</b>		<b>\$20,250</b>
Task 14 – Prepare Affected Environment Sections (cont.)	Month 4	\$15,000
Task 15 – Prepare Administrative Draft EIS/EIS/EIR	Months 4	\$15,000
<b>Month 4 Subtotal</b>		<b>\$30,250</b>
Task 15 – Prepare Administrative Draft EIS/EIS/EIR (cont.)	Month 5	\$30,000
<b>Month 5 Subtotal</b>		<b>\$30,250</b>
Task 15 – Prepare Administrative Draft EIS/EIS/EIR (cont.)	Month 6	\$30,000
<b>Month 6 Subtotal</b>		<b>\$30,250</b>
<b>TOTAL SIX-MONTH BUDGET</b>		<b>\$147,700</b>

We appreciate the opportunity to continue to serve the NTPUD, TRPA, CTC, and USFS. If you have any questions, or require any additional information, please feel free to call Suzanne Enslow or Sydney Coatsworth at 916-414-5800.

Sincerely,

EDAW, Inc.



Sydney B. Coatsworth, AICP  
Vice President

## NORTH TAHOE BIKE TRAIL PROJECT

### Project Objectives

August, 2007

1. Implement the *NTPUD's Draft Recreation and Parks Master Plan* and *TRPA's Lake Tahoe Regional Bicycle and Pedestrian Master Plan* by providing a link between the Tahoe City Class 1 trail and the Pine Drop Class 1 trail.
2. Provide an additional access corridor for fire, rescue and law enforcement personnel and vehicles in the event of fire or other emergency.
3. Improve non-motorized transportation options, public safety and public health by linking the communities of the West Shore, Squaw Valley, Tahoe City, Carnelian Bay, Tahoe Vista and Kings Beach along a contiguous bicycle trail.
4. Reduce vehicle miles traveled, and in turn, improve air quality by providing a safe, non-motorized transportation option.
5. Enhance the quality of residents and visitor's experiences by providing a safe and alternative mode to travel between residential, commercial and recreational areas.
6. Provide as many choices as possible for people to reach their destinations, thereby activating an opening to expand the community's financial base.
7. Develop a trail alignment that has the fewest environmental impacts and best addresses the public's desires and concerns. For example, locate the trail as close to the urban areas as possible to protect raw land.
8. Minimize and mitigate short term water quality and other environmental impacts during construction.
9. Design the trail in a manner that complies with existing ADA, AASHTO and other relevant standards, to the greatest extent possible.
10. Educate trail users by use of interpretive signs and vistas to connect the users to Lake Tahoe's abundant nature.
11. Identify funding sources for the trail construction and annual maintenance.
12. Provide adequate signage for clear direction to trail users.
13. Design trail in a manner that minimizes on-going trail maintenance.

The North Tahoe Public Utility District requests Statements of Qualifications from Environmental Services firms for the project listed below:

**ENVIRONMENTAL DOCUMENTS AND RELATED STUDIES  
NORTH TAHOE PUBLIC UTILITY DISTRICT  
NORTH TAHOE BIKE TRAIL PROJECT  
TAHOE VISTA TO DOLLAR POINT AREA, PLACER COUNTY, CALIFORNIA**

**North Tahoe Bike Trail RFQ  
SEPTEMBER 2006**

**Background**

The North Tahoe Public Utility District (NTPUD) is a water, wastewater and recreation and parks provider on the California North Shore of Lake Tahoe. The NTPUD has formed a joint North Tahoe Bike Trail Task Force involving the California Tahoe Conservancy, Tahoe Regional Planning Agency, and US Forest Service for the purpose of planning and constructing a Class I Bike Trail facility from the NTPUD's North Tahoe Regional Park to Dollar Point where it will meet the existing bike trail facility operated by Tahoe City PUD which goes south into Tahoe City.

The proposed North Tahoe Bike Trail is a trail section which is included in the TRPA Regional Plan, CTC long range plans, NTPUD Master Plan, and North Lake Tahoe Resort Association Tourism Master Plan, and Placer County community plans. The North Tahoe Bike trail has been in some stage of planning and discussion since the early 1980's. The proposed trail is actually a missing link in the plan for a basin wide bike trail around Lake Tahoe.

The proposed concept route for the approximately eight (8) to nine (9) miles of Class 1 bike trail leaves the North Tahoe Regional Park located at the northerly terminus of National Avenue in Tahoe Vista and traverses along the perimeter of the urban interface with the unincorporated communities of Agate Bay, Carnelian Bay, and Cedar Flat and on to Dollar Hill. The proposed route would allow for various trail nodes to connect the residents of those communities to the main bike trail route. All of the proposed trail is on the north side of the built environment and the proposed trail can also function as a fire access trail and fire break.

The project would consist of a paved multi-use trail built to a minimum Caltrans Class I design standards and ideally, the shared use standard for trail design established by the American Association of State Highway and Transportation Officials (AASHTO). Caltrans Class I specifications call for a minimum 8-foot-wide paved trail, while AASHTO standards require a minimum 10-foot-wide paved surface. The California Tahoe Conservancy typically advocates following the AASHTO standard in order to allow the full range of potential trail users to access the trail, including families with strollers as well as wheelchairs. Both Class I and AASHTO standards require a minimum 2-foot clear shoulder for safety and the Tahoe-area agencies are currently retrofitting several trails that do not meet these standards.

The project is not expected to involve or require significant construction outside the trail corridor of ancillary facilities, such as construction of buildings or parking lots. Activities in the trail corridor would involve clearing, grading, and trail construction, including required mitigation measures such as erosion control. This would involve short-term construction staging and access areas. Other project features may include signage and improvements to existing parking areas.

The project would serve as a transportation facility for local communities, linking existing transportation facilities, neighborhoods, and schools. Commuters, students, and recreational cyclists, walkers, children and the disabled would benefit from this trail as it would provide a safer alternative to other trails (e.g., Caltrans Class II) that may parallel roads and highways. Regional benefits are expected in the areas of air quality, traffic, community connectivity, and emergency access.

Bicycle trails and related facilities have long been an integral part of Tahoe Basin planning as they address the recreation, air quality, and transportation elements of the Regional Plan. Recent studies indicate that reduced air quality is having a substantial impact on Lake Tahoe's water clarity.

Over the past twenty years, a considerable investment has been made toward connecting local and regional bicycle trails in order to establish a viable, region-wide network. As these segments are completed, trail usage is increasing. Currently, the Basin's most complete trail network radiates outward from Tahoe City. This network, however, terminates at the crest of Dollar Hill, leaving an eight-mile gap before beginning again at the North Tahoe Regional Park in Tahoe Vista. The North Tahoe Bike Trail is an effort to construct this missing segment. From 1999 to present, there has been a series of interagency meetings targeted at bringing the North Tahoe Bike Trail to fruition.

Constraints identified in completion of the proposed North Tahoe Bike Trail include, the presence of wildlife habitat (i.e., goshawk and spotted owl habitat), stream environment zones (SEZs), private property, urbanization, steep slopes, and scenic issues. The previous meetings were not successful in identifying a single alternative that met the needs of all agencies in terms of trail design slope limitations, proximity to wildlife habitat, land ownership, and wetland crossings. Several of the alternatives, however, will likely provide a starting point for discussion.

Most recently, TRPA's Governing Board directed its staff to pursue evaluation of alternative alignments, and in 2005, the Lake Tahoe Basin Management Unit's Forest Supervisor committed to participate in a collaborative effort. A cooperative and coordinated effort between the directors of all the planning, regulatory, and resource agencies in the Tahoe Basin will be needed. As a first step, and to convey project information to NTPUD, the California Tahoe Conservancy and Department of General Services assembled and reviewed the previous environmental documents and provided input to NTPUD on the activities needed to complete the additional environmental analysis. Because a new mix of alternatives will likely be considered, a new environmental document is planned with references to the previous document and subsequent technical reports and data where appropriate.

### **Requested Scope of Services/Project Description**

The responsibility of the Contractor will be to provide professional environmental services necessary to prepare the environmental document(s) and related environmental studies and materials for the proposed construction of the North Lake Tahoe Bike Trail. The North Tahoe Public Utility District (NTPUD) proposes to design, construct, and operate a new Class 1 bicycle trail from approximately National Avenue location within the District owned and operated North Tahoe Regional Park (NTRP) to Dollar Hill. The new trail would provide interconnections between other existing bike trails in the Tahoe Basin (existing Tahoe City PUD bike trail and proposed Northstar trail)

## North Tahoe Bike Trail Project Major Milestones Schedule

Major Milestones	Anticipated Completion Date
Authorization to Proceed	June 2007
Gather Data and Prepare Base Map with Conceptual Alignments	July 2007
Project Kick-off Meeting, Project Objectives, and Scope Issues	July 2007
Project Schedule and Environmental Document Outline	August 2007
Aerial Survey	August 2007
Private Property Owner Outreach	August 2007
Contractor Team Site Visit	August 2007
Public and Agency Outreach Plan and Project Mailing List	August 2007
Project Team Meeting	September 2007
Field Surveys	October 2007
Define Conceptual Alignments	November 2007
Project Team Meeting (meet in field)	November 2007
Establish Project Website	Fall 2007
Public Information Meeting (introduce project)	January 2008
Alternatives Descriptions and Constraints Analyses	Winter 2007/08
Request Property Acquisition Funding	Spring 2008
Field Surveys	Summer 2008
Public Information Meeting (introduce alternatives)	Fall 2008
Identify Preferred Alternative	Fall 2008
Construction Plans for Feasible Alternative (30% design)	Winter 2008/09

Property Acquisition Funding Secured	Winter 2008/09
NTPUD Authorize Remaining Contract Funds	Winter 2008/09
Notice of Preparation (NOP)/Notice of Intent (NOI)	Winter 2008/09
Public Scoping Period	Spring 2009
Administrative Draft EIR/EIS/EIS	Summer 2009
Public Information Meeting	Summer 2009
Field Surveys	Summer 2009
Draft EIR/EIS/EIS Public Hearings	Fall 2009
Secure Public and Private Properties	Fall 2009
Final EIR/EIS/EIS Certified, Project Decisions (CEQA NOD, NEPA ROD)	Winter 2009/10
Final Construction Plans	Winter 2009/10
Site Improvement Funding Secured	Winter 2009/10
Project Construction	Summer 2010

Tahoe City Public Utility - Public Works - Parks Division

**Bike Trail User Counts**

		1988	1990	1995	?	2003	2004	2005	2006	2007	2008
JANUARY	West Shore						993	6,377	3,685		
	Truckee River						3,777	2,651	3,214		
FEBRUARY	West Shore						993	6,377	3,685		
	Truckee River						3,777	2,651	3,214		
MARCH	West Shore						993	6,377	3,685		
	Truckee River						3,777	2,651	3,214		
APRIL	West Shore						993	6,377	3,685		
	Truckee River						3,777	2,651	3,214		
MAY	West Shore	14,334	25,338				7,298	12,819	5,844		4,032
	Truckee River	18,947	19,548				10,787	15,190	17,436		13,582
JUNE	West Shore	14,334	25,338	4,066			13,423	15,330	9,558		8,760
	Truckee River	18,947	19,548	11,915			11,708	18,023	18,459		22,423
JULY	West Shore	14,334	25,338	8,446			15,263	13,947	14,892	14,325	15,690
	Truckee River	18,947	19,548	18,768			27,987	22,214	45,615	36,088	34,995
AUGUST	West Shore						12,555	10,355	12,355	13,873	14,395
	Truckee River	18,947	19,548	15,788		31,294	33,114	27,123	34,249	37,525	38,527
SEPTEMBER	West Shore	14,334	25,338	4,675		4,037	11,717	4,468	4,008	5,009	4,841
	Truckee River	18,950	19,548	9,729		9,371	11,593	18,094	5,016	16,929	14,791
OCTOBER	West Shore			2,196		4,518	2,496	2,689	2,641	1,949	
	Truckee River			4,740		7,532	4,596	6,249	5,113	7,546	
NOVEMBER	West Shore					132	163	1,228	1,163	177	
	Truckee River					351	421	3,535	3,289	448	
DECEMBER	West Shore					993	6,377	3,685			
	Truckee River					3,777	2,651	3,214			
TOTAL		166,408	224,430	87,964	0	81,510	206,063	227,984	207,726	133,869	172,036

Winter time totals are an average of the months of December through April

## CALIFORNIA TAHOE CONSERVANCY

1061 Third Street  
SOUTH LAKE TAHOE, CA 96150  
(530) 542-5580



March 23, 2009

MAR 23 2009

Steve Teshara, Executive Director  
North Lake Tahoe Resort Association  
PO Box 1757  
Tahoe City, CA 96145

Re: Letter of Support, North Tahoe Regional Bike Trail

Dear Mr. Teshara: *STEVE*

The California Tahoe Conservancy (Conservancy) endorses the North Tahoe Public Utility District's (NTPUD) application seeking funding in support of the North Tahoe Bicycle Trail. This project will connect numerous residential neighborhoods, commercial centers, recreation areas, and other public services throughout North Lake Tahoe.

Bicycle trails offer numerous community benefits, including reduced congestion and improved safety for bicyclists and pedestrians, and are an important recreation and transportation feature of our tourism-based economy. Adding eight new miles of trail to the north and west shore's existing 19-mile trail network significantly improves the viability of bicycling as an alternative to driving.

To date, the Conservancy has awarded over \$2,400,000 in Public Access and Recreation funding for acquisitions, planning, and environmental analysis for the North Tahoe Bicycle Trail project. However, the current California bond freeze has constrained the Conservancy's ability to fund ongoing work. "Bridge" funding from North Lake Tahoe Resort Association (NLTRA) will assist in keeping the environmental analysis for the project progressing, helping ensure a timely completion for this important project.

We appreciate NLTRA's partnership and contributions to projects which advance our shared vision for North Lake Tahoe.

Sincerely,

A handwritten signature in black ink, appearing to read "Ray Lacey".

Ray Lacey, Deputy Director  
California Tahoe Conservancy





May 6, 2009

To: Board of Directors

From: Ron Treabess, Director of Community Partnerships and Planning

Re: Status Report: Squaw Valley Olympic Museum and Western Sports Heritage Center by the Squaw Valley Olympic Committee

**Background**

In October 2008, the NLTRA Board of Directors and the Placer County Board of Supervisors approved an Infrastructure allocation to accelerate planning and development of Phase II of the business plan for the establishment of the Squaw Valley Olympic Museum and Western Sports Heritage Center. As part of this approval, the NLTRA board requested that the Squaw Valley Olympic Committee (aka Squaw Valley Museum Foundation) present a status report to the Joint Committee and the Board on the progress of the Museum and Olympic Heritage Celebration at an appropriate time in early 2009. The Joint Committee gave a positive response to the presentation at their April 27<sup>th</sup> meeting. Members of the Foundation will be at the May Board meeting to make this presentation to you. The outline of their presentation is attached.

TO: Ron Treabess/Dir. Community Development/NLTRA  
From: George Koster, Bill Clark & Linda Williams  
Re: Status Report on the Squaw Valley Museum Foundation's execution of their plan for museum development  
Date: April 22, 2009

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To date the SVMF and its sub-committee Olympic Heritage Celebration (OHCC) have executed the following action elements as part of Phase I & II of the business plan to develop the Squaw Valley Olympic Museum.

Created Legal & Financial Structure:

- Creation of the "Squaw Valley Olympic Museum Foundation"
- Established Olympic Heritage Sub-committee to develop & produce the 50th Anniversary Event Series
- Established by-laws and a board of directors
- Secured IRS 501 © (3) charitable non-profit status
- Formalized financial separation from TTCF umbrella; established independent banking and bookkeeping procedures
- Developed business case for ROI of Olympic Heritage Tourism
- Secured NLTRA & District 5 Supervisor grant funds to execute Phase I and Phase II of business plan
- Finalized the RFP process for selecting a Master Plan Team of consultant
- Set up offices at NLTRA; new P.O. Box mailing address, gmail account
- Began development of Museum Collections policy

Olympic Name/Branding and Potential Corporate Sponsorship:

- Securing the licensing for use of, Olympic name and five rings Logo/Icon Working with to gain
- Continued licensing negotiations with USOC / IOC – separated OHC and museum licensing process
- Secured pro bono assistance from Porter Simon for USOC licensing agreement; contract drafting underway
- Made connections with LA Olympic 25th Anniversary Celebration, IOC members and USOC Board to utilize their licensing model for the 50<sup>th</sup> anniversary fundraiser event
- Engaged support and assistance of USSA vis a vis USOC and IOC
- Post Licensing process opens the SVMF to approach all USOC/IOC USA Olympic sponsors for sponsorship of both the SVM and the 50<sup>th</sup> Anniversary fundraiser event

Public outreach and awareness program for community involvement:

- Developed logos
- Website frameworks as well as launched two preliminary web sites for public awareness and donations
- Continued local community meetings and SVMF/OHC outreach – Dave and LSW presentation to Kiwanis Luncheon Thurs April 3rd
- Issued "Call for Collections" Press Release via NLTRA media channels, Chamber email blast, etc.
- Attended and Presented at the International Ski History Congress, Meeting of Ski Museums and ISHA Annual Meetings in Mammoth Lakes, CA March 29 – April 3, 2009. David A board member made presentation on McKinney XC venue at Congress, 3 SVMF Board members and LSW spoke at Museum Meetings; networking with ski historians, collectors, authors, and ski history aficionados; promoted

OHC, LSW meetings with Kendra Knight, Curator of Mammoth Museum re: promotion of OHC events, sharing portions of Mammoth collection for 1960 Celebration, etc.

- Establish interim Museum for the 2009 -10 Ski Season in the Squaw Valley community
- Ambassador Program outreach: secured addresses of 1960 US Olympians; identifying channels to track down international Olympians; preparing formal invitation to 50<sup>th</sup> Anniversary Celebration
- Presentations at Breakfast Club meetings in both Truckee and North Lake Tahoe
- Expanded community outreach and contacts with local organizations to promote both the SVMF & OHC and secure participation in OHC 2010 Calendar of Events; met with TTUSD Superintendent and Board members, Squaw Valley Ski Corp, Tahoe City Downtown Association and Placer County Supervisor Jennifer Montgomery,

#### Museum Master Planning:

Selected a Master Plan Team being lead by The Gary Davis Group and Museum Consultants for completion of the Museum Master Plan by the end of June 2009 which consisting of the following components:

- Site analysis
- Evaluation the overall concept for the Museum
- Evaluation of the Western Ski-Sport Museum collection
- Identify desired artifacts for acquisition.
- Preliminary exhibit topics, interpretive and gallery plan.
- Identify potential for education, research collections, oral histories, special events program.
- Plans for a regional wide community involvement in our winter sports heritage
- Collections policy and archival management plan.
- Building requirements
- Overall design concept
- Management and operating estimates
- Admissions policy, membership, museum store, exhibit sponsorship and facility rental revenue.
- Operational structure and staffing
- Cost projection.
- Project funding analysis
- Project implementation schedule

#### Execution of the SVMF Business Plan Phases:

Secured the services of Linda Williams as Executive Event Producer and Museum Project Coordinator to:

- Oversee Master Plan process
- Oversee a successful 2010 Olympic Heritage event, public, local business and corporate involvement

#### Funding:

- Developing Corporate Sponsorship program
- Developing Corporate Sponsor Data Base
- Identify grants, endowments and foundation funding via the Foundation Center Data base and free training
- Moving into the third quarter the SVMF will work with TTCF to develop a Capital campaign
- Development of the Fundraising Event during the 50<sup>th</sup> Anniversary of the 60 Winter Games in Jan 2010

- Met with Squaw Valley Ski Corp re: OHC planning, division of roles/responsibilities and general coordination of 2010 events / celebration
- Began planning core OHCC events: Historical on-hill re-enactments, "Olympic Legends" reunion program, museum gala fundraiser event, LA Philharmonic/LTMF
- Consolidated OHC 2010 event calendar: identified further opportunities for community involvement, public outreach, educational events and arts and cultural programs



May 6, 2009

To: Board of Directors

From: Management Team

Re: Distribution of Community Mailback and Visitor Website Surveys and Discussion of Findings

#### Background

As a prerequisite to the successful completion of the NLTRA's 2004 *North Lake Tahoe Tourism and Community Investment Master Plan* (Master Plan), several research reports were prepared that provided economic data and gauged public opinion on a variety of tourism and community issues. These reports helped guide the planning and policy making in the Master Plan by providing updated visitor profiles, demographics, as well as visitor and community needs and priorities. These reports recommended that the surveys and information should be regularly updated to help the Master Plan remain current for NLTRA planning, policy, infrastructure, transportation, and marketing purposes. As we approach the NLTRA's 2012 Transient Occupancy Tax renewal, it has become even more important to have up-to-date information and public opinion to insure proper evaluation of NLTRA plans, projects and expenditures...past, present, and future.

Consistent with the recommendations, in 2008, the NLTRA Board and the Placer County Board of Supervisors approved funding to complete the updates to the 1) 2003, *Economic Significance of Travel to the North Lake Tahoe Area* ("Runyan Report"); 2) *Eastern Placer County Community Survey* (residents and second homeowners); and, 3) *North Lake Tahoe Visitor Web Site Survey*. The community and visitor surveys were last conducted in 2003/04. In addition, the Placer County Office of Economic Development coordinated a study of the impacts of tourism county wide – *Placer County Travel Industry Assessment and Detailed Economic Impact Estimates 2002-2008p*. This study was published at the end of March 2009; the NLTRA was a funding partner.

A copy of this study was previously provided to the Board. It is also available for review and download at [www.nltra.org](http://www.nltra.org). The 2008 *Eastern Placer County Community Survey* and 2008/09 *NLTRA Web Site Survey* are now also available at [nltra.org](http://nltra.org). The update of the *Economic Significance of Travel to the North Lake Tahoe Area* is expected to be complete and available for review later this spring.

Attached to this staff report are selected pages from the new Community and Web site surveys which summarize key findings in the areas of transportation, infrastructure and marketing. Staff will highlight these findings and set the stage for Board discussion at the meeting.

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# **EASTERN PLACER COUNTY COMMUNITY SURVEY**

## **2008 Survey Results**

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**FINAL REPORT**  
**March 2009**

PREPARED FOR  
North Lake Tahoe Resort Association

PREPARED BY



RRC Associates, Inc.  
4940 Pearl East Circle, Suite 103  
Boulder, Colorado 80301  
303/449-6558

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# **EASTERN PLACER COUNTY COMMUNITY SURVEY**

## **2008 Survey Results**

### **Final Report – March 2009**

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#### **INTRODUCTION AND METHODOLOGY**

This report summarizes the results of the 2008 Eastern Placer County Community Mailback Survey, conducted by RRC Associates on behalf of the North Lake Tahoe Resort Association (NLTRA) in December 2008. The purpose of the survey was to gauge public opinion on a variety of community issues to help provide direction and priorities for the work of the North Lake Tahoe Resort Association. The survey was designed to help update and revise information gathered through a similar survey effort in 2004, which was conducted to help guide the development of the 2004 North Lake Tahoe Tourism and Community Investment Master Plan. Additionally, a mailback survey utilizing a similar survey instrument was conducted among Placer County registered voters in 2001.

The survey was mailed to a sample of both residents and absentee residential property owners in Eastern Placer County, specifically all portions of Placer County on the eastern slope of the Sierras. The resident survey mailing list was derived from two sources: a postal boxholder list, and Placer County voter registration records. The postal boxholder list was used as the list source for zip codes lying entirely in Eastern Placer County, and encompassed 7,950 addresses. The Placer County voter registration database was used for zip codes which straddled Placer County and Nevada or Eldorado Counties (in order to identify Placer County residents), including areas near Truckee, Soda Springs, and Tahoma, and encompassed 608 addresses. Altogether, 8,558 surveys were mailed out and 819 were returned, for a gross response rate of 9.6 percent. This is somewhat lower than the gross response rate for the February 2004 North Lake Tahoe Community mailback survey (16.2 percent response rate to a mailback survey of 6,202 North Lake Tahoe residents, based on lists obtained from the national list broker Equifax, and Placer County voter registration lists).

The absentee owner mailing list was drawn randomly from Placer County Assessor residential property records. A total of 2,000 absentee owner surveys were mailed out and 283 were returned, for a gross response rate of 14.1 percent, down somewhat from the 19.0 percent response rate recorded in 2004.

A cover letter describing the purpose of the survey and background information about NLTRA was also sent out in the mailing. As a token of appreciation for completing the survey, the cover letter noted that all respondents would be entered into a random drawing for one of several prizes for dining at local restaurants, ski lift tickets, and recreational activities. To ensure randomization, the survey instructions asked that the survey be completed by the adult in the household whose birthday most recently passed.

The survey was both broad and detailed in scope, probing community attitudes and perceptions about numerous issues in the region, including general quality of life, economic vitality, transportation, housing, the environment, parks and recreation, arts and culture, and community design / development, as well as satisfaction with local public services, the performance of local government and community organizations, support for funding improvements, and various other issues. The primary goal of the survey was gather public input to help prioritize public investments and planning efforts, such as NLTRA's Five-Year Integrated Infrastructure and Transportation Work Plan.

In this report, primary emphasis is placed on analyzing the 2008 resident and absentee owner results. The resident and absentee owner results are profiled separately, since the two groups often have different characteristics and represent different communities of interest. Additionally, where possible, the 2008 results and 2004 results are

compared for residents and absentee owners, to understand similarities and changes in opinion for both groups over time.

For purposes of broad segmentation, responses have been classified as "resident" when the respondent has identified him/herself on the survey as a "year-round local resident", and as "absentee owner"/"second homeowner" (terms used interchangeably) when the respondent has self-identified as a second homeowner. Additionally, respondents who self-identified on the survey as a "seasonal resident" have been reclassified as either "residents" or "absentee owners" for purposes of resident / absentee owner segmentations. Specifically, "seasonal residents" have been grouped with "residents" if they have a home zip code in Eastern Placer County, are registered to vote in Eastern Placer County, and/or rent their Eastern Placer County residence. By contrast, "seasonal residents" have been grouped with "absentee owners" if they report a non-local home zip code. Other seasonal residents not meeting these criteria have been classified as "residents" if the original source list was the boxholder or voter registration list, and as "absentee owners" if the original list source was the Assessor absentee owner list.

Based on the coding scheme described above, a total of 768 surveys were received from area residents, and 334 surveys were received from absentee owners. The 95 percent confidence interval about a proportion is +/- 3.5 percentage points for a sample of 768, and +/-5.4 percent for a sample of 334 (larger for subgroups of respondents or questions with a lower sample size). These margins of error should be kept in mind in interpreting the results; in particular, one should avoid reading too much into small historical fluctuations in the data.

Included under separate cover are a copy of the survey form, detailed statistical tables (profiling results for residents and absentee owners in 2008, 2004 and 2001), and a verbatim listing of the comment responses to the survey's open-ended questions.

## EXECUTIVE SUMMARY

The results of the survey provide detailed feedback on a variety of community issues in Eastern Placer County. Following is a summary of the key findings; additional detailed results of interest are contained in the body of the report.

- Respondent demographics: The demographic profile of local resident respondents was highly similar in the 2008 and 2004 community surveys, illustrating the reliability of the mailback survey technique (similar results yielded by repeated surveys), and providing assurance that comparisons of the 2008 and 2004 mailback results are meaningful. Measures such as family/household status, income, place of residence, length of residence in the area, housing tenure, etc. were quite comparable across the two surveys, although the respondent profile did trend somewhat older from 2004 to 2008. The 2008 respondent profile does tend to reflect a somewhat more affluent, older, and politically engaged (high voter registration) cross-section of the community, although respondents of all socioeconomic levels are represented.

Absentee owner respondents, by contrast, have a very different profile from local residents. Absentee owner tend to be significantly older and more affluent than local residents, but (like residents) have generally been connected to the region for a long time. The absentee owner respondent profile was in most respects highly similar in 2008 and 2004, except that age and income both increased in 2008.

- Quality of life: Most local residents rate the quality of life in Eastern Placer County as either "excellent" (43 percent, up from 39 percent in 2004) or "good" (45 percent, down from 50 percent in 2004) – on balance, an improving trend. However, more locals feel that quality of life in the past five years has declined (38 percent) than improved (12 percent), while the largest share (45 percent) feel things have remained about the same. Absentee owners' views and historic trending on these issues tend to be roughly similar to those of locals.



Respondents who feel that the area has improved commonly cite improvements to various public and commercial facilities and services, such as more restaurant and shopping options, improved sidewalks and bike trails, improvements to parks and beaches, more cultural / social events and activities, upgraded transportation and transit systems, an upgraded built environment, and generally more/better amenities, services and infrastructure. Respondents who feel the area has declined commonly cite a poor economy, the high cost of living, traffic, overdevelopment, overcrowding, changes in the population and less sense of community, and various other reasons. Respondents who feel that the quality of life has remained about the same frequently state that there have been offsetting improvements and declines, or that changes have been modest.

- *Most important issues facing Eastern Placer County:* For local residents, the economy (inclusive of the general economic slowdown, closing businesses, lack of jobs, low wages relative to the cost of living, etc.) is clearly the top issue, and has grown dramatically in importance since 2004. The economy was cited by 23 percent of residents as most important issue in 2008, up from 2 percent in 2004. It was also ranked among the two most important issues by 37 percent of residents in 2008, up from 6 percent in 2004. Other longstanding issues such as growth/development, affordable housing/cost of living, the environment/pollution/open space, and traffic/transportation/roads are also identified as leading priorities, with each cited by 17 – 22 percent of residents as one of the two most important issues in the area. However, traffic and growth/development have each slipped in relative importance since 2004, as economic concerns have grown.

For absentee owners, three issues are of paramount importance, each of which also overlaps with resident priorities: the environment / pollution / open space (43 percent ranking it as among the top two issues), growth / development (31 percent – top two), and traffic / transportation / roads (27 percent top two). For absentee owners – as with residents – the economy has grown in importance since 2004. Additionally, the prioritization of growth/development and traffic/transportation has slipped since 2004, again consistent with the trend for local residents, although they remain key issues.

- *Satisfaction with local services, facilities and amenities:* Local residents are generally satisfied with such items in Eastern Placer County as air quality, water quality, the preservation of permanent open space/scenic areas, bike paths, and health and medical facilities. By contrast, most residents are dissatisfied with the employment opportunities, and many are also dissatisfied with the variety of shopping facilities and variety of housing choices. Interestingly, absentee owners are almost uniformly more satisfied about many local facilities and services than local residents, especially, for variety of housing choices, variety of shopping facilities, and the public transit system, a pattern also apparent in 2004.

Several items have shown improvement in both resident and absentee owner satisfaction since 2004, including parking availability, preservation of open space/scenic areas, air quality, water quality, and opportunities to attend arts/cultural events. Additionally, variety of housing choices and adult education opportunities have improved for residents.

Conversely, some items have declined in both resident and absentee owner satisfaction since 2004, specifically variety of shopping facilities and employment opportunities.

Residents also tend to be quite satisfied with numerous aspects of their neighborhood, such as safety, access to parks, quietness, attractiveness/cleanliness, availability of parking, and volume of traffic, and numerous other characteristics. However, one area that is commonly viewed as deficient is employment opportunities, and opinions regarding variety of housing choices is also mixed. Additionally, specific individual neighborhoods sometimes have unique needs, such as sidewalks, street maintenance, access to bus service, access to bike paths, and other issues (varying by neighborhood).

Since 2004, overall neighborhood ratings have improved for volume of traffic in the neighborhood, availability of parking, access to parks, and street maintenance. By contrast, satisfaction has declined since 2004 for maintenance of property values, and dipped slightly for residents for access to bus service and access to shopping.

- *Knowledge and opinion of local organizations:* A majority of local residents say they are "well informed" or "somewhat informed" about numerous local governmental and nonprofit organizations, led by TRPA and the North Tahoe Fire District. Awareness levels are generally slightly higher than those recorded in the 2004 survey. Absentee owners are much less familiar with the respective organizations than locals.

Additionally, most local residents have a generally favorable opinion about most of the respective organizations, led by the North Tahoe Fire District. TRPA and the Placer County Redevelopment Agency tend to be viewed most critically. The favorability ratings of most organizations has edged up since the 2004 survey, with the largest gains occurring for TNT/TMA, Placer County Services Staff, Placer County Board of Supervisors, and NLTRA.

- *Economic vitality:* Given the severe recession at the time of the survey, it is not surprising that issues of economic vitality assumed greater importance in 2008 than 2004. A large majority of respondents (and increased share relative to 2004) responded that it is important to sustain the economic viability of businesses, have high quality job opportunities, and have a diversity of retail stores and restaurants in Eastern Placer County. Additionally, most respondents believe that tourism is very important to the local economy, and most know that tourism accounts for well over half of the jobs in the area.

Regarding efforts to improve the tourism economy, most residents supported increasing the overall quality of the tourist experience, increasing the number and attractiveness of special events, increasing tourist visitation in the "shoulder seasons", attracting more overnight visitors, attracting more visitors from "fly" and "drive" markets, increasing midweek visitation, and attracting higher spending visitors. Notably, resident support for all of these efforts (and others) has increased significantly since 2004. Absentee owners tend to express modestly lower levels of support for these efforts, although again support is up from across the board from 2004.

In a major shift since 2004, most local residents feel that the availability of retail stores and commercial development in Eastern Placer County is "too low – does not serve the shopping and job needs of residents" (57 percent), up significantly from 2004 (38 percent). Absentee owners have exhibited a similar shift, although they predominantly continue to feel existing commercial development is "about right" (67 percent).

When asked to identify "the most needed new project or type of economic development in Eastern Placer County," some of the more common themes in the comment responses were the following: add more stores (particularly stores to serve locals' needs at affordable prices); more restaurants (again with an emphasis on affordability); more workforce/affordable housing; urban redevelopment / upgrades; upgrade lodging/add higher-end hotels by the lake; and add recreational facilities, among other issues.

In a new block of questions this year, respondents were asked where they shop for a variety of specified goods and services, as well as whether they would like to see shopping options expanded in the lakeshore towns of North Tahoe and in the Truckee / I-80 corridor area. Generally, the results indicate that local residents predominantly shop in Tahoe lakeshore areas or the Reno area, depending on the purchase item. Moreover, 50 percent of residents affirmatively express interest in expanding shopping options in the North Tahoe lakeshore area, with restaurants / entertainment garnering the greatest interest. Additionally, 37 percent of residents express interest in expanding shopping options in the Truckee / I-80 corridor for one or more categories of merchandise. Absentee owners, who tend to have somewhat different shopping patterns

than local residents (particularly shopping in the San Francisco / Sacramento area to a greater degree), nonetheless express a generally similar level of interest in expanding shopping options in the North Tahoe lakeshore and Truckee / I-80 areas.

- Transportation: Survey results indicate a variety of shifts in transportation behaviors and opinions since 2004, including the following:
  - Usage of the local area bus/shuttle/trolley system was up, with an increased share of residents and absentee owners reporting using the system in 2008 than in 2004.
  - The perceived importance of the local bus/shuttle/trolley system in providing transportation to household members, other local residents, and visitors also rose from 2004.
  - Perceptions of the traffic situation on four key highway segments improved significantly from 2004, including Highway 89 between Tahoe City and Tahoma, Highway 89 between Truckee and Tahoe City, Highway 28 between Tahoe City and Kings Beach, and Highway 267 between Truckee and Kings Beach.

In other findings, a wide variety of transportation improvements were viewed to be a relatively high priority. A majority of locals (and in most cases a majority of absentee owners as well) view the following improvements to be a priority:

- Expand employee shuttle services (81% of locals rated this as a priority, i.e. "4" or "5" on five-point scale)
- Complete 'missing links' in existing multipurpose trails (79%)
- Encourage mixed-use, pedestrian-oriented development (77%)
- Expand skier shuttle service (77%)
- Expand use of traffic control strategies at peak times (73%)
- Expand bus from Eastern Placer County to Reno Airport (71%)
- Add train from the San Francisco Bay Area to Truckee & Reno (70%)
- Improve and expand overall bike trail system (68%)
- Expand evening service on existing bus routes (65%)
- Increase bus service between Kings Beach & Truckee to year-round (61%)
- Increase bus service between Tahoe City & Incline Village to year-round (61%)
- Continue high-frequency shuttle service within Tahoe City (60%)
- Continue high-frequency shuttle service within Kings Beach (59%)
- Increase bus service between Tahoma & Incline Village to 30 min. between buses (58%)
- Improve outdated bus shelters (53%)
- Improve and expand sidewalks (50%)

Among improvements probed over time, almost all were more broadly viewed as a priority in 2008 than 2004. The largest gains in resident support were recorded for the following:

- Continue high-frequency shuttle service within Kings Beach
  - Encourage mixed-use, pedestrian-oriented development
  - Add train from the San Francisco Bay Area to Truckee & Reno
  - Continue high-frequency shuttle service within Tahoe City
  - Improve and expand overall bike trail system
- Housing: Housing is widely believed to be an important community issue. A majority (54 percent) of residents believe that workforce housing is "the most critical" or "one of the most serious" problems in Eastern Placer County. Additionally, most residents believe there is too little housing for the year-round and seasonal workforces, and too little housing diversity to suit different needs and tastes. Results suggest that residents' perception of the severity of the housing problem has eased – but only slightly – since 2004, and that it still remains a key issue. To address the issue, a little over half of respondents believe the public and

private sectors should work together on the problem, while others feel the private sector or public sector should alone be responsible, or the issue should be left to market forces.

- *Environment:* Both residents and absentee owners place a very high value on environmental protection. There is a broad consensus that it is very important to protect such environmental values as the water quality of Lake Tahoe and other streams and lakes, the quality of the public water supply, air quality, open space, scenic/visual quality, wildlife habitat, and wetlands, as well as to address forest fuels management/fire safety.

Looking trends between 2004 and 2008, an increased share of respondents in 2008 said that the environment is "important, but needs to be balanced with healthy economy and human needs," while a decreased share of respondents in 2008 said that the environment is "important, should take precedence over economic expansion." However, despite this shift in philosophical opinion, support for specific environmental protections (such as water quality of Lake Tahoe, etc.) has held firm since 2004.

- *Parks and recreation:* Local residents are generally satisfied with numerous recreational amenities and services in the area, including parks and trail maintenance, the amount of open space set aside, and the number and quality of trails, parks / playing fields / playgrounds, and summer and winter outdoor recreation facilities. However, most residents are dissatisfied with the number and quality of indoor recreation facilities. Accordingly, indoor recreation facilities is the top recreational priority for the largest share of locals, followed by open space preservation and parks and trails maintenance. Absentee owners share this interest in open space preservation and parks/trails maintenance, but tend to be relatively uninterested in indoor recreation facilities. Results were generally similar between 2004 and 2008, with a few modest shifts.
- *Arts and culture:* Half of local residents feel that the level of cultural events (e.g. arts and humanities, special events, festivals) in Eastern Placer County is "about right," while 40 percent believe there are too few events. Roughly 41 percent of locals feel that no additional facilities are needed to support festivals and cultural activities, while 25 percent feel more are needed (most commonly, an outdoor amphitheatre or an indoor venue of some type), and 33 percent are uncertain. When asked to how they would prioritize public funds for cultural facilities and events, the top priority was generally to make more efficient use of existing space, followed by expanded support for festivals and events, and developing a new multi-purpose space. Results were generally similar between 2004 and 2008, with a few modest shifts.
- *Improvements to community facilities, amenities and services:* In order to understand the relative priority of the diverse array of potential community improvements that could be made in Eastern Placer County, respondents were asked to rate and rank the importance of 28 varied potential improvements. The results help to provide an understanding of the breadth and intensity of support for potential improvements in the area.

In a measure of breadth of support, the following improvements were identified as "important" by a majority of local residents:

- Water quality improvements (80 percent responding "important" ("4" or "5" on five-point scale)
- Reducing traffic congestion (71 percent)
- Open space acquisitions and preservation (70 percent)
- Expand/ complete network of bike paths (69 percent).
- Add evening public bus service (64%)
- Increase frequency of daytime public bus service (61%)
- Construct workforce housing (58%)
- Construct an indoor recreation facility with pool, gym, etc (56%)
- Make developed areas in Kings Beach more 'walkable' (55%)
- Increase marketing of Eastern Placer Co. to support tourism economy (51%)

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# FINAL REPORT

## 2008/09 NLTRA Website Survey

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*March 2009*

P R E P A R E D F O R  
North Lake Tahoe Resort Association

P R E P A R E D B Y



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# FINAL REPORT

## 2008/09 NLTRA Website Survey

### March 2009

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#### Introduction and Methodology

This report summarizes the results of the 2008/09 North Lake Tahoe Resort Association (NLTRA) Website Survey, conducted in support of NLTRA's tourism marketing, planning and infrastructure efforts. The study represents an update to a similar website visitor survey undertaken in 2003/04 to help inform the NLTRA Tourism and Community Investment Master Plan effort. A similar survey on the NLTRA website was also conducted in 2000/01.

The objective of the Website Survey was to gather information and opinions from visitors to NLTRA's consumer website ([www.qotahoenorth.com](http://www.qotahoenorth.com)), a site which primarily attracts persons planning or considering a trip to North Lake Tahoe. The survey was advertised by means of a prominent link on the home page and additional links on other pages, as well as a pop-up window, and a one-time email blast to NLTRA e-newsletter recipients. A drawing for one of several North Lake Tahoe prizes was offered as an incentive.<sup>1</sup> Responses were collected between August 21, 2008 and January 19, 2009. A total of 995 responses were received, including 933 responses to the website survey and 62 responses from the email blast. Data from both the website survey and email survey have been merged together and are reported in combination in this report.

Respondents were randomly directed to one of three versions of the survey, which shared a number of common questions in addition to having several unique questions. The surveys probed a variety of topics of relevance to NLTRA's tourism marketing and infrastructure planning efforts, including general priorities for improvement to the visitor experience, travel planning issues, trip decision factors, characteristics of trips to North Lake Tahoe, perceptions of North Lake Tahoe, visitor demographics, and a variety of other issues.

In this report, primary emphasis is placed on analyzing the 2008/09 results. Additionally, where available, the 2008/09 and 2003/04 results are compared for trending purposes. (The 2003/04 survey was also primarily conducted in winter, specifically November 10, 2003 through February 17, 2004.) Results from the 2000/01 survey (Sept – Feb responses only) are also reported on occasion to assess longer-term trending. The statistical tables in the attachments contain full results for common questions in the 2008/09, 2003/04, and 2000/01 seasons.

As a result of the large sample size, consistency of implementation, and the level of detail on the questionnaires, the results of the survey are quite rich. Many of the results from the 2008/09 survey are generally consistent with results of the 2003/04 survey (e.g. many trip characteristics), an indicator of the reliability of the survey methodology.

Nonetheless, in interpreting the results, a few cautions should be borne in mind:

- o While the 2008/09 respondent profile is geographically representative of overall traffic on [www.qotahoenorth.com](http://www.qotahoenorth.com), the respondent sample (as well as the website's traffic) may have a greater destination visitor orientation (out of state/foreign) and lesser regional visitor orientation (Northern California) than the actual profile of visitors to the North Shore. Specifically, while roughly 37 percent of survey respondents were Californians, Californians are likely to account for over half of actual visitors to the North Shore's ski areas. To the extent that California (and especially Northern California) visitors differ from other market segments in their trip planning and behavior, differences between them and other visitors are

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<sup>1</sup> Advertised prizes included the "seven mountain Ski Tahoe North Interchangeable Lift Ticket, North Lake Tahoe Spa Baskets, backpacks full of North Tahoe goodies, and much more."

highlighted in this report where notable. Additionally, a full statistical profile of Northern California vs. other visitors is contained in crosstabulation tables under separate cover.

- o Related to the above point, it should be noted that the sample frame consisted of visitors to the NLTRA website, rather than all visitors to North Lake Tahoe. Visitors to North Lake Tahoe who lack Internet access (likely rare), who are unlikely to use the Internet for planning their trip to the area (also likely a minority), or who may not be aware of the NLTRA website, are likely to be underrepresented in the sample. While these are valid considerations, it should be noted that the Internet is typically the dominant travel-planning source used by most mountain resort visitors (as documented in proprietary visitor intercept research at many mountain resorts). As such, the cross-section of persons who visit the NLTRA website could be expected to be reasonably representative of a significant share of the North Shore's visitors.
- o It should also be recognized that the survey was predominantly conducted during winter months (with 66 percent of surveys completed from November through January), and thus could be expected to reflect the opinions and attitudes of winter-oriented visitors. However, this concern is significantly alleviated by the fact that most of the respondents who have previously North Lake Tahoe had done so in both winter and summer seasons (58 percent), with an additional 24 percent previously visiting in winter only and 20 percent previously visiting in summer only – thus indicating a diversity of perspectives on pertinent issues in North Lake Tahoe across the year.

In addition to the written report which follows, supplementary research materials are included under separate cover, including a copy of the survey forms, detailed crosstabulation tables, and a listing of the verbatim responses to the open-ended questions on the survey.

## Key Findings

Following are some of the key findings from the visitor survey research.

- Geographic origin: In broad terms, the geographic origin of respondents to the 2008/09 survey was 37 percent California, 56 percent out of state, and 7 percent foreign. As compared to all website traffic, the survey attracted a slightly higher share of Californians (37 percent of survey respondents vs. 33 percent of all visitors), fewer foreigners (7 percent vs. 13 percent), and a similar proportion of out-of-state residents (54 percent vs. 56 percent). This indicates that the survey captured a generally representative sample of [www.gotahoenorth.com](http://www.gotahoenorth.com) visitors, as measured in broad geographic terms, albeit slightly overweighting Californians and underweighting foreigners. Notwithstanding this consistency, it should be cautioned that the profile of actual visitors to North Lake Tahoe likely weighs more heavily to California markets (likely in excess of 50 percent) than is suggested by the survey response and web traffic.

Comparing 2008/09 and 2003/04 survey results, the proportion of visitors from California dropped to 37 percent in 2008/09 from 47 percent in 2003/04. By contrast, the share of out of state respondents rose to 56 percent from 49 percent, and the share of foreign visitors rose to 7 percent from 4 percent. Parallel changes occurred in the geographic origin of all web traffic on [www.gotahoenorth.com](http://www.gotahoenorth.com). Disproportionately strong growth from out of state and foreign markets – perhaps due to changed marketing tactics, changing web traffic patterns, or other reasons – likely accounts for the proportionate shifts observed.

As documented in various places in the report, the major geographic segments exhibit important and predictable differences in Tahoe travel patterns, such as previous visitation, length of stay, mode of travel, and booking lead time.

- Demographics: Overall, the demographic profile of respondents in 2008/09 was broadly similar to 2003/04. Shifts included a moderate broadening of the age profile (with slightly more respondents aged 18 – 24 and

55+), and a slight increase in empty nesters (and decrease in families). The overall respondent profile continued to skew female (60 percent female/40 percent male), with a median age of 41, a diverse household profile (led by families with children – 38 percent), and broad distribution of incomes from under \$50,000 to \$150,000+.

- Previous visitation of Tahoe: Just under half of respondents had visited Lake Tahoe in the prior five years (46 percent, including 27 percent who had visited in both summer and winter). Consequently, a significant share of respondents was qualified to offer an opinion about improvements needed in the area. Northern Californians were significantly more likely to have visited North Lake Tahoe in the prior five years (83 percent) than other respondents (34 percent). The incidence of previous visitation was lower this season than in 2003/04 (59 percent), a reflection of the changing geographic mix of visitors to the site, and the possibility that the site is increasingly reaching prospective new visitors.

Among respondents who had not previously visited, reasons for not having visited predominantly include "haven't had a chance to go / not enough time", "never thought about it," and "don't know enough about it," suggesting marketing opportunities to increase awareness and interest in the area.

- Trip planning issues: Respondents generally expressed low levels of knowledge about the area, even (in many cases) if they had visited previously, underscoring the scale and complexity of the area, and the need to fulfill extensive information needs for such items as lodging, packages, and recreational activities. Survey results also provide documentation on the most commonly used methods of booking lodging reservations, the timing of the trip planning and booking process, and purpose of visit to the [www.gotahoenorth](http://www.gotahoenorth) website.
- Trip characteristics: Many trip characteristics, such as length of stay, type of accommodations, mode of transportation, travel party composition, etc. remained generally consistent with the 2003/04 results. The dominant trip purpose in winter continues to be skiing, while a greater variety of motivations drive summer trips, led by recreational activities, mountain getaway, and rest and relaxation. Among the shifts noted since 2003/04 were a greater propensity to book lodging online (44 percent, vs. 26 percent in 2003/04), and shifts resulting from the increased share of destination visitors in the sample (e.g. longer lengths of stay, greater incidence of flying to the area, etc.).
- Trip decision factors for overnight vacation trips: Respondents identified a wide variety of factors as "important" when determining where to take an overnight trip. Leading factors include scenery (89 percent "important"), overall value for the money (88 percent), fun and excitement (78 percent), ability to rest and relax there (76 percent), friendly people (76 percent), variety/quality of lodging choices (75 percent), level of service (75 percent), ease of getting there (74 percent), variety and quality of restaurants (72 percent), level of crowding at attractions (71 percent), availability of good travel packages (68 percent), and a variety of other items. Relative to 2003/04, the importance of restaurants, nightlife, shopping, and arts/cultural experiences each rose by 8-10 percentage points in 2008/09, suggesting an increasing desire for a more complete "village" experience.

A sharper prioritization of trip decision factors emerges when respondents are asked to identify the single most important decision factor for summer and winter trips. Variety and quality of recreational activities is most important factor in both summer (33 percent) and winter (46 percent). After recreation, four additional factors comprise a clear second tier of considerations: ability to rest/relax there (12 percent summer / 10 percent winter), overall value for the money (12 percent summer / 9 percent winter), scenery (13 percent summer / 6 percent winter), and variety and quality of lodging choices (11 percent summer / 7 percent winter).

- Favorability ratings of North Lake Tahoe: A majority of respondents have largely favorable impressions of North Lake Tahoe on many of the same items evaluated above, led by scenery (84 percent "favorable"), fun



and excitement (74 percent), friendly people (72 percent), overall value for the money (72 percent), level of service (71 percent), ability to rest and relax there (71 percent), variety/quality of lodging choices (70 percent), and various other factors. At the other end of the spectrum, a minority of respondents have a favorable opinion of North Lake Tahoe's public transit options (32 percent), arts and cultural experiences (36 percent), variety of casinos (42 percent), and quality and variety of shopping (43 percent).

While most favorability ratings held largely stable relative to 2003/04, moderate improvement occurred for overall value for the money (up 11 percentage points), level of crowding at attractions (+8 points), quality and variety of shopping (+8 points), arts and cultural experiences (+7 points) and variety/quality of restaurants (+7 points). By contrast, ratings dipped for quality of skiing/snowboarding (-11 points), variety/quality of family activities (-8 points), and ability to rest and relax there (-7 points).

Comparing the "importance" and "favorability" ratings helps to identify areas that are potentially priorities for improvement. The largest gaps between "importance" and "performance" exist for crowding at attractions (71 percent "important" vs. 54 percent "favorable" = 17 point gap), overall value for the money (16 point gap), traffic congestion (15 point gap), availability of good travel packages (14 point gap), and ease of getting there (10 point gap). "Gaps" were observed on these same attributes in 2003/04, but encouragingly, the gaps have narrowed in 2008/09, primarily due to improved favorability ratings on these criteria. Value, traffic congestion, crowding, and accessibility are also echoed as concerns elsewhere in the research (e.g. North Lake Tahoe's greatest weaknesses).

- North Lake Tahoe's greatest strength in summer and winter: While North Lake Tahoe enjoys strong favorability perceptions on a variety of characteristics, a much smaller set of attributes are viewed as its greatest strength. In summer, the two dominant strengths are widely viewed to be its scenery (35 percent) and variety/quality of activities (31 percent). Following distantly are the ability to rest/relax there (8 percent), and a variety of other attributes.

In winter, opinions similarly coalesce around recreational activities (54 percent, especially skiing/snowboarding) and scenery (21 percent) as the dominant strengths. Ability to rest/relax is a distant third (5 percent), followed by other attributes.

- North Lake Tahoe's greatest weakness in summer and winter: North Lake Tahoe's greatest weaknesses are in many respects viewed to be similar in summer and winter, although notable differences are apparent. Altogether, seven common factors are viewed as leading weaknesses in each season, and represent potential priorities for improvement, as follows:
  - Ease of getting there: A prominent weakness in both seasons, but much more so in winter (25 percent) than summer (11 percent), likely reflecting the added challenge of winter travel.
  - Traffic congestion: Another leading factor in both seasons, albeit more in summer (18 percent) than winter (12 percent). This may reflect differences in actual traffic volume and/or differences in the vacation experience (e.g. summer tourism involves a greater degree of drive-based sightseeing at the Lake, while winter visitors are on the slopes rather than in their cars much of the day).
  - Level of crowding at attractions: A weakness experienced to a similar degree in summer (11 percent) and winter (11 percent).
  - Overall value for the money: Again, a similar weakness in summer (10 percent) and winter (11 percent).
  - Entertainment/shows/nightlife: A generally similar concern in summer (10 percent) and winter (7 percent).
  - Public transit options: A somewhat greater concern in summer (11 percent) than winter (6 percent).

- o Availability of good travel packages: Highlighted somewhat more in winter (10 percent) than summer (6 percent).
- Priorities for Improvement in North Lake Tahoe: In a separate question block, respondents rated the importance of 29 potential improvements in North Lake Tahoe. The most popular improvements include making developed areas more walkable (62 percent responding "important" – rating of 4 or 5 on five-point scale), followed by improving traffic flow on I-80 between the Bay Area and Tahoe (56 percent), reducing traffic congestion in the Lake Tahoe area (54 percent), renovating lodging (53 percent), improving beaches/public access to the lake (52 percent), and adding a greater selection of restaurants (52 percent). Other improvements that are viewed as important by almost half of respondents include increasing parking availability (49 percent), improving nightlife / nighttime activities (48 percent), adding more festivals/special events (46 percent), and adding better train service between the Bay Area and Truckee (46 percent). Several other items are also identified as important by in excess of 40 percent of respondents.

The improvements least likely to be viewed as important include constructing a performing arts center (28 percent "important"), adding a shuttle between the Sacramento airport and North Lake Tahoe (28 percent), renovating storefronts and commercial buildings (30 percent), adding a greater diversity of shopping (33 percent), and constructing a public recreation center (33 percent).

Northern Californians and out-of-state respondents generally have similar priorities for improvement, with some notable exceptions. As might be expected, out-of-region respondents place significantly greater weight than Northern Californians on improving/expanding flight service into Reno and improving public transportation between Reno and North Lake Tahoe. Conversely, Northern Californians place greater emphasis than out-of-region visitors on improving I-80 traffic flow and train service between the Bay Area and North Lake Tahoe, and reducing traffic congestion in North Lake Tahoe.

When asked to identify the improvement that would most entice them to extend their stay or visit most frequently, respondents were widely split, indicating a broad diversity of opinions. The most popular choice was improving nightlife/nighttime activities (11 percent), followed by adding new lodging close to ski facilities (8 percent), improving traffic flow on I-80 between the Bay Area and Tahoe (8 percent), adding more festivals/special events (8 percent), making developed areas more walkable (7 percent), reducing traffic congestion in the Lake Tahoe area (7 percent), improving beaches / public access to the Lake (6 percent), and improving flight service to Reno (5 percent).

Overall, the general rank order and absolute importance of the improvements was largely stable between 2003/04 to 2008/09. However, two improvements rose in importance, including improving nightlife/nighttime activities (up 9 percentage points since 2003/04), and adding more festivals / special events (up 6 points). These results are consistent with patterns noted in above (importance of trip decision factors), reiterating a possible desire for a more activity- and entertainment-infused destination experience.

Additionally, several improvements have decreased in importance since 2003/04, in many cases probably due to improvements made in North Lake Tahoe since that time. Specifically, improvements which have dropped in importance include increasing parking availability (down 14 points), reducing traffic congestion in the Lake Tahoe area (-11 points, also echoed by residents in the 2008 Eastern Placer County Community Survey), improving shuttle service between Reno airport and North Tahoe (-9 points), adding new lodging close to ski facilities (-7 points), and improving directional and informational signage (-6 points).

- Ratings of specific areas of North Lake Tahoe: Respondents were asked to rate the quality of lodging, shopping/dining, design/development, and transportation/parking in Tahoe City, West Shore/Homewood, Kings Beach, Squaw Valley, and Northstar. Squaw Valley is the highest rated location on each of the four attributes, including quality of lodging (79 percent positive), quality of shopping / dining (77 percent), quality

of design/development (74 percent), and ease of transportation and parking (67 percent). Northstar ranks second on each of the four, slightly behind Squaw Valley. A larger gap separates those two resorts (which have new villages) from the generally older Tahoe City, West Shore/Homewood, and Kings Beach areas, where ratings are lower, and improvements are thus probably more likely to be perceived as needed.

- Additional evaluation and impressions of North Lake Tahoe:

- Change over the past few years: On a positive note, most respondents feel that North Lake Tahoe has improved (35 percent) or stayed the same (55 percent) over the past few years, while only 10 percent feel it has declined (persons who "don't know" excluded). Similar results were recorded in 2003/04 and 2000/01.

- What word or image first comes to mind when you think of Lake Tahoe in general? Roughly quantified and paraphrased, the most common word/image that comes to mind with regards to Lake Tahoe generally is "beautiful"/the beauty of the area (25 percent), followed by "skiing/snowboarding" (14 percent), the "lake"/"water"/"clear water" (10 percent), "snow" (6 percent), "blue" (4 percent), "scenery" (3 percent), "mountains" (3 percent), "vacation" (2 percent), "serene" (2 percent), and "fun" (2 percent).

- What word or image first comes to mind when you think of North Lake Tahoe in particular? Again roughly quantified and paraphrased, the most common word/image that comes to mind is "skiing/snowboarding" (19 percent), followed by "snow" (7 percent), "unsure/nothing" (7 percent), "beautiful" (5 percent), "quiet" (4 percent), "relaxation" (3 percent), "mountains" (3 percent), and "lake" (3 percent).

- What word or image first comes to mind when you think of South Lake Tahoe in particular? Again roughly quantified, the most common word/image that comes to mind is "casinos" (11 percent), followed by "unsure/nothing" (7 percent), "skiing/snowboarding" (6 percent), "gambling" (6 percent), "beautiful" (5 percent), "lake" (3 percent), "Heavenly" (3 percent), "touristy" (3 percent), and "activity", "fun", "snow", "nightlife", and "crowded" (2 percent each).

- Favorite destination for an overnight vacation trip: Roughly quantified, 19 percent of respondents identified the North Shore as their favorite destination for an overnight vacation. An additional 8 percent cited South Lake Tahoe, 5 percent mentioned Lake Tahoe generally, and 1 percent mentioned Truckee, for a net total of 32 percent citing the broader Lake Tahoe area. Other popular destinations included Las Vegas (6 percent), Colorado (4 percent), Florida (4 percent), Mexico (3 percent), and Yosemite, Whistler, Hawaii, Europe, and Reno (2 percent each), indicating the flavor of "competitive set" resorts.

- Travel package preferences: Interest in travel packages was explored for marketing planning purposes. Interest generally increases as lead time increases, with Northern Californians having a shorter decision window than out-of-region visitors. Moderately priced accommodations are of greatest interest, and the preferred length of stay varies by geographic segment (shorter for Northern Californians, longer for out-of-region residents). Northern Californians express a significantly higher likelihood than other respondents of increasing their visitation to North Lake Tahoe if packages were offered which meet their needs.

- Resort environmental practices: Most respondents indicate that environmental practices either "highly influence" (18 percent) or "somewhat influence" (43 percent) their resort choices, while 40 percent indicate these practices have no impact or they are unaware of such practices. Most respondents do not have sufficient knowledge to have an impression of greening efforts being undertaken in Lake Tahoe (62 percent) – indicating room to increase communications in that regard (if there is an environmental story that the

## Priorities for Improvement in North Lake Tahoe

Respondents were asked to rate the importance of a series of possible improvements in the North Lake Tahoe area, using a five point scale where 1 = "not at all important" and 5 = "extremely important." Additionally, respondents were asked to identify the one improvement that would most entice them to extend their visits or come more frequently.

The listed improvements included several in the categories of community design / development, information / signage, transportation, and activities / amenities / other.

- 2008/09 results: Figure 34 to follow illustrates the percentage of respondents in 2008/09 who rated each improvement as "important" (rating of 4 or 5), as well as the percentage identifying each improvement as the one that would most entice them to extend their stay or visit more frequently.

As measured by the percentage responding "4" or "5" ("important"), the most popular improvements is making developed areas more walkable (62 percent), followed by improving traffic flow on I-80 between the Bay Area and Tahoe (56 percent), reducing traffic congestion in the Lake Tahoe area (54 percent), renovating lodging (53 percent), improving beaches/public access to the lake (52 percent), and adding a greater selection of restaurants (52 percent). Other improvements that are viewed as important by almost half of respondents include increasing parking availability (49 percent), improving nightlife / nighttime activities (48 percent), adding more festivals/special events (46 percent), and adding better train service between the Bay Area and Truckee (46 percent). Several other items are also identified as important by in excess of 40 percent of respondents.

The improvements least likely to be viewed as important include constructing a performing arts center (28 percent "important"), adding a shuttle between the Sacramento airport and North Lake Tahoe (28 percent), renovating storefronts and commercial buildings (30 percent), adding a greater diversity of shopping (33 percent), and constructing a public recreation center (33 percent).

Northern Californians and other respondents (S. California, out of state, and foreign – collectively, "out of region") generally have similar priorities for improvement, with some notable exceptions. As might be expected, Northern Californians place greater emphasis than out-of-region respondents on improving traffic flow on I-80 between the Bay Area and Tahoe ("important" to 79 percent of N. CA vs. 43 percent of out-of-region), adding better train service between the Bay Area and Tahoe (62 percent N. CA, 37 percent out-of-region), and reducing traffic congestion (66 percent N. CA, 50 percent out-of-region). By contrast, out-of-region respondents place significantly greater weight than Northern Californians on improving/expanding flight service into Reno ("important" to 52 percent of out-of-region vs. 19 percent N. CA) and improving public transportation between Reno and North Lake Tahoe (46 percent out-of-region, 24 percent N. CA).

When asked to identify the improvement that would most entice them to extend their stay or visit most frequently, respondents were widely split, indicating a broad diversity of opinions. The most popular choice was improving nightlife/nighttime activities (11 percent), followed by adding new lodging close to ski facilities (8 percent), improving traffic flow on I-80 between the Bay Area and Tahoe (8 percent), adding more festivals/special events (8 percent), making developed areas more walkable (7 percent), reducing traffic congestion in the Lake Tahoe area (7 percent), improving beaches / public access to the Lake (6 percent), and improving flight service to Reno (5 percent).

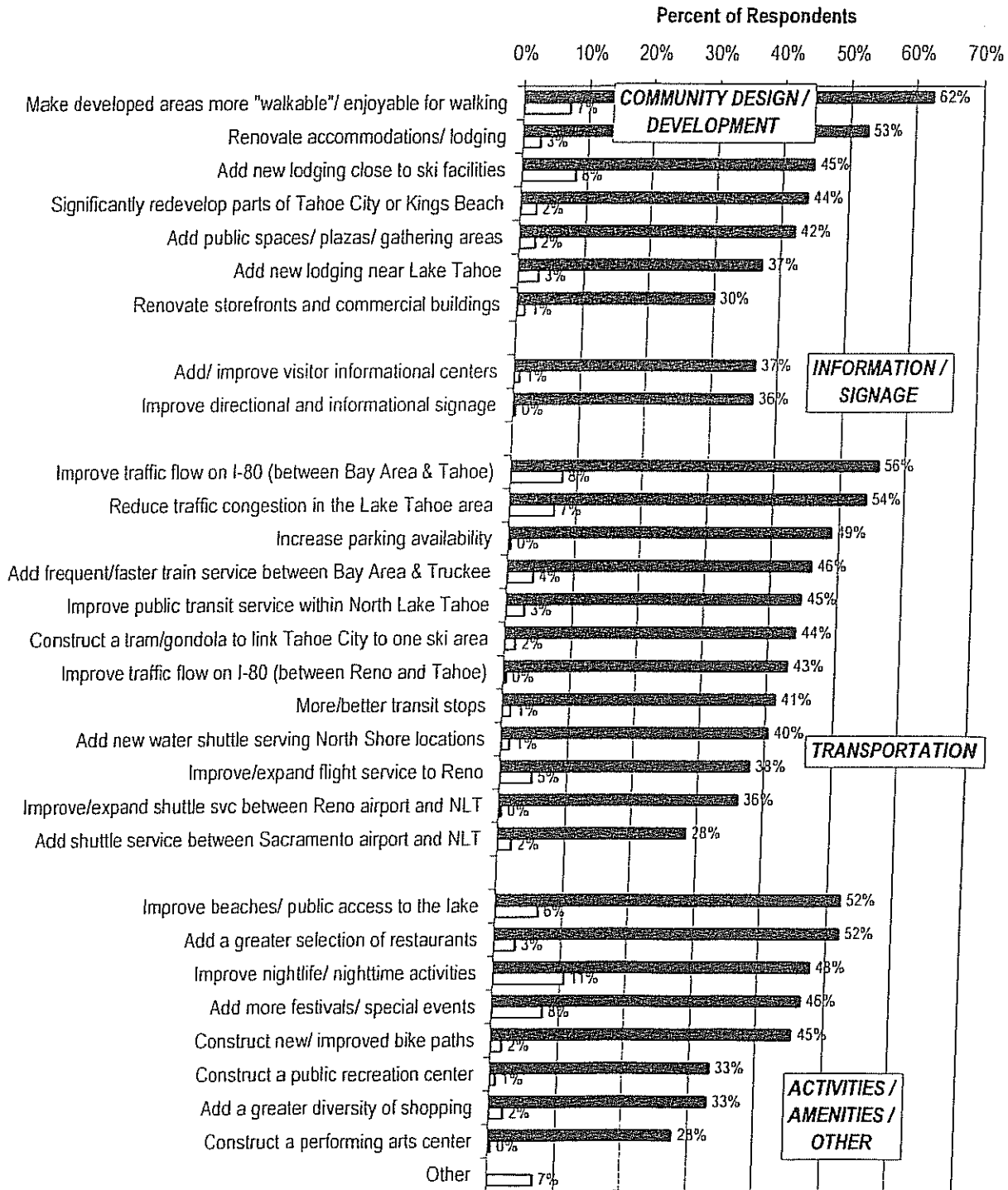
Geographically, Northern Californians place comparatively greater importance than average on improving traffic flow on I-80 to the Bay Area (17 percent most enticing) and improving train service to the Bay Area (7 percent), while out of state respondents place above-average emphasis on improving/expanding flight service to Reno (8 percent).

- Comparison of 2008/09 and 2003/04 results: In other findings of interest, Figure 35 to follow compares the importance of improvements as rated in 2008/09 vs. 2003/04. Improvements which have risen in importance could indicate growing visitor priorities, and/or perceived decreased performance by North Lake Tahoe. Conversely, improvements which have dropped in importance may indicate decreased visitor priorities and/or improved area performance.

Overall, the general rank order and absolute importance of the improvements has shown general stability from 2003/04 to 2008/09. However, two improvements have risen in importance, including improving nightlife/nighttime activities (up 9 percentage points, from 39 percent "important" in 2003/04 to 48 percent in 2008/09), and adding more festivals / special events (up 7 points). These results are consistent with patterns noted in the previous section (importance of trip decision factors), regarding an increased desire for a vacation experience which offers a broader set of activities and entertainment.

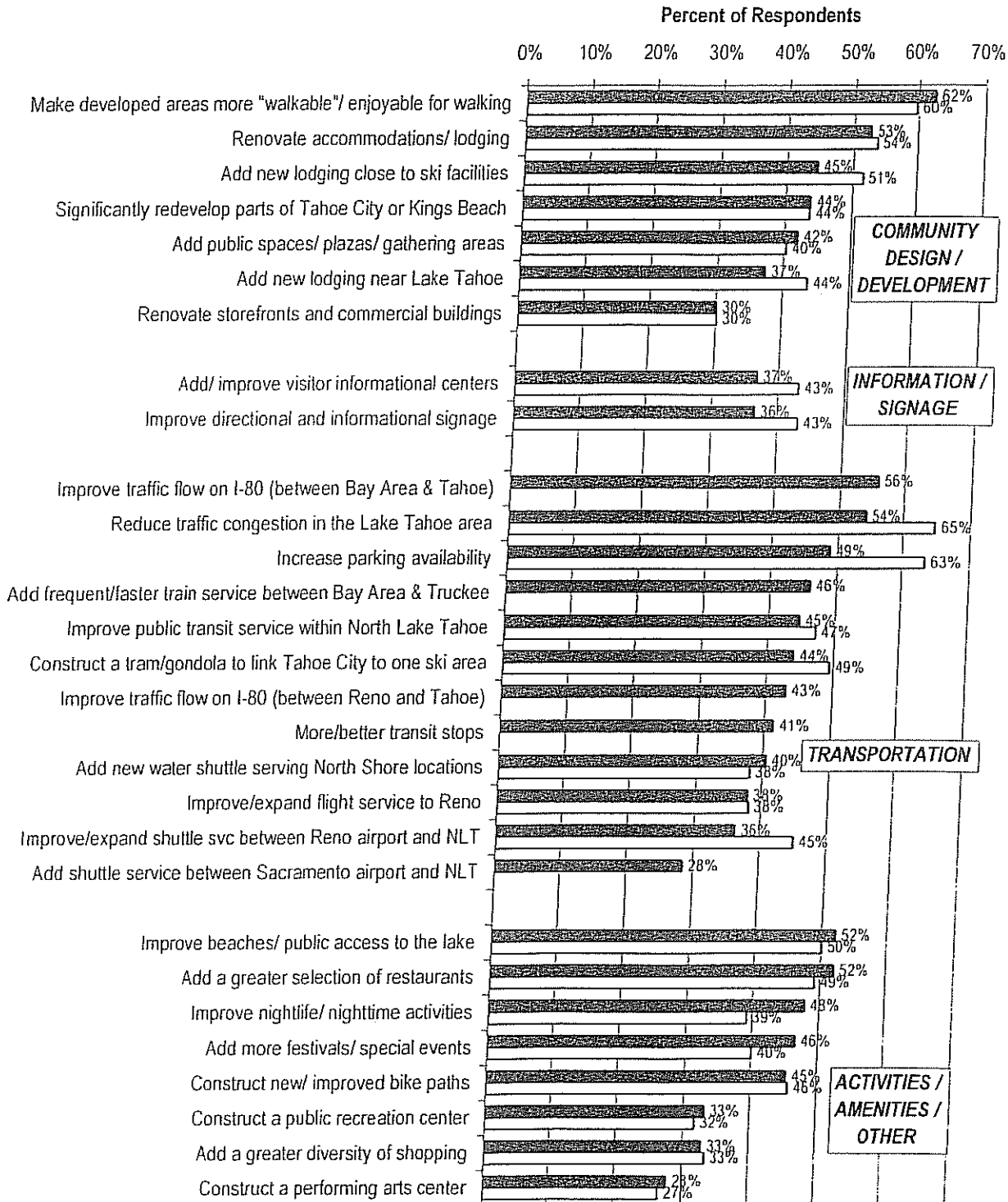
Additionally, several improvements have decreased in importance since 2003/04, in many cases probably due to improvements made in North Lake Tahoe since that time. Specifically, improvements which have dropped in importance include increasing parking availability (down 15 points), reducing traffic congestion in the Lake Tahoe area (-11 points, also echoed by residents in the 2008 Eastern Placer County Community Survey), improving shuttle service between Reno airport and North Tahoe (-9 points), adding new lodging close to ski facilities (-7 points), and improving directional and informational signage (-6 points).

**Figure 34**  
**"Important" Improvements to the North Tahoe Area (4 or 5 on 5-point scale) vs.**  
**Single Improvement Which Would Most Entice You to Extend Your Trip or Visit More Frequently: 2008/09 Response**



■ Percent "4" or "5 - Extremely important"  
 □ Improvement which would most entice you to extend your stay or visit NLT more frequently

**Figure 35**  
**Importance of Community Design/Development Improvements in the North Lake Tahoe Area**  
**Percent Responding "Important" ("4" or "5 - Extremely Important"): 2008/09 vs. 2003/04**



■ Percent "4" or "5 - Extremely important" - 2008/09    □ Percent "4" or "5 - Extremely important" - 2003/04



May 6, 2009

To: Board of Directors

Fr: Ron Treabess, Director of Community Partnerships & Planning

Re: Presentation, Discussion and Possible Action to Recommend Approval of the Draft Infrastructure/Transportation Project Budget for FY-2009/2010

#### Background

As an outcome of our FY-2009/2010 budget development process, the Joint Committee has conducted a final review of the draft proposed Infrastructure/Transportation budget and approved a recommendation to the NLTRA Board. At the March Joint Committee meeting and at the April Board meeting, the draft updated Integrated Work Plan and Long Range Funding Plan were reviewed and direction was given for staff to proceed with preparing the draft project budget. Accordingly, the proposed budget has been drawn from the updated Integrated Work Plan and reflects input from the Committees, NLTRA project partners, the community, and the NLTRA Board received over a four-month period, dating back to late January. Upon approval, this Infrastructure/Transportation Budget will be used to help develop the NLTRA's FY-2009/10 Placer County TOT budget request and the overall FY-2009/10 NLTRA Budget.

#### Supporting Documentation

Staff will present, for Board approval, the proposed Infrastructure/Transportation Project Budget for FY-2009/10, along with Other Budget Expenditures (Research & Planning, Membership & Advocacy and Personnel/Overhead). Pertinent materials attached to this memorandum include:

- 2009/10 Project Budget Summary
- 2009/10 Project Budget Detail
- Current and Future TOT Funding Summary (Long Range Funding Plan)
- 2009-2014 Integrated Work Plan Project Funding Needs Matrix

#### Transportation Project Budget

The total proposed Transportation Project Budget is \$1,174,000, up \$126,000 from last year's Transportation Budget. As directed, funding for the Tahoe City Trolley has been eliminated reducing the Summer Enhanced Service, including Night Service (-\$56,000). Other budget reductions from our FY-2008/09 budget include the cost of traffic management (-\$4,000), and the North Lake Tahoe Express (-\$40,000). Added to the budget is \$255,000 for "TART Baseline Services". This funding is to help maintain core public transit services in the wake of a cut in state funding available to TART. This funding has been requested by Placer County and supported in previous meetings by the Joint Committee and NLTRA Board.

#### Infrastructure Project Budget

The total proposed level of Infrastructure funding for FY-2009/10 is \$1,987,500. This compares with an infrastructure spending request of \$1,775,745 in FY-2008/09, a spending request increase of \$211,755. Note that of the FY-2008/09 total, we did not receive actual projects requests for \$557,000. This funding remains available for future requests for these projects.



While there is an amount of our Placer County TOT budget each year that accrues to Infrastructure, as you are aware, this money is not received by the NLTRA until specific project expenditures are recommended by the Joint Committee, approved by the NLTRA Board and approved by the Placer County Board of Supervisors.

Other Budget Expenditures

(no increases proposed)

	<b>Transportation</b>	<b>Infrastructure</b>	<b>Total</b>
Research & Planning	\$25,000	\$ 35,000	\$ 60,000
Membership Advocacy	\$ 5,000	\$ 15,000	\$ 20,000
Personnel/Overhead	\$94,000	\$150,000	\$244,000

As indicated above, the Board's approval of this Transportation and Infrastructure Budget proposal will move it forward for use in helping to develop the NLTRA's FY-2009/10 Placer County TOT Budget request and the overall NLTRA Budget for the new fiscal year.

Recommendation of the Joint Infrastructure/Transportation Committee

At the April 27<sup>th</sup> meeting, the Joint Committee voted (9-0-1 abstention Merchant) to recommend that the Board of Directors approve the draft Infrastructure/Transportation 2008/09 Project Budget in the amount of \$1,537,000 as the working draft amount for the overall NLTRA budget development process. This is the amount necessary for the proposed Transportation Project Budget, and for the other Budget Expenditures, in which no increases are proposed. The Committee saw no need to approve potential Infrastructure Project Budget funding as each project must be individually approved if and when a request for specific project expenditures is made.

Requested Action

That after questions and discussion, the NLTRA Board of Directors approve the Draft FY-2009/10 Infrastructure/Transportation Budget for inclusion into the overall NLTRA Budget development process for FY-2009/10.



April 2009

**Draft**  
**2009-2010 Proposed Infrastructure/Transportation**  
**Project Budget Summary**  
**(All Figures are in 2009 Dollars)**

	Proposed 09-10	Actual 08-09 Budget For Comparison	Variance
Ongoing Infrastructure/Transportation Projects with Allocated/Remaining Funds from Prior Fiscal Years	\$3,534,413	\$3,227,695	\$ 306,718
2009-2010 Potential Budget Request for New and Additional Infrastructure Project Funding	\$1,987,500*	\$1,775,745	\$ 211,755
2009-2010 Budget Request for New and Additional Transportation Project Funding	\$1,174,000**	\$1,048,000	\$ 126,000
2009-2010 Total Potential Budget Request for New and Additional Infrastructure/Transportation Project Funding	\$3,161,500***	\$2,823,745	\$ 337,755
2009-2010 Total Potential Budget Request for Ongoing Infrastructure Projects with Allocated/Remaining Funds, and for New and Additional Project Funding	\$6,695,913***	\$6,051,470	\$ 644,443
2009-2010 Other Project Costs	\$ 324,000	\$ 324,000	\$ -- 0 --
2009-2010 Grand Total Potential Budget Request	\$7,019,913***	\$6,375,470	\$ 644,473
Available TOT Funding to Meet 2009-2010 Infrastructure/Transportation Project Budget Request:			
• Total Allocated/Remaining Available Funds for Ongoing Projects			\$ 3,534,415
• Available Undesignated Funds from Prior Years			\$ 5,781,694
• Anticipated 2009-2010 New TOT Infrastructure Funds			\$ 2,589,000
<u>2009-2010 Grand Total Available</u>			<u>\$11,905,107</u>
<u>2009-2010 Grand Total Potential Budget Request</u>			<u>\$ 7,019,913</u>
Balance of Available Undesignated Funds from Prior Years Anticipated at end of 09-10 Fiscal Year			\$ 4,885,194

\*includes \$557,000 for 2008-2009 Remaining Budget Request

\*\*includes \$255,000 for TART Baseline Service

\*\*\*includes Remaining Budget Request and TART Baseline Service



April 2009

**Draft**  
**2009-2010 Proposed Infrastructure/Transportation**  
**Project Budget Detail**  
**(All Figures are in 2009 Dollars)**

Ongoing Infrastructure/Transportation Projects with Allocated/Remaining Funds from Prior Years:

• Held by NLTRA	\$1,114,897
• Held by Placer County	\$2,419,516
<u>Total Allocated/Remaining Funds Needed for Ongoing Projects</u>	<u>\$3,534,413</u>

2008-2009 New Budget Requests for Infrastructure Projects:

• Ongoing Projects Requesting Additional Funding and	
• High Priority Projects Requesting New Funding	
A-1 Kings Beach Commercial Core Improvement	\$ 500,000
A-2 Lakeside Multipurpose Trail	\$ 200,000
A-3 State Highway 89 Realignment and Improvements	\$ 225,000
A-4 TART Bus Shelter Upgrade	\$ 60,000
A-6 Dollar Hill Tahoe Vista Bike Trail	\$ 95,000
A-9 Squaw Valley Visitor Information Center	\$ 90,000
A-10 North Lake Tahoe Performing Arts Center	\$ 150,000
A-12 Truckee River Outlet Winter Plaza Maintenance	\$ 10,000
A-13 Visitor Bike Trail Map Signage	\$ 3,500
A-15 Tahoe City "Y" Entrance	\$ 95,000
A-16 North Lake Tahoe Welcome Lighting Infrastructure	\$ 80,000
A-18 Regional Wayfinding Signage	\$ 175,000
A-20 Tahoe City Historic Walking Tour	\$ 32,000
A-21 Squaw Valley Olympic Ski Museum	\$ 100,000
A-22 North Shore Traffic Calming	\$ 22,000
A-24 Enhanced Snow Removal	\$ 100,000
A-25 Kings Beach Visitor Information	\$ 50,000
<u>2009-2010 New Infrastructure Potential Budget Request Total</u>	
<u>(includes \$ 557,000 2008-09 Remaining Budget Request)</u>	<u>\$1,987,500</u>

2009-2010 Budget Request for Transportation Projects:

• Ongoing Projects Requesting Additional Funding and	
• High Priority Projects Requesting New Funding	
B-1 Winter Traffic Management (Existing)	\$ 30,000
B-2 Summer Traffic Management (Existing & K.B.)	\$ 20,000

B-3	Summer Trolley Transit Service, Squaw Valley, Kings Beach, Tahoe City, Nighttime (Existing)	\$ 181,000
B-4	Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, & Northstar (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)	\$ 175,000
B-8	Winter Nighttime Transit Service (Existing)	\$ 185,000
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-12	Year Round TART Baseline	\$ 255,000
	<u>Total</u>	<u>\$1,174,000</u>

2009-2010 New Transportation Budget Request Total \$1,174,000

2009-2010 Total Potential New Infrastructure/Transportation Project  
Budget Request \$3,161,500

2009-2010 Total Allocated Funds Needed for Ongoing Projects \$3,534,413

2009-2010 Total Potential Budget Request for Ongoing Infrastructure  
Projects with Allocated/Remaining Funds, and for New and  
Additional Project Funding \$6,695,913

Other Project Costs:

2009-2010 Personnel Overhead	(94,000 + 150,000)	\$ 244,000
Research & Planning	(25,000 + 35,000)	\$ 60,000
Membership/Advocacy	(5000 + 15,000)	\$ 20,000

2009-2010 Grand Total Potential Budget Request \$7,019,913

Available TOT Funding to Meet 2009-2010  
Infrastructure/Transportation Project Budget Request:

Total Allocated/Remaining Available Funds for Ongoing Projects \$3,534,413

Undesignated Infrastructure Funds Held by NLTRA	\$ 250,000
Pre 2006 Undesignated Infrastructure Funds Held by Placer County	\$2,869,548
2007-2008 Undesignated Infrastructure Funds Held by Placer County	\$1,834,995
2008-2009 Undesignated Infrastructure Funds Held by Placer County	\$ 827,151
<u>Total Available Undesignated Funds from Previous Years</u>	<u>\$5,781,694</u>

<u>Total Anticipated 2009-2010 New TOT Infrastructure Funds</u>	<u>\$2,589,000</u>
<u>2009-2010 Grand Total Available TOT Infrastructure Funds</u>	<u>\$11,905,107</u>
<u>2009-2010 Grand Total Budget Request</u>	<u>\$7,019,913</u>
Balance of Available Undesignated Funds from Prior Years Anticipated at end of 09-10 Fiscal Year	\$4,885,194



CURRENT AND FUTURE TOT INFRASTRUCTURE/TRANSPORTATION  
**FUNDING SUMMARY (Long Range Funding Plan)**  
 April 2009  
 (All Figures are in 2009 Dollars)

Current TOT Infrastructure/Transportation Funds Allocated for Ongoing Projects

Infrastructure Funds Allocated to Specific Projects	<b>2009/10</b>	<b>2008/09</b>
Held by NLTRA	\$ 533,016	\$ 832,286
Held by Placer County	\$2,419,516	\$2,048,588
Transportation Funds Allocated to Specific Projects		
Held by NLTRA	\$ 581,881	\$ 346,851
Held by Placer County	\$ -0-	\$ -0-
<u>Total Allocated Funds Available for Ongoing Projects</u>	<u>\$3,534,413</u>	<u>\$3,227,725</u>

Current TOT Unallocated Infrastructure/Transportation Funds Available	
Held by Placer County (2009)	\$ 827,151
Held by NLTRA	\$ 250,000

Prior Years Unallocated Infrastructure Funds	
Held by Placer County	\$4,704,543

<u>Total Unallocated Current Funds Available</u>	<u>\$5,781,694</u>
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Potential Future Infrastructure/Transportation Funds Available  
 2009 – 2014 (6 years)  
 (based on current funding methodology)

Annual Transportation Funds	\$ 650,000	x 6 years	\$ 3,900,000
Annual Infrastructure Funds	\$2,589,000	x 6 years	\$15,534,000
<u>Total Future Funds Available (2009-2014)</u>			<u>\$19,434,000</u>

	<b>2009-2014</b>	<b>2008-2013</b>
Total of Unallocated Current & Future Available Funds	\$25,215,694	\$21,878,000
Total Allocated Funds Remaining for Ongoing Projects	\$ 3,534,413	\$ 3,227,695
<u>Grand Total of All Available Funds</u>	<u>\$28,750,107</u>	<u>\$25,105,695</u>

## Potential Additional NLTRA Infrastructure/Transportation Anticipated Funding Needs

• Future Infrastructure 2008-2009	N/A	\$ 2,035,745
2009-2010	\$ 1,987,500	\$ 2,485,000
2010-2011	\$ 4,110,000	\$ 1,470,000
2011-2012	\$ 2,855,000	\$ 2,465,000
2012-2013	\$ 3,200,000	\$ 3,455,000
2013-2014	\$ 2,000,000	
<u>Total Infrastructure New Anticipated Needs</u>	<u>\$14,152,500</u>	<u>\$11,910,745</u>

• Future Transportation 2008-2009	N/A	\$ 1,048,000
2009-2010	\$ 1,174,000	\$ 1,198,000
2010-2011	\$ 1,352,000	\$ 1,359,000
2011-2012	\$ 1,491,000	\$ 1,375,000
2012-2013	\$ 1,486,500	\$ 1,376,000
2013-2014	\$ 1,513,500	
<u>Total Transportation New Anticipated Needs</u>	<u>\$ 7,017,000</u>	<u>\$ 6,355,500</u>

Total of Infrastructure/Transportation New Funding Needs Anticipated	\$21,169,500	\$18,267,245
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Total Allocated Remaining Funding Needs for Ongoing Infrastructure Projects	\$ 3,534,413	\$ 3,227,695
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Total Allocated, Budgeted, and New Funding Needs Anticipated	\$24,703,913	\$21,472,940
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Total Anticipated Funding Needs – Other Planning Costs (Administrative/Research/Planning)	\$ 2,137,200	\$ 1,944,000
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<u>Grand Total Infrastructure/Transportation Allocated and Anticipated Funding Needs</u>	<u>\$26,841,113</u>	<u>\$23,438,940</u>
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2009-2014 Grand Total of Available Funds	\$28,750,107
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2009-2014 Grand Total of Anticipated Funding Needs	\$26,841,113
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2009-2014 Potential Funds Available for Other Qualifying Projects	\$ 1,908,994
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**North Lake Tahoe Resort Association Integrated Infrastructure and Transportaton Work Plan  
2009-2014 Project Funding Needs**

Project	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2010-2014 Additional NLTRA New Funding Anticipated					Total Additional New Funding	
					2009-2010 Proposed Budget Not Allocated	2010-2011	2011-2012	2012-2013	2013-2014		
<b>A. ONGOING INFRASTRUCTURE PROJECTS</b>											
A-1	Kings Beach Commercial Core Improvement Project	\$45,000,000	\$3,850,000	\$2,280,560	\$1,569,440	\$500,000					\$0
A-2	Lakeside Multi Purpose Trail	\$5,850,000	\$716,000	\$501,840	\$214,160	\$200,000	\$800,000				\$800,000
A-3	State Hwy 89 Realignment and Improvement					\$225,000	\$500,000				\$500,000
A-4	TART Bus Shelters Upgrade					\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$240,000
A-5	Update Master Plan Surveys Data Analysis and Plans	\$56,000	\$20,000	\$16,500	\$3,500		\$55,000	\$75,000			\$130,000
A-6	Dollar Hill/Tahoe Vista Bike Trail					\$95,000	\$100,000	\$250,000	\$705,000		\$1,055,000
A-7	Northstar Community Multi-Purpose Trail	\$11,000,000	\$500,000	\$140,915	\$359,085		\$250,000	\$250,000			\$500,000
A-8	Squaw Valley Transit/Bus Stops	\$399,000	\$175,000	\$93,369	\$81,631						\$0
A-9	Squaw Valley Visitor Information Center	\$407,000	\$17,000	\$16,936	\$64	\$90,000	\$350,000	\$100,000			\$450,000
A-10	North Lake Tahoe Performing Arts Center	\$120,000	\$60,000	\$57,273	\$2,727	\$150,000	\$150,000	\$400,000	\$500,000		\$1,050,000
A-11	Tahoe City Transit Center	\$6,900,000	\$650,000	\$150,000	\$500,000		\$125,000				\$125,000
A-12	Truckee River Outlet Winter Plaza Maintenance					\$10,000	\$10,000	\$10,000	\$10,000		\$30,000
A-13	Visitor Bike Trail Map Signage	\$10,000				\$3,500					\$0
A-14	Signage - Mile Markers	\$25,000	\$25,000	\$8,513	\$16,487						\$0
A-15	Tahoe City "Y" Entrance					\$95,000					\$0
A-16	North Lake Tahoe Welcoming Lighting Infrastructure					\$80,000					\$0
A-17	Update 2003 Economic Significance Report & Placer Co.	\$24,000	\$10,000	\$3,060	\$6,940						\$0
A-18	Regional Wayfinding Signage	\$550,000	\$150,255	\$150,255		\$175,000	\$250,000	\$100,000	\$100,000	\$150,000	\$600,000
A-19	Homewood Class 1 Bike Trail	\$3,300,000	\$165,000	\$165,000			\$200,000	\$200,000	\$200,000		\$600,000
A-20	Tahoe City Historic Walking Tour	\$125,000	\$6,000	\$8,000		\$32,000	\$55,000				\$55,000
A-21	Squaw Valley Olympic Ski Museum	\$6,200,000	\$112,000	\$112,000		\$100,000	\$150,000	\$200,000	\$200,000		\$550,000
A-22	North Shore Traffic Calming					\$22,000					\$0
A-23	Tahoe City Fish Hatchery Interpretive Center	\$4,100,000	\$198,500		\$198,500						\$0
A-24	Enhanced Snow Removal Squaw, Alpine, Northstar	\$100,000	\$100,000	\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000
A-25	Kings Beach Visitor Information Center					\$50,000	\$250,000	\$150,000			\$400,000
	<b>Total</b>	<b>\$84,166,000</b>	<b>\$6,756,755</b>	<b>\$3,804,221</b>	<b>\$2,952,534</b>	<b>\$1,987,500</b>	<b>\$3,405,000</b>	<b>\$1,895,000</b>	<b>\$1,875,000</b>	<b>\$310,000</b>	<b>\$7,485,000</b>



**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan  
2009-2014 Project Funding Needs**

Project	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2010-2014 Additional NLTRA New Funding Anticipated					Total Additional New Funding	
					2009-2010 Proposed Budget Not Allocated	2010-2011	2011-2012	2012-2013	2013-2014		
<b>B. ONGOING TRANSPORTATION PROJECTS</b>											
B-1	Winter Traffic Management	\$32,000	\$32,000		\$32,000	\$30,000	\$34,000	\$34,000	\$36,000	\$36,000	\$140,000
B-2	Summer Traffic Management	\$22,000	\$22,000	\$14,608	\$7,392	\$20,000	\$22,000	\$22,000	\$15,000	\$15,000	\$74,000
B-3	Summer Enhanced Transit Service- includes Night Service	\$237,000	\$237,000	\$206,486	\$30,513	\$181,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000
B-4	Enhanced Winter Skier Transit Service-TART-Hwy 89+NS Runs	\$45,000	\$45,000		\$45,000	\$45,000	\$46,000	\$47,000	\$47,500	\$47,500	\$188,000
B-5	Enhanced Winter Transit Service-TART-Hwy 267	\$80,000	\$80,000		\$80,000	\$80,000	\$82,000	\$82,000	\$83,000	\$85,000	\$332,000
B-6	Enhanced Winter Skier Shuttle & Employee Transit Service-Truckee/Sugar Bowl	\$20,000	\$20,000		\$20,000	\$20,000	\$28,000	\$28,000	\$30,000	\$30,000	\$116,000
B-7	Reno/North Lake Tahoe Airport Shuttle Service	\$247,125	\$215,000	\$158,024	\$56,976	\$175,000	\$175,000	\$175,000	\$150,000	\$150,000	\$650,000
B-8	Winter Nighttime Transit Service	\$185,000	\$185,000	\$86,947	\$185,000	\$185,000	\$185,000				\$185,000
B-9	Year Round Hwy 267/Hourly Transit Service (Non Winter)	\$58,000	\$58,000	\$58,000		\$58,000	\$78,000	\$78,000	\$80,000	\$80,000	\$316,000
B-10	Year Round Hwy 89 Hourly Transit Service (Fall & Spring)	\$125,000	\$125,000		\$125,000	\$125,000	\$130,000	\$130,000	\$135,000	\$135,000	\$530,000
B-11	Tahoe Vista/Northstar Winter Pilot Program	\$19,000	\$19,000	\$19,000							
B-12	Year Round Base Line Service-TART					\$255,000					
	<b>Total</b>	<b>\$1,070,125</b>	<b>\$1,038,000</b>	<b>\$543,065</b>	<b>\$581,881</b>	<b>\$1,174,000</b>	<b>\$1,030,000</b>	<b>\$846,000</b>	<b>\$826,500</b>	<b>\$828,500</b>	<b>\$3,531,000</b>
<b>C. HIGH PRIORITY TRANSPORTATION PROJECTS REQUIRING FUTURE FUNDING</b>											
C-1	Year Round Daytime Half-Hour Transit Tahoe City to Stateline						\$250,000	\$250,000	\$265,000	\$265,000	\$1,030,000
C-2	Winter, Summer Daytime Half-Hour Transit Squaw to Tahoe City						\$72,000	\$145,000	\$145,000	\$155,000	\$517,000
C-3	Winter, Summer Nighttime Half-Hour Transit Squaw to Stateline							\$250,000	\$250,000	\$265,000	\$765,000
C-4	Water Taxi Service Feasibility Study						\$10,000				\$10,000
C-5	Regional Traffic Management Programs and Coordination										Possibly
C-6	Neighborhood Shuttle Programs										Possibly
	<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$332,000</b>	<b>\$645,000</b>	<b>\$660,000</b>	<b>\$685,000</b>	<b>\$2,322,000</b>

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan  
2009-2014 Project Funding Needs**

Project	Total Project Estimate	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2010-2014 Additional NLTRA New Funding Anticipated					Total Additional New Funding	
					2009-2010 Proposed Budget Not allocated	2010-2011	2011-2012	2012-2013	2013-2014		
<b>D. HIGH PRIORITY INFRASTRUCTURE PROJECTS REQUIRING FUTURE FUNDING</b>											
D-1	Burton Creek State Park/Tahoe City East Parking								\$125,000		\$125,000
D-2	Tahoe Vista - Northstar Bike Trail									\$1,000,000	\$1,000,000
D-3	North Shore State Line Transit Center										Possibly
D-4	Tahoe City Visitor Center/Fire Station Site Expansion/Redevelopment					\$150,000	\$300,000				\$450,000
D-5	North Tahoe Public Ice Skating Facility					\$300,000					\$300,000
D-6	Winter Multi-Purpose Trail Maintenance					\$40,000	\$40,000	\$40,000	\$40,000		\$160,000
D-7	Bike Trail Restrooms (West Shore, Truckee River, 64 Acres)						\$300,000	\$200,000	\$300,000		\$800,000
D-8	Tahoe Vista Recreation Area Access and Bike Trail					\$75,000	\$100,000	\$325,000			\$500,000
D-9	Commons Beach Sand Improvements					\$60,000					\$60,000
D-10	North Tahoe Regional Park Interpretive/Information Kiosk						\$40,000				\$40,000
D-11	North Tahoe Regional Park Nature Trail Renovation/Expansion							\$75,000			\$75,000
D-12	Lakeside Multi-Purpose Trail 2-C Tahoe Marina Lodge										Possibly
D-13	Skylandia Park Enhancement and Improvements					\$80,000	\$80,000	\$60,000	\$100,000		\$320,000
D-14	Waterborne Transit Pier Kings Beach State Recreation Area										Possibly
D-15	Squaw Valley-Truckee Bike Trail						\$100,000	\$250,000	\$250,000		\$600,000
D-16	Water Taxi Service Dock Improvements							\$250,000			\$250,000
D-17	Kings Beach State Recreation Area and Parking Lot										Possibly
D-18	North Tahoe Regional Park Improvements										Possibly
	<b>Total</b>					<b>\$705,000</b>	<b>\$960,000</b>	<b>\$1,325,000</b>	<b>\$1,690,000</b>		<b>\$4,680,000</b>

**North Lake Tahoe Resort Association Integrated Infrastructure and Transportation Work Plan  
2009-2014 Project Funding Needs Summary**

Project Category	Projects	NLTRA Funds Allocated	NLTRA Funds Expended	NLTRA Allocated Funds Remaining	2010-2014 Additional NLTRA New Funding Anticipated					Total Additional New Funding
					2009-2010 Proposed Budget Not Allocated	2010-2011	2011-2012	2012-2013	2013-2014	
Total Ongoing Infrastructure Projects	A-1 to A-25	\$6,756,755	\$3,804,221	\$2,952,534	\$1,987,500	\$3,405,000	\$1,895,000	\$1,875,000	\$310,000	\$7,485,000
Total High Priority Infrastructure	D-1 to D-18					\$705,000	\$960,000	\$1,325,000	\$1,690,000	\$4,680,000
Total Infrastructure		\$6,756,755	\$3,804,221	\$2,952,534	\$1,987,500	\$4,110,000	\$2,855,000	\$3,200,000	\$2,000,000	\$12,165,000
Total Ongoing Transportation	B-1 to B-12	\$1,038,000	\$543,065	\$581,881	\$1,174,000	\$1,030,000	\$846,000	\$826,500	\$828,500	\$3,531,000
Total High Priority Transportation	C-1 to C-6					\$332,000	\$645,000	\$660,000	\$685,000	\$2,322,000
Total Transportation		\$1,038,000	\$543,065	\$581,881	\$1,174,000	\$1,362,000	\$1,491,000	\$1,486,500	\$1,513,500	\$5,853,000
Total		\$7,794,755	\$4,347,286	\$3,534,415	\$3,161,500	\$5,472,000	\$4,346,000	\$4,686,500	\$3,513,500	\$18,018,000
Total Allocated Funds Remaining			\$3,534,415							
Total Proposed Budget Not Allocated Funds			\$3,161,500							
Total Additional New Funding Needs Anticipated			\$18,018,000							
Total Allocated, Budgeted, and New Funding Needs Anticipated			\$24,703,913							

Available Infrastructure TOT Funds Held by the County \$5,528,800



North Lake Tahoe Resort Association  
May 6, 2009

BACKGROUND

As the Board is aware, you directed staff to reallocate up to \$40,000 in marketing reserves to extend the Bay Area winter campaign. This campaign included a three week paid radio schedule as well as a two week radio promotional campaign.

SITUATION

Staff will report on the results of the campaign.

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
1 of 7**

**Summary**

**Total Media Budget: \$37,386**  
**Total Campaign Value: \$114,901**  
**Total Impressions 3,479,495**  
**Total Clicks to Site: 2,507**  
**Total Unique Contest Entries: 16,173**

**I. San Francisco Radio**

**Flight Dates:** February 23 – March 29, 2009  
**Buy:** KITS-FM, KFOG-FM, KNBR/KTCT-AM  
**Total Cost:** \$31,826  
**Total Promo and Paid Spots:** 586x  
**Total Value:** \$84,826  
**Adults 25-54 Reach/Frequency:** 35.8 / 3.3

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<b>KITS-FM</b>	<b>105.7</b>	<b>Modern Rock</b>
Core Audience	Men 25-44	Rank A25-54 #17

**Promotional Outline**

LIVE 105 The Woody Show Field Trip and on-air giveaway:

The week of March 2 – 6 LIVE 105 gave away five (5) two-night stays to North Lake Tahoe during the morning show and one (1) two-night stay online. Six winners and their guest were invited to join the five (6) member morning show and promotional staff on the North Lake Tahoe Bus for a weekend getaway. The bus left the LIVE 105 studio on Friday March 20th after the morning show (approx 12 noon) and returned on Sunday morning. Each winner received lodging Friday and Saturday night plus a happy hour party Friday afternoon from 6p-8p and skiing all day Saturday. The station did two live call-ins from the Party on Friday afternoon.

The five daily enter to wins were conducted via text messaging. The listeners were prompted via on-air mentions to text in the key word of the day for their chance to win the Woody Show Fieldtrip package. Each text received a bounce back message with 40-50 characters of text about the North Lake Tahoe VCB. After the winner was selected each day, a text message was sent notifying the entrants that they did not win and was followed by a second message about North Lake Tahoe.

**RESULTS**

Lodging Partners – Squaw Valley USA & The Resort at Squaw Creek

Lodging Partners received – Logo on contest page on site, mentions during contest promotions, mentions during live call ins and mentions on podcasts.

**Morning Drive Mobile Contest (6 a.m. – 10 a.m.)**

This is the biggest response KITS has received for on on-air mobile promotion

<u>Day</u>	<u>Text Entries</u>	<u>Unique Entries</u>
Monday	28,000	3,146
Tuesday	46,000	3,893
Wednesday	51,000	3,083
Thursday	28,000	2,426
Friday	29,000	1,778

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
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<b>KITS (newsletter &amp; text messaging contest)</b>	
Database	30,714
Opens	6,450
Clicks	92
Click Rate	1.43%
Text Contest Entries	192,000
Text Unique Contest Entries	14,326

**KFOG-FM 104.5 Adult Album Alternative**  
Core Audience Adults 35-54 Rank A25-54 #7

Promotional Outline

Promotion #1

KFOG email newsletter (week of March 16)

KFOG sent a weekly email to the Foghead 83,000 member database. KFOG offered their database an exclusive enter to win contest that is only available to database members. This contest was not promoted anywhere else online or on-air. Database members entered to win via the email newsletter. NLTVCB received 60 words, logo and URL within the newsletter.

Promotion #2

KFOG online contest (week of March 2)

KFOG conducted an online enter to win. The contest was promoted on-air via ten (10) recorded promotional mentions directing listeners to the KFOG website to enter to win. The contest was listed on the KFOG Facebook and My Space page with a link back to the contest page.

RESULTS

Lodging Partners – Hyatt Regency Lake Tahoe & Mourelatos Lakeshore Resort

Lodging Partners received – Logo on contest page of site, on-air mentions during contest promotions, and mention in e-newsletter.

<b>KFOG Email Newsletter</b>	
Database	83,000
Opens	22,742
Clicks	204
Click Rate	0.90%
Contest Entries	1,175

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
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**KNBR / KTCT-AM      680 / 1050      Sports Talk**  
Core Audience    Men 25-64                      Rank A25-54    #9

Promotional Outline

For 2-weeks (March 2 & March 16) KNBR/KTCT promoted an on-air/online NLTVCB getaway giveaway. KNBR gave two lucky listeners a getaway trip to North Lake Tahoe. The contest was promoted on-air, online, in an email newsletter and via text. The contest ran on both KNBR 680 and KTCT 1050.

**RESULTS**

Lodging Partners – Granlibakken & Tahoe Mountain Resorts  
Lodging Partners received – On-air mentions during contest promotions and name in email newsletter.

<b>KNBR Email Newsletter</b>	
Database	56,000
Opens	15,680
Clicks	198
Click Rate	1.26%

**II. San Jose Radio**

**Flight Dates:**                      March 9-22, 2009  
**Stations**                              KUFX-FM  
**Total Cost:**                        Free  
**Total Promo and Paid Spots:**    40x  
**Total Value:**                        \$700

**KUFX-FM                      105.7                      Classic Rock**  
Core Audience                      Men 25-49                      Rank A25-54    #5

Promotional Outline

North Lake Tahoe partnered with KUFX and Rosie McCann’s Irish Pub and Restaurant at Santana Row for a St. Patrick’s Day event. Tim Jeffrey’s and the KUFX Roadies broadcast live from Rosie McCann’s on Tuesday March 17 from 3p-7p. All listeners in attendance had a chance to win a trip for two to North Lake Tahoe with lodging at Tahoma Lodge and four(4) Ski Lake Tahoe North lift tickets. The event was promoted on-air and on-line.

**RESULTS**

Lodging Partner – Tahoma Lodge  
Lodging Partner received – logo on site

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
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**III. Sacramento**

<b>Flight Dates:</b>	March 3 <sup>rd</sup> -March 22 <sup>nd</sup>
<b>Stations</b>	KSEG, KSSJ and KZZO
<b>Total Cost:</b>	Free
<b>Total Promo and Paid Spots:</b>	97x
<b>Total Value:</b>	\$13,300
<b>Adults 25-54 Reach/Frequency:</b>	35.8 / 3.3

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<b>KSEG</b>	<b>96.9 FM</b>	<b>Classic Rock</b>
Core Audience	Men 45-54	Rank #2 Adult 25-54

Promotional Outline

Time Frame: 3/3-3/15

KSEG-FM aired forty (40) 60-second live promotional announcements over a two week period promoting the on-line give away of a two night stay at a North Lake Tahoe hotel and four lift tickets good at a North Lake Tahoe Ski Resort. Listeners registered on-line to win. Participant's logo, copy points and text link to website were included.

RESULTS

Lodging Partner – The Village at Squaw Valley

Lodging Partner received – Logo on contest page, home page and on-air mentions.

<b>KSEG (logo on site)</b>	
Clicks	13

<b>KSSJ</b>	<b>96.9 FM</b>	<b>Jazz</b>
Core Audience	Adults 50+	Rank #10 Adult 25-54

Promotional Outline

Time Frame: 3/3-3/15

KSSJ-FM aired thirty-two (32) :30 recorded promotional announcements over a two week period promoting the on-line give away of a 3 day, 2 night stay with two days of lift tickets at a North Lake Tahoe ski resort. Listeners registered on-line to win a pair of tickets. Lodging/resort logo, copy points and text link to website were included

RESULTS

Lodging Partner – Sugar Bowl

Lodging Partner received – On-air mentions and mention in email newsletter.

<b>KSSJ</b>	
Clicks	80



**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
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**KZZO-FM**                      **100.5**                      **Modern Adult Contemporary**  
Core Audience                      Women 25-49      Rank #15 Adult 25-54

Promotional Outline

Week of March 2, 2009

For the week of 3/2 North Lake Tahoe partnered with David Girard Vineyards 3rd Annual Wedding Workshop. The Wedding Workshop took place at the Vineyard on March 8<sup>th</sup>. The following week the midday show gave away 3 packs of tickets to the event each day and each winner qualified to win a romantic getaway for two to North Lake Tahoe. The Grand Prize drawing took place on-air Friday during the midday show.

RESULTS

Lodging Partner – Ferrari Crown Family Resort

Lodging Partner received – On-air mentions and mention on contest page.

**IV. Print Promotions (No dollar investment)**

**SF Weekly**

SF Weekly ran a "Win a Spring Getaway to North Lake Tahoe" promotion the week of March 17. The promotion was promoted via banners on the SFWeekly.com website and in their weekly e-newsletter sent to 12,000.

RESULTS

This was the biggest response SF Weekly had received from a promotion all winter.

311 Entries

Lodging Partner – Holiday House

Lodging Partner received – Name mention on email newsletter & on contest page

**7x7**

7x7 ran a "Top Trails in Tahoe" promotion the weeks of March 4 & 11. The promotion was promoted via banners on the 7x7 website, Twitter & Facebook.

RESULTS

636 Views of contest page

216 people exited to North Lake Tahoe or Plumpjack site

16 Entries

Lodging Partner – PlumpJack Squaw Valley Inn

Lodging Partner received logo and name mention on email newsletter and logo and mention on contest page

**V. Social Media Promotion (in progress)**

Lodging Partner – Squaw Valley Lodge

**VI. Email Campaign – see below traffic report**

Total Cost - \$5,041

Total Value - \$17,560

Total Impressions – 16,595

Total Clicks – 2,507

Click Rate – 15.11%

Cost per Click - \$2.01

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
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Websites	February	March	TOTAL
<b>Sheckys.com Email Blast (SF database)</b>			
Date		<b>3/18</b>	
Total Cost		\$625	\$625
Database		5,071	5,071
Emails Opened		1,409	1,409
Clicks		62	62
Click Rate		4.40%	4.40%
Cost per Click		\$10.08	\$10.08
<b>Ski Dazzle Email Blast (No. CA database) Lodging Partner – Northstar-at-Tahoe</b>			
Date		<b>3/17</b>	
Total Cost		\$1,875	\$1,875
Database		19,707	19,707
Emails Opened		2,751	2,751
Clicks		506	506
Click Rate		18.39%	18.39%
Cost per Click		\$3.71	\$3.71
Contest Entries		225	225
<b>SFStation.com Email Blast</b>			
Date	<b>2/25</b>		
Total Cost	\$625		\$625
Database	15,000		15,000
Emails Opened	2,103		2,103
Clicks	422		422
Click Rate	20.07%		20.07%
Cost per Click	\$1.48		\$1.48
<b>SacBee.com Email Blast Lodging Partner – Tahoe Biltmore</b>			
Date		<b>3/3</b>	
Total Cost		\$1,916	\$1,916
Database		20,443	20,443
Emails Opened		2,754	2,754
Clicks		372	372
Click Rate		13.51%	13.51%
Cost per Click		\$5.15	\$5.15
Contest Entries		120	120

**North Lake Tahoe VCB  
Spring 2009  
Buy and Promotion Recap  
7 of 7**

<b>Sunset.com Email Blast</b>			
Date	2/26		
Total Cost	\$0 - Added Value		\$0.00
Database	31,455		31,455
Emails Opened	7,578		7,578
Clicks	555		555
Click Rate	7.32%		7.32%
<b>RADIO PROMOTIONS (added value)</b>			
<b>KFOG Email Newsletter</b>			
Database		83,000	
Opens		22,742	
Clicks		204	
Click Rate		0.90%	
Contest Entries		1,175	
<b>KNBR Email Newsletter</b>			
Database		56,000	
Opens		15,680	
Clicks		198	
Click Rate		1.26%	
<b>KITS (newsletter &amp; text messaging contest)</b>			
Database		30,714	
Opens		6,450	
Clicks		92	
Click Rate		1.43%	
Contest Entries		192,000	
Unique Contest Entries		14,326	
<b>KSEG (logo on site)</b>			
Clicks		13	
<b>KSSJ (logo on site)</b>			
Clicks		80	
<b>KUFY (logo on site)</b>			
Clicks		3	
<b>TOTAL</b>			
Total Cost	\$625	\$4,416	\$5,041
Impressions	9,681	6,914	16,595
Clicks	977	1,530	2,507
Click Rate	10.09%	22.13%	15.11%
Cost per Click	\$0.64	\$2.89	\$2.01

## Website Stats Summary

### Unique Visitors

	<u>2009</u>	<u>2008</u>
	<b>TV Campaign</b>	
January 20-26	11,571	11,084 cable
January 27-February 2	11,824	16,622 cable
February 3-9	12,843	13,640 cable
February 10-16	12,760	13,960 hiatus no cable
<b>TOTAL</b>	<b>48,998</b>	<b>55,306 11% decrease</b>

*During 1/27-2/02 2008 North Lake Tahoe received 8 ft. of snow. From 1/12-2/03 2008 North Lake Tahoe receive 12ft. Of snow. For this same time in 2009 we received 26". We attribute the increase in traffic 1/27-2/02 to this snow fall.*

For this Time period web visits from California were flat year to year while out of state was down 24% in 2009 from 2008. So the decrease in traffic came from out of state.

### **Radio Campaign**

February 17-23	12,901	12,896 Hiatus no radio
February 24-March 2	12,645	13,390 radio schedule
March 3-9	11,970	11,474 promotions
March 10-16	10,290	11,531 radio schedule
March 17-23	10,577	11,418 promotions
March 24th-30th	10,204	11,520 radio schedule
<b>TOTAL</b>	<b>68,587</b>	<b>72,229 5% decrease</b>

*For this time period web visits from California were up 6% while out of state was down 13%. Again the decrease in traffic came from out of state visitors.*

### Cool Deals

	<u>2009</u>	<u>2008</u>
	<b>TV Campaign</b>	
January 20-26	2,089	3,627
January 27-February 2	2,045	4,241
February 3-9	2,216	3,775
February 10-16	2,061	4,055
<b>TOTAL</b>	<b>8,411</b>	<b>15,698 47% decrease</b>

### **Radio Campaign**

February 17-23	1,817	3,719
February 24-March 2	2,518	3,299
March 3-9	2,128	3,252
March 10-16	1,669	3,540
March 17-23	1,787	3,134
March 24-30th	1,407	2,870
<b>TOTAL</b>	<b>11,326</b>	<b>19,814 43% decrease</b>

*In 2008, when a user clicked on Cool Deals there was an interim through which they were sent which was counted as visit to that page. In 2009, the section had been streamlined and eliminated this step which resulted in less clicks in this section.*

**Lodging Click Thrus**

	<b><u>2009</u></b>	<b><u>2008</u></b>
	<b><i>TV Campaign</i></b>	
January 20-26	6,812	2,549
January 27-February 2	6,663	3,017
February 3-9	6,049	4,152
February 10-16	6,221	3,994
<b>TOTAL</b>	<b>25,745</b>	<b>13,712 99% increase</b>

***Radio Campaign***

February 17-23	6,146	4,247
February 24-March 2	4,956	4,048
March 3-9	5,573	2,103
March 10-16	4,602	2,052
March 17th-23rd	3,018	2,278
March 24th-30th	3,072	2,660
<b>TOTAL</b>	<b>27,367</b>	<b>12,450 120% increase</b>

*The lodging click thru programming was revised by 2009 making it easier for users to click thru which would account for some, but not all, of this dramatic increase.*

**Search Engine Referrals**

	<b><u>2009</u></b>	<b><u>2008</u></b>
	<b><i>TV Campaign</i></b>	
January 20-26	4,526	4,113
January 27-February 2	4,592	5,357
February 3-9	5,299	5,048
February 10-16	5,694	5,404
<b>TOTAL</b>	<b>20,111</b>	<b>19,922 1% increase</b>

***Radio Campaign***

February 17-23	5,118	4,682
February 24-March 2	4,729	4,348
March 3-9	4,660	3,951
March 10-16	4,083	4,151
March 17-23	3,841	3,927
March 24-30	3,837	3,843
<b>TOTAL</b>	<b>26,268</b>	<b>24,902 5% increase</b>

*Slight spike could be attributed to media with people turning to search engines if they did not remember the url.*

**Bay Area Web Visitors**

	<b><u>2009</u></b>	<b><u>2008</u></b>
	<b><i>TV Campaign (Targeted Cable Markets)</i></b>	
January 20-26	2,315	1,689 cable
January 27-February 2	2,197	1,956 cable
February 3-9	2,511	1,858 cable
February 10-16	3,161	2,257 hiatus no cable
<b>TOTAL</b>	<b>15,398</b>	<b>11,654 32% increase</b>

***Radio Campaign (Full Bay)***

February 17-23	2,267	1,578 Hiatus no radio
February 24-March 2	2,539	2,127 radio schedule

March 3-9	2,375	1,637 promotions
March 10-16	2,006	1,794 radio schedule
March 17-23	1,963	1,977 promotions
March 24-30	1,593	2,012 radio schedule
<b>TOTAL</b>	<b>10,476</b>	<b>9,547 10% increase</b>

---

**GRAND TOTAL** **25,874** **22% increase**  
**21,201 overall**

Increase can be directly attributed to television and radio campaigns as no other media was different during this time and economic/snow conditions were in a negative trend.

## Drive Market Campaign Analysis

Report Time Period:

Flight 1 Cable Ran January 20<sup>th</sup>-February 8<sup>th</sup> (3 weeks)

Flight 2 Radio Ran February 23<sup>rd</sup>-March 29<sup>th</sup> (5 weeks).

### I. Market Factors

#### A. Snow

In January 2008 we receive 12 feet of snow from 1/12-2/03.

In January 2009 we receive 26" of snow for the same time period.

#### B. Economy

January-March 2009 is when the stock market hit the all time low.

#### C. According MTS and Local Ski Resorts

Ski Visits were slightly down in 2009 from 2008. However people spent less on lessons, rentals and food. Lodging was substantially down.

People came skiing but did not stay or spend as much as in 2008.

#### D. South Lake Tahoe Campaign

Bay Area Radio

Dates: 2/24-3/12

Budget: \$50,000

3 Stations which were not the same as ours but the campaign ran at the same time with 44% more budget.

Offer: Kids ski free

#### E. Media Spend

	<u>January</u>	<u>February</u>	<u>March</u>	Total
Drive Specific				
2008:	\$9,277	\$16,157	\$0	\$25,434
2009	\$22,016	\$33,770	\$47,219	\$103,005
\$75,000 increase in spend in 2009 from 2008. This was basically the cable and radio buys.				
Total				
2008	\$114,873	\$91,853	\$5,710	\$212,436
2009:	\$60,114	\$39,651	\$51,872	\$151,637
\$61,000 decrease in media spend in 2009 from 2008.				

## **Conclusion:**

Considering the following factors

- 1) down economy
- 2) much less snow fall in January
- 3) 29% decrease in media spend
- 4) South Lake ran a radio campaign at the same time with a 44% higher budget. This may have caused confusion and definitely caused competition.
  
- 5) People in the Bay Area are very familiar with North Lake Tahoe; the campaign may have driven them directly to lodging properties and ski resorts they were familiar with.

With the following results

- 1) Web traffic overall down 8%
- 2) Out of state visits accounted for the drop in web visits.
- 3) Visits from California were up 3.6% overall for this entire campaign time period.
- 4) There was an increase in web visits from the Bay Area of 22% overall for the time period.
- 5) Clicks to lodging properties double during this time period year to year.

I think by increasing our spend in the drive market and utilizing cable and radio we increased traffic to the site from the Bay Area against several barriers. If we hadn't made this move we may have seen similar drops in traffic we saw out of state.





North Lake Tahoe Resort Association  
May 6, 2009

BACKGROUND

On Wednesday, April 22, the NLTRA hosted a Special Events community workshop as an outcome of our recently completed joint Marketing/Chamber/Lodging and community meetings. Approximately 30 people attended this three hour meeting.

SITUATION

Attached to this staff report are the meeting minutes from the April 22<sup>nd</sup> meeting as well as the subsequent presentation given to the joint committee on April 30<sup>th</sup>.

Staff will review the outcomes and answer any questions.



## **North Lake Tahoe Resort Association Special Events Workshop – 4/22/09**

### **Agenda**

- Purpose
- Review/background
- Event info
  - Key success factors
- Group discussion
  - Define events, players, priorities
- Vision for events
- Group work
  - Report out (consensus)
- Close/Next steps

### **Why Events?**

- Shoulder (Thanksgiving)
- Heritage
- Make money for organization
- Economic impact
- Awareness
- Fundraising
- Revitalize downtown
- Rally Community

### **Types of Events**

- Holiday Events
  - Why:
    - "Capture" an existing audience
    - Enriching experience
    - Draws audience
    - Showcase what we have (across region)
- Marquee Events
  - Why:
    - Showcase area (across region)
    - For the Community
    - Big ROI/Global Awareness
- Community Based
  - Why:
    - Community focused



- Tourist/Link to community
- Enriches tourist experience.
- Tourism – increased revenue on off times
- Good PR hook
- Sporting
  - Why:
    - Huge for area (freestyle).
    - Great exposure.
    - ROI – PR, spending in community
    - Takes advantage of our “natural landscape.” #1 Reason.
- Cultural:
  - Why:
    - Supports grant opportunities
    - Hot commodity in these times
    - Huge ROI potential – more affluent tourists that stay longer
- Corporate
  - Why:
    - Revenue and F+B
    - Lodging
    - Transportation
    - Shoulder fill in
    - Family – return business
- Culinary
  - Why:
    - Arts – small community event
    - “Icon Event” – Autumn food and wine
    - Fastest growing niche markets
    - Promote our restaurants
- Arts and Culture
  - Why:
    - Music/concerts –
    - Broad based support (visitor and Community)
    - Great marketing for NLTRA itself (goodwill from community)
    - Existing following
    - ROI for region
- Assoc. & Hobby Events
  - Why:
    - Exposure
    - Existing following
    - Long boarders
    - Walking groups
    - Attract and older demographic in shoulder season (Elder Hostile Gala)
    - Auto Clubs



### NLTRA's Role for All

- NLTRA grab info – send to businesses
  - Proactive in identifying opportunities
  - Support to existing events
  - Advocate for events (Travel Symposium)
- NLTRA
  - Face of events
  - Leadership in Destination Management
  - Provides marketing exposure
  - Finds angels
  - Helps promote
  - Coordinate
  - Enable
  - List on web
  - Cross promote
  - Works with Chamber to reach smaller community events
- Specific Role for Certain Types of Events
  - Community-Based
    - In-kind, \$'s
  - Corporate
    - Strong NLTRA role – sales based
    - Not producing event- (Travel Symposium)
    - Help to track ROI
    - Marketing to professionals



## **Vision**

- Larger national event (signature) year round.
- More Infrastructure improvements
- Events target to demographic change
  - Elderly
- More outdoor infrastructure, field, etc
- Large Performing Arts Center
- Increase occupancy
- Increase foot traffic
- >Awareness of area
- Stable workforce
- Community buy-in of NLTRA
- Better community collaborations
- Regional awareness as Event destination
- Ease of doing events
- Higher and smoother tourist patterns
- County understanding of resort community
- Local and regional ROI – TOT



**Actions**

- Develop a clear summary of events and ROI
  - What they are
    - New, how much business/ROI
- Evaluate staff time
  - Better spent by leveraging across events
  - Autumn food and wine
- Go to Placer County
  - Adocate for \$'s
  - Community needs to do it
- What does NLTRA do?
  - Get word out.

	<b>Group One</b>	<b>Group Two</b>	<b>Group Three</b>	<b>Group Four</b>
<b>Strike Zone</b>	<ul style="list-style-type: none"> <li>• Need to go after</li> <li>• May and June</li> <li>• Sept. and Oct.</li> </ul>	<ul style="list-style-type: none"> <li>• Do events when people are here</li> <li>• Identify slow periods</li> <li>• Geographically by resort or town.</li> <li>• Do more research on seasonality.</li> </ul>	<ul style="list-style-type: none"> <li>• Slow Times</li> <li>• Right Demographic</li> <li>• Spread things out</li> </ul>	<ul style="list-style-type: none"> <li>• Existing secondary holiday – Thanksgiving, Easter</li> <li>• Availability of visitor/consumer.</li> <li>• Weather in May, October.</li> </ul>



	<b>Group One</b>	<b>Group Two</b>	<b>Group Three</b>	<b>Group Four</b>
<b>Facilities</b>	<ul style="list-style-type: none"> <li>• Amphitheater</li> <li>• Performing arts building</li> <li>• Determine local community resources: resorts etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Ritz-Carlton-new player</li> <li>• Don't have venue (indoor) to host large conference groups.</li> <li>• Need performing arts center</li> <li>• Ball fields: can infra \$ be used to develop/finance?</li> </ul>		<ul style="list-style-type: none"> <li>• Indoor performing arts center/venue</li> <li>• Conference facility</li> <li>• Improved transportation for visitor</li> <li>• Awareness</li> </ul>
<b>Evaluation/ROI</b>	<ul style="list-style-type: none"> <li>• Both</li> <li>• Bigger events vs. smaller.</li> <li>• What type of event?</li> </ul>	<ul style="list-style-type: none"> <li>• ROI needed from all events supported by NLTRA</li> <li>• Mentor Events that need assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Occupancy Sales</li> <li>• PR Area</li> <li>• NLTRA Cred.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance of locals – community events</li> <li>• Collaborative ROI</li> <li>• Events break even but increase revenue for community business</li> </ul>



	Group One	Group Two	Group Three	Group Four
<b>Key Strategies</b>	<ul style="list-style-type: none"> <li>• Events that focus on key demographics for certain times of the year</li> <li>• Pull more of the community together: Calendar</li> </ul>		<ul style="list-style-type: none"> <li>• (Pro)Activist</li> <li>• Cohesive integrated marketing</li> <li>• NLTRA Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• NLTRA liaison proactive attend other event committees.</li> <li>• Planning/strat. Meetings with key players: ski resorts/community partners (calendar collab.)</li> <li>• Cohesive calendar: no overlapping events/piggybacking</li> </ul>
<b>Other</b>			Take back TOT	<ul style="list-style-type: none"> <li>• Create improved in market customer experience year round.</li> <li>• Ease of use for visitor.</li> </ul>

**Common Themes**

- Strike Zone:
  - Do research on seasonality and demographic
- Facilities:
  - Performing arts center.





- Evaluation/ROI:
  - ROI needed from all events
- Key Strategies:
  - Cohesive calendar with community

### **Close/Comments (Plus/Delta)**

#### What worked:

- Pastries
- Open Forum
  - Collaborative
    - Good info to inform NLTRA
- Group Discussion
- Idea sharing
- Comfort to be open and honest
- Timing good
- Different perspectives

#### Change:

- More info from staff as to what they are doing (baseline).
- Would've liked a County representative here.

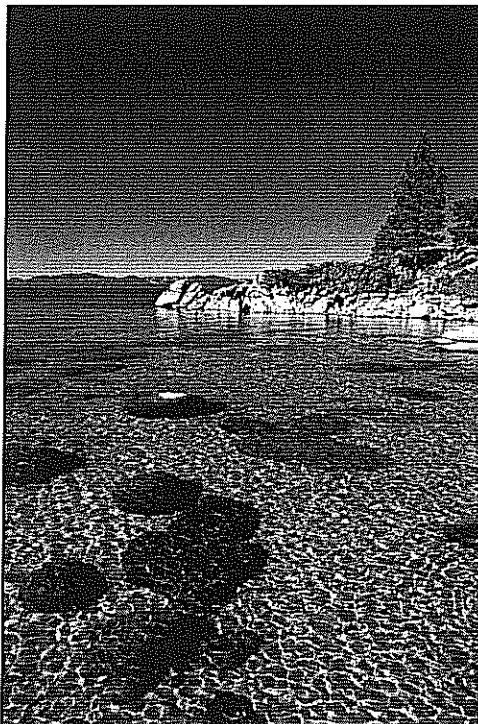


## NLTRA Workshop

April 30

1 pm - 3 pm

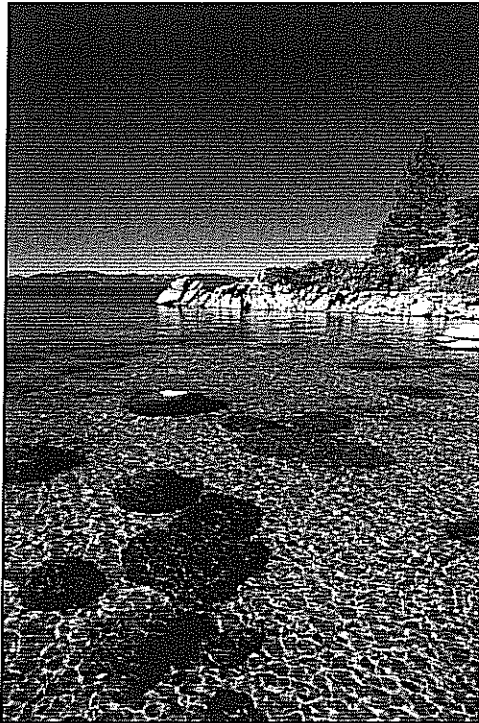
North Lake Tahoe  
Conference Center



## Agenda

- Welcome
- Purpose of meeting
- Update from previous meetings
- Marketing Goals
- Budget Recommendations
- Discussion
- Approval/Direction
- Close





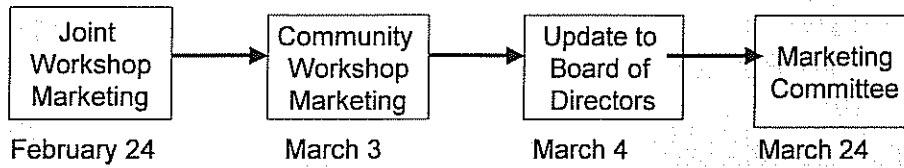
## Meeting Goals

- Review feedback from several meetings:
  - Joint Committee
  - Community
  - Marketing
  - Special Events
- Provide context to Budget recommendations
- Seek approval and direction from group



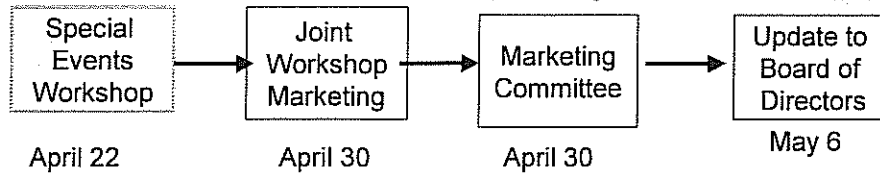
## Input Process

Listening/Brainstorming Phase

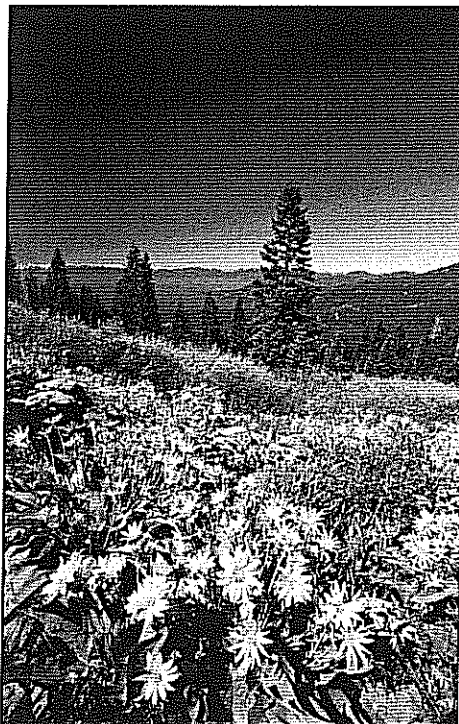
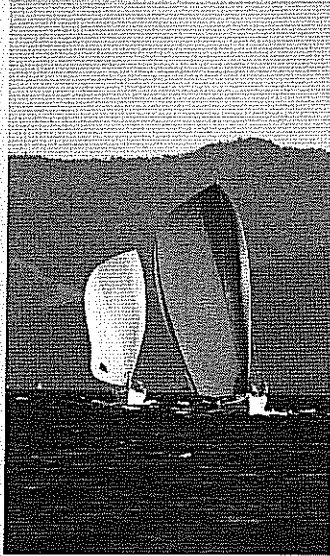


Requested

Key Building Blocks



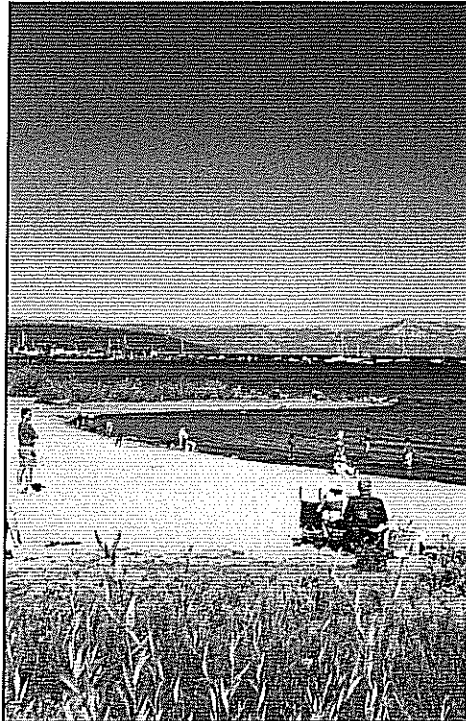
## Meeting Feedback



## Top Priorities from '09 Joint and Community Workshops

- Special Events #1 priority
  - Increase funding
  - Focus on high profile events
  - Big ROI
  - Include Snowfest and Olympic heritage in strategy
  - Wider strike zone, define
  - NLTRA role questioned
    - Chamber mentioned to take on
- Programs close 2nd
  - Increase community and event grants
  - Work with small businesses
  - Reconsider film



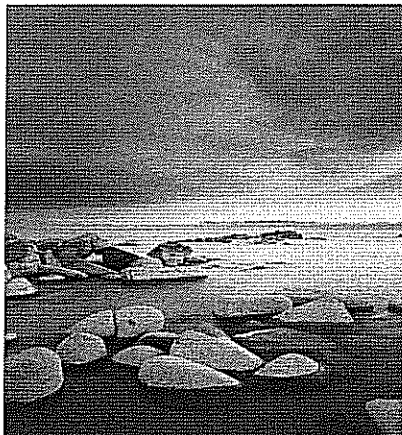


## Marketing Committee Input

- NLTRA role
  - Support community events
  - Encourage larger events to bring in TOT
- Develop event criteria and ROI
- Improve website
  - Events calendar, ease of use



## Highlights from Special Events Workshop



- Why events?
  - Shoulder visitation
  - Heritage
  - Make money!
    - ROI/Econ. Impact
    - Fundraising
  - Awareness
  - Revitalize downtown
  - Rally community
- Types of Events
  - Holiday, Sporting, Marquee, Community, Arts/Cultural, Corporate, Culinary, Association (hobby)

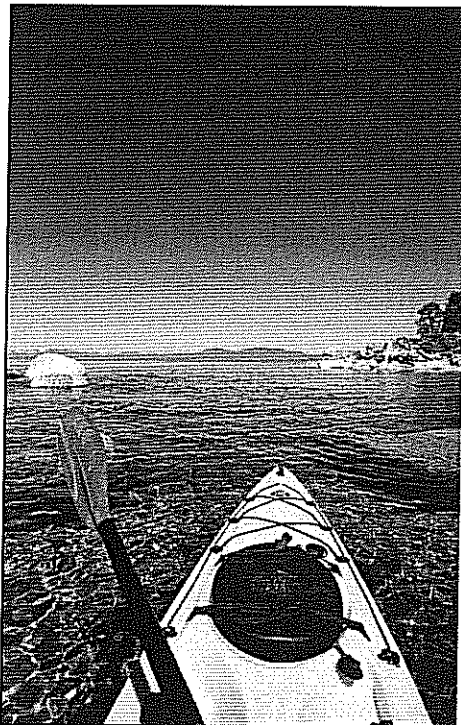




## Special Events Workshop "Role of NLTRA?"

- Taking leadership role in Destination Management
- Identifying new opportunities
- Supporting existing events
- Providing market exposure
  - Promotion, coordination, web listing, chamber
  - "Face of events"
- Finding angels

Not "producing events" !

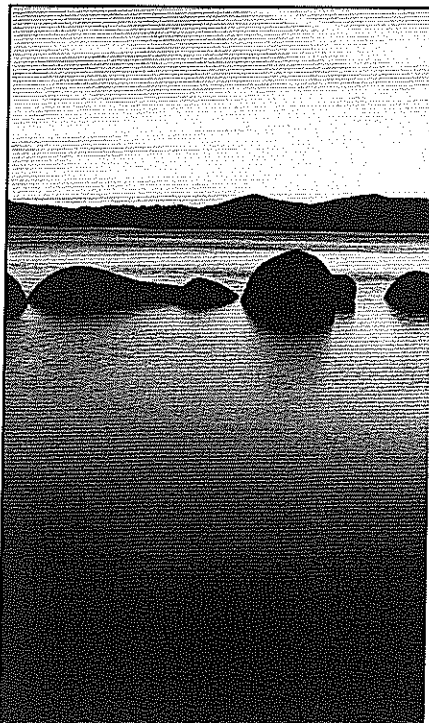


## Additional Role of NLTRA for:

- Corporate Events:
  - Sales based
  - Not producing event
  - Track to ROI
  - Marketing to Professionals
- Community based Events:
  - In-kind support
  - Financial support



# Marketing Goals and 09/10 Budget Recommendations



## Recommendations on Key Building Blocks

- Reviewed input from key meetings
- Focused on areas of consensus
- Does not include all budget items
  - Total Budget unknown





## NLTRA Marketing Goals FY 2009/10

### General Goals

- Increase Awareness of NLT as a Premier Travel Destination
- Increase Transit Occupancy Taxes
- Maintain and Defend Traditional/Core Markets
- Develop Destination/Emerging Markets

### Additional Goals based on Input

- Promote Activities and Events to Fill Determined Need Periods
- Allocate resources to Special Event support (staff resources and events)
- Further leverage website functionality
- Increase conference media



## NLTRA Marketing Budget Recommendations

<u>Recommendation</u>	<u>2008</u>	<u>2009</u>
• Programs	\$114,400	\$134,400
– Increase Special Event Grants = \$30,000		
• <b>\$ 20,000 increase from Prior Year</b>		
– No change from Prior Year		
• Community Marketing Partner Program = \$50,000		
• Placer Lake Tahoe Film Office = \$54,400		
• Special Events	\$15,000	\$30,000
– Addition of \$15,000 for New Event Development		
• NLT Marketing Cooperative Funding	\$832,000	\$832,000
– No Change from Prior Year		
<b>NET CHANGE IN KEY BUDGET LINE ITEMS</b>		<b>\$35,000</b>





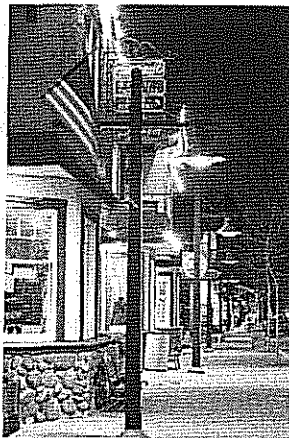
## Coop Marketing Budget Recommendations

<u>Recommendation</u>	<u>2008</u>	<u>2009</u>
• Public Relations	\$89,200	\$69,200
– Reallocation of \$20,000		
– For Web/Social Media development		
• Website Programs (non-advertising)	\$70,000	\$90,000
– Reallocation of \$20,000		
– For Web/Social Media development		
• Conference Sales Media/Trade Shows	\$189,000	\$200,000
– Increase in Conference Sales		
– For direct media placement		

**Shifting Dollars - No net change expected in Coop Budget**



## Discussion





April 28, 2009

To: Board of Directors

Fr: Management Team

Re: Status Report - Contract Compliance

**Background**

As directed by the Board, this agenda item provides an opportunity for a review and discussion on the status of NLTRA compliance with provisions of the FY-2008/09 Placer County Contract.

**Washoe County Conference Program Marketing and Booking Equity**

Staff understands from the NLTRA Executive Committee that discussions on this issue are continuing with the Placer County Executive Office.

**Annual Scope of Work and TOT Budget Submittal**

The NLTRA is moving toward development and submittal of a proposed Scope of Work and TOT Budget request for FY-2009/10. This submittal is due to Placer County by no later than May 31st.



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## M E M O R A N D U M

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**DATE:** May 6, 2009

**TO:** Board of Directors

**FROM:** Ron Treabess  
Director of Community Partnerships  
And Planning

**SUBJ:** April 1-30, 2009  
Activity Report

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### **A. Integrated Infrastructure and Transportation Work Plan—Update**

#### **1. Reno/North Lake Tahoe Airport Shuttle (North Lake Tahoe Express) (B-5)**

As of July 2008, the North Lake Tahoe Express started into its third fiscal year of operation. The July, August, September first quarter totals show total revenue of \$146,740 with a ridership of 5,460 passengers. This continues to compare very favorably to revenue totaling \$115,733 and 4,099 passengers for the same period last year. The second quarter, although showing a slight dip for November, continued to show an overall growth in total revenue and ridership. The F.Y. 08-09 second quarter had total revenue of \$117,715 and ridership of 4,346 passengers as compared to the 07-08 second quarter revenue of \$105,040 and ridership of 4,070. The third quarter showed a drop in both revenue and ridership during January, but increases in the same categories have returned to record levels in March and potentially so in April. Current financials and figures for the additional runs are attached to this report.

#### **2. Winter Transportation Programs (B-4, B-4a, B-4b, B-6,)**

All winter transit services were underway as of December 19<sup>th</sup> and ran until April 12<sup>th</sup>. TART services are up 10% for the first 91 days of the winter season. This overall percentage includes a 20% increase along the Highway 89 corridor and a 6% increase on the Highway 267 route. The final ridership comparison is attached to this report.

The winter night service (Night Rider) has shown continued growth amongst visitors, residents, and employees. The season total for 08-09 winter operation was 36,339 passengers at the rate of 12.9 to 18.8 passengers/service hour depending on route. Final ridership numbers are attached to this report.

#### **3. Tahoe Vista/Northstar Skier Shuttle (B-9)**

The NLTRA Board recommended Tahoe Vista/Northstar skier/employee shuttle demonstration project began on January 17<sup>th</sup> and is running morning and afternoon routes every weekend through April 12<sup>th</sup>, including the full President's Day week. The service, through April 12th, ran for 32 days and carried 1,768 passengers at a rate of 55 passengers/day and 11.05 passengers/service hour. Monitoring was done according to a directive from Placer County to enable proper evaluation of the service. The final report, as requested, is attached.

#### **4. Winter Traffic Management (B-1)**

Traffic control services in Tahoe City for the upcoming ski season began on December 20<sup>th</sup>. Road Safety Services is the contractor. This program was in operation, as the weather permitted, for two weeks during the holiday period, and will continue to be each weekend through Easter. Some positive adjustments have been made to the traffic coning locations allowing traffic to flow more smoothly through the Grove Street intersection. The service was provided only on Saturdays for the last 4 weeks of the season, and there were no negative results from not providing traffic management on Friday afternoons.

#### **5. Transit Service Guidelines**

County staff, NLTRA staff, and Joint Committee members have been engaged in discussions of transit measurement guidelines that can be used to evaluate the success of TOT funded transit operations. County staff presented suggested guidelines for discussion purposes only at the January Committee meeting. Direction was provided to NLTRA staff to continue working with the County to incorporate the comments of the Committee in preparing draft criteria guidelines that can be used for transit service evaluation. These were presented at the February Joint Committee meeting. Comments were to not use demographics of ridership, meeting a community need, or availability of alternative transportation as criteria for evaluating transit services. It was also recommended that the County develop additional quantifiable factors for the fiscal guidelines that would allow a phased approach for service achievement. Lastly, it was emphasized that the guidelines be considered collectively with flexibility, and that no one criteria will be used singularly to determine the success or failure of a route or service. These revisions were incorporated into the criteria guidelines. Upon the Committee's unanimous recommendation, the Board approved the guidelines at the April meeting.

#### **6. Regional Wayfinding Signage (A-18)**

Staff has been working with the consultant this month to resolve and incorporate the review comments made on the draft Signage Standards Manual. The developing signage standards package that was reviewed presented alternatives for color and material exploration, and design for signage for various purposes. These included vehicular directional, area identification, destination arrival, vehicular/pedestrian combination, pedestrian wayfinding, and trail/mile markers. The project is on schedule so that funds have been requested by Placer County DPW to design demonstration signage for implementation as part of the Tahoe City Transit Center. This first demonstration project requesting infrastructure funding was recommended at the February Joint Committee meeting and approved at the March Board meeting. The Placer County Board of Supervisors approved the project at their April 21<sup>st</sup> meeting. A request for an up to \$7,500 addendum to finish the Manual is on this month's Joint Committee agenda.

#### **7. North Lake Tahoe Performing Arts Center (A-10)**

The consulting firm selected to prepare this Arts and Culture Feasibility Study is the very experienced Webb Management Services from New York City. An initial series of interviews and an inventory of existing programs and facilities took place during the week of June 16<sup>th</sup>, followed by meetings on August 25<sup>th</sup>, and November 5<sup>th</sup>. Members of the Joint Committee and NLTRA Board have been involved in this process. The information that resulted from those meetings was incorporated into a draft final report which was presented by Mr. Webb to all interest parties on December 11<sup>th</sup>. All comments were submitted by year's end and the report has been finalized for distribution and determination of next phase of action. Meetings of stakeholders are being held to strategize an approach for application and initiation of the plan. As a result of discussion at the April Joint Committee meeting, staff will continue participating in the stakeholder meetings while the NLTRA focus remains on the development of a performing arts center and consideration of Infrastructure requests for arts and culture projects.

## **8. Olympic Heritage Museum and Celebration (A-21)**

At the October 1<sup>st</sup> meeting, the Board of Directors voted to recommend to the Board of Supervisors an Infrastructure allocation of up to \$50,000 for a consultant to manage the Squaw Valley Olympic and Western Ski Heritage Museum project (within a one year period of time) and up to \$50,000 to study the scope of the museum including site locations and design and to earmark another \$100,000 contingent upon review of the Board after the first of the year. The Board of Supervisors then, at their October 21<sup>st</sup> meeting, approved the proposed expenditure of budgeted Infrastructure funds in the amount of \$100,000 toward planning efforts to establish the Squaw Valley Olympic Museum and Western Winter Sports Heritage Center. The SVOM is moving ahead under this direction and approval. They have hired an executive director and selected local consulting firm, Gary Davis Group. They have also received official notification from the IRS that the Squaw Valley Museum Foundation (SVMF) has been given 501(c)(3) status, which is a result made possible by an earlier TOT Infrastructure grant. The SVMF will be making a progress report to the Board at the May meeting.

## **9. Update 2003 Economic Significance Report & Public Assessment Surveys (A-17)**

At the May, 2008 NLTRA Board Meeting, the Board considered the use of Infrastructure funds for updating research projects including the NLTRA share of funding for the Placer County wide Tourism Impact Study, incremental funds necessary to complete an update of the 2003 report *The Economic Significance of Travel to the North Lake Tahoe Area*, and community and visitor surveys in support of the NLTRA's 2012 initiative. The Board approved the allocation of up to \$80,000 for these projects using a combination of funds (infrastructure, research and planning, marketing) developed by further discussions between the NLTRA staff and Placer County. NLTRA and CEO staff representatives reached an agreement that the split would be \$30,000 of Infrastructure funds, \$31,000 of Marketing funds, and the balance from Research and Planning. Staff reviewed a rough draft of the mail-out residential survey and Web site survey summary tables. After incorporation of our comments, we have now received the final reports. The survey results have been placed on [www.NLTRA.org](http://www.NLTRA.org) and a presentation will be made to the Board at the May meeting.

## **10. Historic Tahoe City Fish Hatchery Interpretive Center (D-21)**

U.C. Davis has restored the old Tahoe City Fish Hatchery. The improved facility will not only function as a state-of-the-art field lab and research, but also as an interpretive, education, and nature center for visitors, school groups, and area residents. The interpretive features will include kiosks, interpretive paths, interactive exhibits, wayside informational signage, observation deck, and welcoming signage. The U.C. Davis Tahoe Research Group has prepared a request for infrastructure funding to assist with the interpretive features of this new visitor serving facility. This request for up to \$197,080 was recommended at the March Joint Committee meeting and approved by the Board of Directors at your April meeting. The Placer County Board of Supervisors unanimously approved the request at their April 21<sup>st</sup> meeting.

## **11. Squaw Valley Transit/Bus Stops (A-8)**

The NLTRA has taken the lead on the project and is partnering with Placer County's Tahoe Design Division (TDD) and TART to locate, design, and construct bus stops and shelters in the Valley. Presently, TDD has designed an appropriate shelter that can be used as a template for the individual shelters needed in Squaw Valley, and has prepared a site plan for the first two locations. The first of these shelters is under construction and scheduled for completion this season. The Contractors Association of Truckee Tahoe, Community Project (CATT CP) is donating services and providing materials at cost, to these bus shelter projects, after providing very favorable estimates to construct the two shelters. Staff has an agreement with CATT CP to provide \$33,760 for services and materials to construct each shelter. The second shelter will be constructed in the spring. TDD has received Board of Supervisors approval to solicit public bids for construction of this second shelter because

of CATT's concern in being able to complete it in timely fashion with volunteers during the current economic situation. Approved funding is available to do this second shelter as a normal contract.

## **12. Review and Update of Integrated Work Plan**

The process to update the Infrastructure and Transportation Development Integrated Work Plan was initiated at the January Joint Committee meeting. The current Work Plan was reviewed and included the priorities, the on-going infrastructure and transportation projects, and the proposed long-range projects to be considered over the next 5 years. Suggestions and recommendations were noted for possible inclusion as revisions to the plan. This was followed by an evening Community Workshop at the Tahoe City Public Utility District with our funding partners and interested community members. Input from this meeting, as appropriate, has also been used to develop the first draft of this year's proposed 2009-2014 Integrated Work Plan. Staff received direction to proceed with the preparation of the final draft at the February Joint Committee meeting and at the March NLTRA Board meeting. The final draft of the IWP was presented and recommended for use in preparing the budget at the March Committee meeting and April Board meeting. The draft 2009-10 Infrastructure/Transportation Budget is an item on the Board agenda.

## **13. May Joint Committee Date**

The next Joint Committee meeting will be held at 9:00 am on Tuesday, May 26<sup>th</sup>. May 25<sup>th</sup>, the normal meeting date is Memorial Day. The Committee will still meet at the Tahoe City Public Utility District.

## **B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- Olympic Museum and Celebration Committee
- Town of Truckee/Mousehole Progress
- NLTRA Board of Directors Meeting
- TNT/TMA Board
- RTTPC
- Farmers' Market Transit and Traffic Management
- TCPUD Board
- Chamber Mixer/Event Masters
- Caltrans/Hwy 89 Project Review
- Supervisor Montgomery/Tahoe City Snow Storage
- Board of Supervisors Ribbon Cutting
- Board of Supervisors Quarterly Tahoe Meeting
- Squaw Valley Olympic Museum Project Review
- Chamber Mixer/NTBA and NTOUD
- Sierra State Parks Foundation Board
- North Tahoe Regional Advisory Committee
- Joint Infrastructure/Transportation Committee
- School District/Chamber Forum
- Nevada County/Placer County Transportation

# North Lake Tahoe Express Financials

FY 2008-09

Operations																		
Green Line Results				Red Line Results				Blue Line Results										
Placer County				Placer County				Washoe County				Pax	FY 2007-08	Pax	Rev Variance	Subsidy	Subsidy	Subsidy
Mo.	Revenue	%	Pax	Revenue	%	Pax	Revenue	%	Pax	Tot Rev	2008-9	Comparison	2007-8	2008-9 to 07-08	2006-07	2007-08	2008-09	
July	\$8,680	18%	294	\$17,056	41%	665	\$17,702	41%	659	\$43,438	1618	\$32,220	1187	26% up	\$0	\$10,352	\$15,363	
Aug	\$8,885	21%	321	\$15,317	39%	597	\$17,362	40%	620	\$41,564	1538	\$28,427	1001	32% up	\$0	\$13,426	\$10,372	
Sep	\$4,855	16%	174	\$9,452	32%	355	\$15,675	52%	579	\$29,982	1108	\$28,283	1009	10% up	\$0	\$18,287	\$31,278	
Oct	\$2,468	7%	86	\$6,184	20%	239	\$23,113	73%	871	\$31,756	1196	\$26,803	884	16% up	\$0	\$18,380	\$14,155	
Nov	\$2,440	14%	77	\$4,685	26%	166	\$10,711	60%	380	\$17,836	623	\$20,294	640	12% down	\$6,790	\$16,316	\$22,419	
Dec	\$18,364	27%	682	\$20,289	30%	749	\$29,470	43%	1,096	\$68,123	2527	\$57,943	2446	15% up	\$15,548	\$2,750	\$0	
Jan	\$11,303	22%	431	\$19,669	39%	730	\$19,933	39%	794	\$50,905	1955	\$65,700	2685	22% down	\$21,289	\$1,294	\$1,916	
Feb	\$17,130	22%	594	\$24,321	35%	944	\$33,904	43%	1130	\$75,355	2668	\$65,583	2506	13% up	\$17,896	\$3,946	\$0	
Mar	\$11,299	14%	404	\$32,437	40%	1214	\$37,352	46%	1335	\$81,088	2953	\$59,871	2384	26% up	\$15,629	\$12,315		
Apr	\$2,845		106	\$8,729		340	\$6,745		212	\$18,319	658	\$20,536	756		\$26,379	\$24,964		
May			April is partial through April 22, 2009										\$17,175	632		\$18,738	\$7,918	
June												\$28,212	1064		\$10,012	\$15,379		
<b>Total</b>	<b>\$88,269</b>	<b>18%</b>	<b>3169</b>	<b>\$158,139</b>	<b>33%</b>	<b>5999</b>	<b>\$211,967</b>	<b>49%</b>	<b>7676</b>	<b>\$458,366</b>	<b>16,844</b>	<b>\$451,047</b>	<b>17,194</b>		<b>\$132,281</b>	<b>\$145,327</b>	<b>\$95,503</b>	

Operational Funding Sources	
Carryover	\$58,423.00
1.) NLTRA/Placer Cty	\$125,000.00
2.) Washoe Pub/Prvt	\$34,875.00
<b>Total Operations:</b>	<b>\$218,298.00</b>
3.) Trk Tahoe Airport	\$2,500.00
4.) Best Western	\$1,000.00
5.) Cedar Hse	\$750.00
6.) NLTRA/Mkt/Adm	\$83,000.00
<b>TOTAL INCOME:</b>	<b>\$305,648.00</b>

Roll-over from FY 07-08  
NLTRA budget  
TMA

TMA  
TMA  
TMA

Expenses:	
Marketing	\$68,000
Admin Asst	\$15,000
IT	\$4,891
Sub/Ops	\$93,587
<b>Total Expense</b>	<b>\$181,478</b>

Average Ticket price for March: \$27.46

Average Subsidy per pax YTD: \$5.78

## Fiscal Year 2008-2009

### Red Line-Placer County

#### To Reno Airport

	PAX	Revenue
4:10 AM	446	\$11,353.00
7:30 AM	833	\$21,906.00
11:15 AM	879	\$22,547.00
12:30 PM	133	\$3,460.00
3:05 PM	427	\$11,420.00
7:30 PM	92	\$2,560.00
10:45 PM	24	\$605.00
12:20 PM	134	\$3,500.00
	2968	\$77,351.00

#### To North Lake Tahoe

	PAX	Revenue
5:30 AM	6	\$158.00
9:00 AM	183	\$5,042.00
12:30 PM	998	\$24,561.00
2:00 PM	402	\$9,906.00
4:30 PM	648	\$16,846.00
6:00 PM	109	\$3,173.00
8:30 PM	452	\$13,270.00
11:45 PM	198	\$5,716.00
	2996	\$78,672.00

Total PAX 5964  
 Total Revenue \$156,023.00  
 Rev per Pax \$26.16

### Green Line-Placer County

#### To Reno Airport

	PAX	Revenue
3:45 AM	79	\$2,063.00
6:15 AM	155	\$4,008.00
9:45 AM	643	\$17,620.00
1:45 PM	299	\$8,495.00
5:50 PM	162	\$5,185.00
9:30 PM	32	\$705.00
	1370	\$38,076.00

#### To North Lake Tahoe

	PAX	Revenue
5:00 AM	0	\$0.00
8:00 AM	72	\$1,795.00
11:15 AM	404	\$10,750.00
3:15 PM	591	\$16,230.00
5:30 PM	110	\$3,042.00
7:30 PM	308	\$9,567.00
11:00 PM	140	\$3,958.00
	1625	\$45,342.00

Total PAX 2995  
 Total Revenue \$83,418.00  
 Rev per Pax \$27.85

### Blue Line-Washoe County

#### To Reno Airport

	PAX	Revenue
4:00 AM	621	\$17,465.00
7:00 AM	927	\$25,906.00
10:00 AM	1163	\$31,464.00
12:00 PM	294	\$7,785.00
1:20 PM	580	\$15,970.00
4:15 PM	384	\$10,932.00
7:55 PM	95	\$2,630.00
11:15 PM	39	\$1,040.00
	4103	\$113,192.00

#### To North Lake Tahoe

	PAX	Revenue
5:15 AM	9	\$318.00
8:30 AM	99	\$2,740.00
11:30 AM	713	\$18,598.00
1:00 PM	490	\$13,260.00
2:30 PM	1178	\$30,719.00
6:00 PM	518	\$14,766.00
9:15 PM	513	\$14,545.00
11:45 PM	248	\$7,575.00
	3768	\$102,521.00

Total PAX 7871  
 Total Revenue \$215,713.00  
 Rev per Pax \$27.41

**Combined Total PAX: 16,830**  
**Total Rev: \$455,154.00**  
**Total Sub: \$93,587.00**  
**Rev Per PAX: \$27.04**  
**Sub Per PAX: \$5.56**



## Fiscal Year 2007-2008

### Red Line-Placer County

#### To Reno Airport

	PAX	Revenue
4:10 AM	428	\$11,183.00
7:30 AM	893	\$21,509.00
11:15 AM	1035	\$25,106.00
12:30 PM	1245	\$30,315.00
3:05 PM	649	\$16,020.00
7:30 PM	145	\$3,440.00
10:45 PM	31	\$920.00

4426 \$108,493.00

#### To North Lake Tahoe

	PAX	Revenue
5:30 AM	14	\$420.00
9:00 AM	165	\$4,640.00
12:30 PM	0	\$0.00
2:00 PM	0	\$0.00
4:30 PM	827	\$21,395.00
6:00 PM	120	\$2,720.00
8:30 PM	650	\$17,183.00
11:45 PM	289	\$7,748.00

2065 \$54,106.00

Total PAX 6491  
 Total Revenue \$162,599.00  
 Rev per PAX \$25.05

### Green Line-Placer County

#### To Reno Airport

	PAX	Revenue
3:45 AM	84	\$2,342.00
6:15 AM	172	\$4,432.00
9:45 AM	826	\$21,961.00
1:45 PM	431	\$11,032.00
5:50 PM	290	\$7,603.00
9:30 PM	41	\$1,060.00

1844 \$48,430.00

#### To North Lake Tahoe

	PAX	Revenue
5:00 AM	22	\$475.00
8:00 AM	81	\$2,167.00
11:15 AM	450	\$12,066.00
3:15 PM	896	\$22,838.00
5:30 PM	171	\$4,290.00
7:30 PM	433	\$11,918.00
11:00 PM	247	\$6,372.00

2300 \$60,126.00

Total PAX 4144  
 Total Revenue \$108,556.00  
 Rev Per PAX \$26.20

### Blue Line-Washoe County

#### To Reno Airport

	PAX	Revenue
4:00 AM	656	\$17,997.00
7:00 AM	742	\$20,493.00
10:00 AM	1148	\$29,943.00
12:00 PM	0	\$0.00
1:20 PM	495	\$13,045.00
4:15 PM	444	\$12,057.00
7:55 PM	49	\$1,460.00
11:15 PM	24	\$565.00

3558 \$95,560.00

#### To North Lake Tahoe

	PAX	Revenue
5:15 AM	8	\$260.00
8:30 AM	81	\$2,395.00
11:30 AM	657	\$16,277.00
1:00 PM	0	\$0.00
2:30 PM	1141	\$29,412.00
6:00 PM	474	\$12,536.00
9:15 PM3	520	\$14,613.00
11:45 PM	303	\$8,257.00

3184 \$83,750.00

Total PAX 6742  
 Total Revenue \$179,310.00  
 Rev Per PAX \$26.60

**Combined Total PAX: 17,377**  
**Total Rev: \$450,465.00**  
**Total Sub: \$145,327.00**  
**Rev Per PAX: \$25.93**  
**Sub Per PAX: \$8.37**

## NLTE FY 2006-07

### Red Line-Placer County

#### To Reno Airport

	PAX	Revenue
4:10 AM	289	\$7,580.00
7:30 AM	639	\$14,965.00
11:15 AM	739	\$17,155.00
12:30 PM	0	\$0.00
3:05 PM	370	\$9,120.00
7:30 PM	107	\$2,420.00
10:45 PM	20	\$530.00

2164    \$51,770.00

#### To North Lake Tahoe

	PAX	Revenue
5:30 AM	13	\$350.00
9:00 AM	130	\$3,210.00
12:30 PM	828	\$18,345.00
2:00 PM	0	\$0.00
4:30 PM	739	\$18,258.00
6:00 PM	73	\$1,740.00
8:30 PM	423	\$11,370.00
11:45 PM	249	\$6,700.00

2206    \$59,973.00

Total PAX                    4370  
 Total Revenue    \$111,743.00  
 Rev Per PAX                \$25.57

### Green Line-Placer County

#### To Reno Airport

	PAX	Revenue
3:45 AM	68	\$1,965.00
6:15 AM	111	\$2,715.00
9:45 AM	395	\$10,110.00
1:45 PM	161	\$4,465.00
5:50 PM	153	\$3,945.00
9:30 PM	30	\$825.00

918    \$24,025.00

#### To North Lake Tahoe

	PAX	Revenue
5:00 AM	3	\$105.00
8:00 AM	35	\$965.00
11:15 AM	226	\$5,945.00
3:15 PM	538	\$13,870.00
5:30 PM	101	\$2,830.00
7:30 PM	233	\$6,510.00
11:00 PM	161	\$4,645.00

1297    \$34,870.00

Total PAX                    2215  
 Total Revenue    \$58,895.00  
 Rev Per PAX                \$26.59

### Blue Line-Washoe County

#### To Reno Airport

	PAX	Revenue
4:00 AM	268	\$7,315.00
7:00 AM	341	\$8,985.00
10:00 AM	573	\$15,040.00
12:00 PM	0	\$0.00
1:20 PM	286	\$7,109.00
4:15 PM	225	\$6,023.00
7:55 PM	56	\$1,445.00
11:15 PM	4	\$110.00

1753    \$46,027.00

#### To North Lake Tahoe

	PAX	Revenue
5:15 AM	1	\$30.00
8:30 AM	53	\$1,340.00
11:30 AM	324	\$8,093.00
1:00 PM	0	\$0.00
2:30 PM	633	\$15,764.00
6:00 PM	193	\$5,315.00
9:15 PM	295	\$7,615.00
11:45 PM	137	\$3,510.00

1636    \$41,667.00

Total PAX                    3389  
 Total Revenue    \$87,694.00  
 Rev Per PAX                \$25.88

**Combined Total PAX:                9,974**  
**Total Rev:                                \$121,822**  
**Total Sub:                                \$132,280**  
**Rev Per PAX:                            \$27.36**  
**Sub Per PAX:                            \$13.26**

Total PAX and Revenue for Red, Green and Blue lines 2006-current  
(March 25, 2009)

**Red**

Total PAX 16825  
Total Revenue \$430,365.00  
Rev per PAX \$25.58

YTD Rev	YTD Pax	YTD Sub
<b>\$430,365</b>	<b>16825</b>	<b>\$132,280</b>
<b>\$250,869</b>	<b>9354</b>	<b>\$145,327</b>
<b>\$482,717</b>	<b>18002</b>	<b>\$93,587</b>
<b>\$1,163,951</b>	<b>44181</b>	<b>\$371,194</b>
<b>Rev per PAX:</b>		<b>\$26.35</b>
<b>Sub per PAX:</b>		<b>\$8.40</b>

**Green**

Total PAX 9354  
Total Revenue \$250,869.00  
Rev per PAX \$26.82

**Blue**

Total PAX 18002  
Total Revenue \$482,717.00  
Rev per PAX \$26.82

## Route Total Performance and Subsidy Overview

### Red

Placer County

Total PAX 16825

Total Revenue \$430,365.00 Red Line

Rev per PAX \$25.58 Green Line

Blue Line

Total Rev	Total Pax	Ops Sub	Total Mkt	Total Adm
\$430,365	16825	\$132,280	\$68,000	\$15,000
\$250,869	9354	\$145,327	\$68,500	\$10,000
\$482,717	18002	\$95,503	\$55,500	\$12,500
\$1,163,951	44181	\$373,110	\$192,000	\$37,500

### Green

Placer County

Total PAX 9354

Total Revenue \$250,869.00

Rev per PAX \$26.82

Rev per PAX: \$26.35

Sub per PAX: \$8.44

\$13.41 Overall since November 15, 2006  
with Marketing/Admin costs included

### Blue

Washoe County

Total PAX 18002

Total Revenue \$482,717.00

Rev per PAX \$26.82

Year	Operations	Marketing/Admin	Total	#Pax	Sub Per Pax
2008-09	\$95,503	\$67,500	\$163,003	16,937	\$9.62
2007-08	\$145,327	\$78,500	\$223,827	17,194	\$13.02
2006-07	\$132,281	\$83,000	\$215,281	10,748	\$20.03
	\$373,111	\$229,000	\$602,111	44,879	

**Tahoe Area Regional Transit  
Winter 08/09 Final Season Comparison to 07/08 - Ridership**

Total Boardings	W Shore	N Shore	Nevada	Hwy 89	Hwy 267	Total
2008 09	19,854	68,241	15,061	50,810	39,775	193,741
2007 08	20,515	66,321	18,415	42,505	37,391	185,147
% +/-	-3%	3%	-18%	20%	6%	5%

Average Daily							# Days
2008 09	173	593	131	442	346	1,685	113
2007 08	178	577	160	370	325	1,610	115
% +/-	-3%	3%	-18%	20%	6%	5%	

Pass/Vehicle Service Hr						
2008 09	16.3	39.8	11.0	20.2	16.3	20.9
2007 08	16.6	39.4	13.5	17.0	15.2	20.1
% +/-	-2%	1%	-18%	19%	7%	4%

4/27/2009 Placer DPW - wg

**Night Rider Service Tally Through April 12, 2009**

Bus #1

<b>Squaw Valley to Tahoe City to Stateline</b>										
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax
SV-ClkTw	7:00 PM	1057	8:00 PM	136	9:00 PM	481	10:00 PM	112	11:00 PM	328
Village @ SV	7:05 PM	383	8:05 PM	53	9:05 PM	208	10:05 PM	31	11:05 PM	230
RSC	7:13 PM	241	8:13 PM	75	9:13 PM	195	10:13 PM	49	11:13 PM	231
SV Rd/Hwy 89	7:20 PM	90	8:20 PM	22	9:20 PM	33	10:20 PM	6	11:20 PM	47
River Ranch	7:23 PM	19	8:23 PM	4	9:23 PM	22	10:23 PM	3	11:23 PM	45
TC "Y"	7:30 PM	642	8:30 PM	241	9:30 PM	560	10:30 PM	233	11:30 PM	596
Boatworks	7:33 PM	468	8:33 PM	95	9:33 PM	266	10:33 PM	90	11:33 PM	223
Lake Forest	7:37 PM	56	8:37 PM	54	9:37 PM	146	10:37 PM	83	11:37 PM	97
Dollar Hill	7:40 PM	54	8:40 PM	139	9:40 PM	101	10:40 PM	159	11:40 PM	134
Carmelian Bay	7:45 PM	66	8:45 PM	120	9:45 PM	79	10:45 PM	153	11:45 PM	72
Tahoe Vista	7:50 PM	153	8:50 PM	311	9:50 PM	153	10:50 PM	333	11:50 PM	70
Kings Beach	7:55 PM	118	8:55 PM	457	9:55 PM	125	10:55 PM	499	11:55 PM	106
Billmore	8:00 PM	25	9:00 PM	242	10:00 PM	27	11:00 PM	270	12:00 AM	71
		3362		1949		2396		2021		2250
										11978
New Year's Eve Total Passengers = 304										

Bus #2

<b>Stateline to Tahoe City to Squaw Valley</b>										
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax
Billmore	7:00 PM	297	8:00 PM	56	9:00 PM	302	10:00 PM	62	11:00 PM	475
Kings Beach	7:05 PM	330	8:05 PM	83	9:05 PM	283	10:05 PM	98	11:05 PM	217
Tahoe Vista	7:08 PM	267	8:08 PM	78	9:08 PM	316	10:08 PM	50	11:08 PM	263
Carmelian Bay	7:11 PM	67	8:11 PM	62	9:11 PM	117	10:11 PM	43	11:11 PM	132
Dollar Hill	7:15 PM	131	8:15 PM	60	9:15 PM	204	10:15 PM	55	11:15 PM	138
Lake Forest	7:20 PM	88	8:20 PM	71	9:20 PM	160	10:20 PM	88	11:20 PM	85
Boatworks	7:25 PM	35	8:25 PM	140	9:25 PM	57	10:25 PM	124	11:25 PM	22
TC "Y"	7:30 PM	266	8:30 PM	526	9:30 PM	288	10:30 PM	534	11:30 PM	129
River Ranch	7:35 PM	2	8:35 PM	9	9:35 PM	3	10:35 PM	38	11:35 PM	13
SV Rd/Hwy 89	7:40 PM	6	8:40 PM	27	9:40 PM	8	10:40 PM	29	11:40 PM	11
RSC	7:45 PM	24	8:45 PM	208	9:45 PM	46	10:45 PM	207	11:45 PM	39
Village at SV	7:55 PM	33	8:55 PM	91	9:55 PM	19	10:55 PM	61	11:55 PM	14
SV Clocktower	8:00 PM	104	9:00 PM	740	10:00 PM	93	11:00 PM	523	12:00 AM	81
		1650		2151		1696		1912		1619
										9228
New Year's Eve Total Passengers = 360										

Bus #3

Northstar to Kings Beach to Stateline											
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	
NoS-Village	6:30 PM	1312	7:30 PM	826	8:30 PM	737	9:30 PM	490	10:30 PM	296	
Sawmill	6:40 PM	72	7:40 PM	57	8:40 PM	63	9:40 PM	67	10:40 PM	70	
Hwy/Stewrt	6:50 PM	40	7:50 PM	101	8:50 PM	92	9:50 PM	69	10:50 PM	74	
Hwy/Cmnn	6:53 PM	81	7:53 PM	111	8:53 PM	278	9:53 PM	138	10:53 PM	62	
KB-Crown	6:55 PM	98	7:55 PM	106	8:55 PM	100	9:55 PM	101	10:55 PM	45	
Crystal Bay	7:00 PM	26	8:00 PM	27	9:00 PM	29	10:00 PM	42	11:00 PM	107	
		1629		1228		1299		907		654	5717

Stateline to Kings Beach to Northstar											
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	
Crystal Bay	7:00 PM	89	8:00 PM	127	9:00 PM	142	10:00 PM	146	11:00 PM	320	
KB-Daves	7:05 PM	267	8:05 PM	238	9:05 PM	247	10:05 PM	198	11:05 PM	110	
Hwy Cmnn	7:10 PM	30	8:10 PM	16	9:10 PM	45	10:10 PM	47	11:10 PM	12	
Sawmill	7:20 PM	12	8:20 PM	22	9:20 PM	19	10:20 PM	11	11:20 PM	2	
NoS-Village	7:30 PM	0	8:30 PM	1	9:30 PM	0	10:30 AM	3	11:30 PM	0	
		398		404		453		405	Total:	444	2104

New Year's Eve Total Passengers = 596

Bus #4

Tahoe City to Granlibakken to Tahoma											
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	
TC "Y"	6:30 PM	1141	7:30 PM	906	8:30 PM	702	9:30 PM	617	10:30 PM	638	
Gmlbkkn	6:35 PM	25	7:35 PM	29	8:35 PM	19	9:35 PM	20	10:35 PM	17	
Sunnyside	6:45 PM	68	7:45 PM	100	8:45 PM	91	9:45 PM	99	10:45 PM	45	
Rideout Com	6:47 PM	12	7:47 PM	23	8:47 PM	29	9:47 PM	13	10:47 PM	9	
Homewood	6:50 PM	51	7:50 PM	67	8:50 PM	61	9:50 PM	26	10:50 PM	13	
Tahoma PD	7:00 PM	9	8:00 PM	1	9:00 PM	1	10:00 PM	0	11:00 PM	63	
		1306		1126		903		775		785	4895

Tahoma to Granlibakken to Tahoe City											
Stop	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	Time	#Pax	
Tahoma PD	7:00 PM	156	8:00 PM	153	9:00 PM	206	10:00 PM	160	11:00 PM	168	
Homewood	7:10 PM	102	8:10 PM	83	9:10 PM	69	10:10 PM	84	11:10 PM	67	
Rideout Com	7:12 PM	27	8:12 PM	21	9:12 PM	38	10:12 PM	21	11:12 PM	2	
Sunnyside	7:15 PM	115	8:15 PM	116	9:15 PM	218	10:15 PM	199	11:15 PM	81	
Gralbkn	7:25 PM	65	8:25 PM	63	9:25 PM	37	10:25 PM	38	11:25 PM	45	
Boatworks	7:28 PM	14	8:28 PM	8	9:28 PM	11	10:28 PM	4	11:28 PM	1	
TC "Y"	7:30 PM	15	8:30 PM	1	9:30 PM	7	10:30 PM	0	11:30 PM	22	
		494		445		586		506		386	2417

New Year's Eve Total Passengers = 159

Total: 36339

New Year's Eve Grand Total of Passengers = 1,419

## Total 08-09 Night Rider Productivity (Psgr-Trips per Vehicle-Hour)

Route	Hour Beginning						Total
	6:00 PM	7:00 PM	8:00 PM	9:00 PM	10:00 PM	11:00 PM	
<b>Squaw Valley -- Tahoe City -- Stateline</b>			<b>Bus 1 &amp; 2</b>				
EB	--	29.8	17.2	21.2	17.9	19.9	
WB	--	14.6	19.0	16.8	16.9	14.3	
Subtotal	--	22.2	18.1	19.0	17.4	17.1	18.8
<b>Northstar to Kings Beach to Stateline</b>			<b>Bus #3</b>				
SB	28.8	21.7	23.0	16.1	11.6	--	
NB	--	7.0	7.2	8.0	7.2	7.9	
Subtotal	28.8	14.4	15.1	12.0	9.4	7.9	13.8
<b>Tahoe City to Granlibakken to Tahoma</b>			<b>Bus #4</b>				
SB	23.1	19.9	16.0	13.7	13.9	--	
NB	--	8.7	7.9	10.4	9.0	6.8	
Subtotal	23.1	14.3	11.9	12.0	11.4	6.8	12.9
<b>Total Systemwide</b>	<b>26.0</b>	<b>18.3</b>	<b>15.8</b>	<b>15.5</b>	<b>13.9</b>	<b>13.9</b>	<b>17.0</b>





**NORTHSTAR**  
AT TAHOE

HWY 267 AT  
NORTHSTAR DRIVE

P.O. BOX 129  
TRUCKEE CA 96160  
TEL: 530.562.1010  
FAX: 530.562.2214  
NORTHSTARATAHOE.COM

April 21, 2009

North Lake Tahoe Resort Association  
Attn: Ron Treabass  
PO Box 5459  
Tahoe City, CA 96145

Dear Ron,

I am writing to provide you the requested information by the Placer County Executives Office pertaining to this past winters Tahoe Vista shuttle service. In Jennifer Merchants memo dated January 9, 2009, she asked for the following information no more than 30 days following the last day of service:

- **Total program expense, including marketing, and an estimate of administrative and support expenses**
  - The total program cost was \$19,000. This includes 32 days of a 5 hour service day, the additional 1 hour per day pre and post trip, marketing trips to Tahoe Vista, and administrative costs to manage and summarize the service.
- **Copies of any and all promotional material**
  - Standard Northstar brochures and trail maps
- **Other funding sources, if any**
  - Northstar has funded the operation and have submitted an invoice for service to the NLTRA
- **Dates of operation**
  - We operated every weekend, Saturday and Sunday's from January 17<sup>th</sup> until April 12<sup>th</sup>. This also included MLK Monday and the entire mid February Presidents week.
- **Hours of operation**
  - The driver has a 6 hour day, the service is provided for the public from 7am until 5pm with a break from 10:30am until 3pm, a 5 hour service day.
- **Daily schedule and route**
  - See attached route map and schedule on the passenger summary
- **Revenue vehicle service hours (total time per day the vehicle is in service for passengers)**
  - 5 hours



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NORTHSTARATTAHOE.COM

- **Ridership by run**
- See attached passenger season summary
- **Ridership by date**
- See attached daily summary
- **Total ridership (not including routes operated for Northstar employees)**
- Non employee ridership was 479 passengers with an additional 1,289 employees for a total of 1,768. The total service hours for the season was 160 for a ridership per service hour of 11.05.

Please let me know if any additional information is required.

Sincerely,

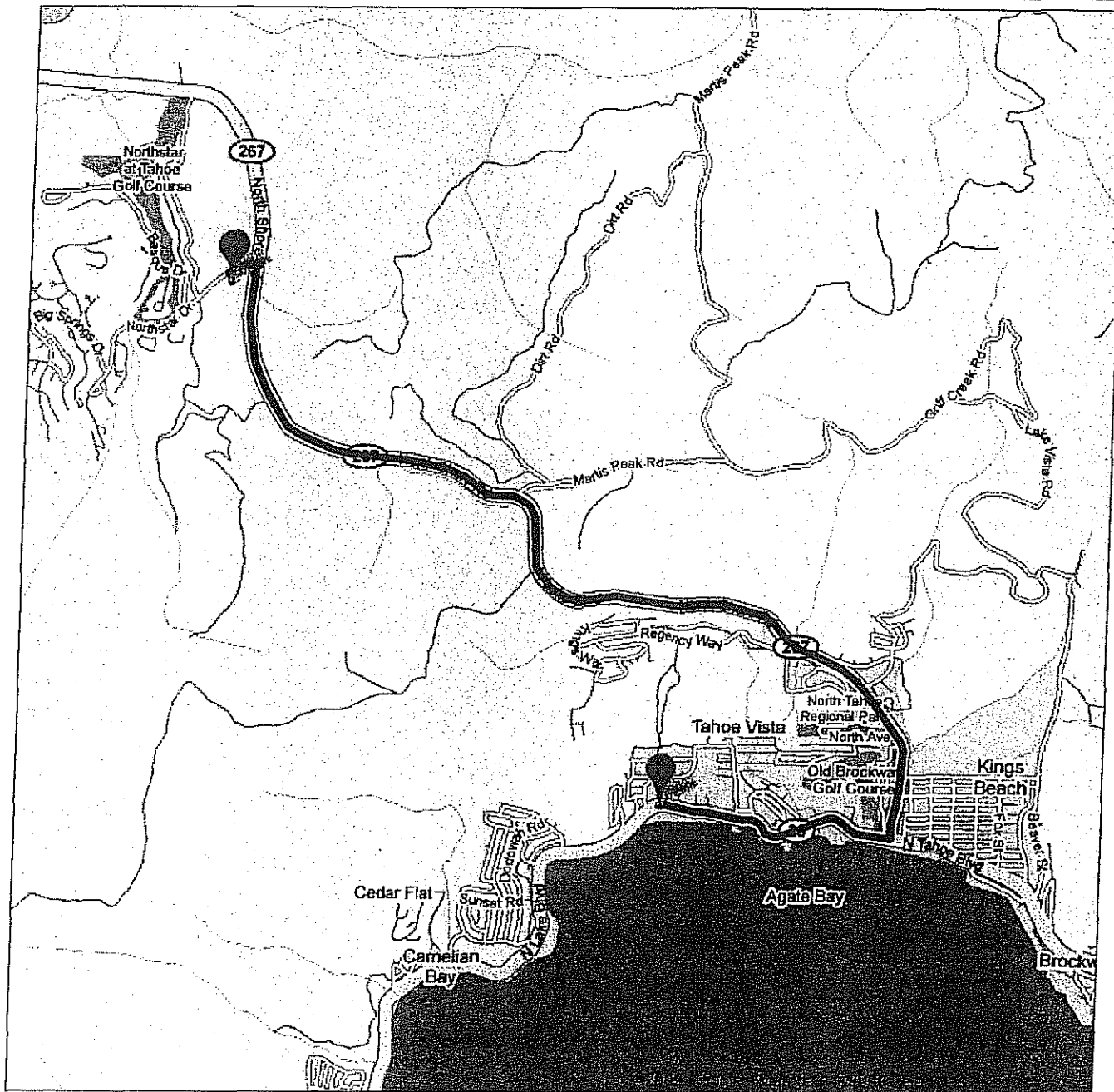
Dave Paulson  
Northstar at Tahoe™ Transportation Director



**Directions to Tahoe Vistana Inn**  
6549 N Lake Blvd, Tahoe Vista, CA 96148 - (530)  
546-2529  
7.9 mi – about 14 mins

**Save trees. Go green!**

Download Google Maps on your phone at [google.com/gmm](http://google.com/gmm)



## Northstar at Tahoe/Tahoe Vista Winter 2009 Season Summary

Pick Ups		YTD thru 4/12		Season Totals
		Emp.	Guest	
Safeway	7:00	19	4	23
Firelite Across National Ave. on Hwy 28	7:02	1	17	18
Tahoe Sands	7:05	31	14	45
Lakeshore Resort	7:06	12	5	17
Firelite Across Hwy 28 @ TART Stop	7:07	87	3	90
North Tahoe Beach Across from Safeway	7:10	25	0	25
Hwy 267	7:11+	328	3	331
Safeway	8:00	2	5	7
Firelite Across National Ave. on Hwy 28	8:02	3	21	24
Tahoe Sands	8:05	17	14	31
Lakeshore Resort	8:06	3	14	17
Firelite Across Hwy 28 @ TART Stop	8:07	10	2	12
North Tahoe Beach Across from Safeway	8:10	29	5	34
Hwy 267	8:11+	126	14	140
Safeway	9:00	3	13	16
Firelite Across National Ave. on Hwy 28	9:02	6	31	37
Tahoe Sands	9:05	24	18	42
Lakeshore Resort	9:06	5	24	29
Firelite Across Hwy 28 @ TART Stop	9:07	26	16	42
North Tahoe Beach Across from Safeway	9:10	22	18	40
Hwy 267	9:11+	187	4	191
<b>Returns</b>				
Northstar Village	3:00	57	69	126
Northstar Village	4:00	91	76	167
Northstar Village	5:00	175	89	264
<b>Daily Totals</b>		<b>1289</b>	<b>479</b>	<b>1768</b> YTD

**Notes:**  
 4/12/09: 32 Days of Service - Average 55.25 passengers per day - 11 passengers per service hour  
 Marketing Labor YTD - weekly trips to Tahoe Vista - 2hrs per - 13 weeks - 26 hours = \$650.80  
 9.7% of all employees using this service were picked up on Hwy 267  
 6% of all pick ups took place on Hwy 267.

# Northstar at Tahoe

Winter 2009 Tahoe Vista Passenger Counts by Day/Route

01/17/2009

01/18/2009

Pick up times		Employee	Guest
Safeway	7:00	2	
Firelite Across National Ave. on Hwy 28	7:02		1
Tahoe Sands	7:05		
Lakeshore Resort	7:06		
Firelite Across Hwy 28 @ TART Stop	7:07		
North Tahoe Beach Across from Safeway	7:10		
Sweep Hwy 267	7:11+	11	
Safeway	8:00	2	
Firelite Across National Ave. on Hwy 28	8:02	2	
Tahoe Sands	8:05		
Lakeshore Resort	8:06		1
Firelite Across Hwy 28 @ TART Stop	8:07		
North Tahoe Beach Across from Safeway	8:10		
Sweep Hwy 267	8:11+	12	
Safeway	9:00		1
Firelite Across National Ave. on Hwy 28	9:02	2	
Tahoe Sands	9:05		
Lakeshore Resort	9:06	1	
Firelite Across Hwy 28 @ TART Stop	9:07		
North Tahoe Beach Across from Safeway	9:10		
Sweep Hwy 267	9:11+		
Northstar Village	3:00	2	1
Northstar Village	4:00		
Northstar Village	5:00	2	6
Day Totals		36	10
			46

Employee	Guest
	1
2	
4	
	1
8	
10	1
24	3
	27



Northstar/Tahoe Vista Passenger Counts Winter 2009

	02/01/2009		02/07/2009		02/08/2009		02/14/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am					2			
Firelite				1		1		1
Tahoe Sands								
Lakeshore		2	3		1	1		
Firelite	2				4		4	1
NT Beach								
267	10		5		11		20	
Safeway 8am								
Firelite								
Tahoe Sands			1					
Lakeshore	2							
Firelite	2						2	
NT Beach								
267	4				4	1		
Safeway 9am					1		1	
Firelite		2						
Tahoe Sands								
Lakeshore			2					6
Firelite							1	
NT Beach								
267	7		12		8		6	
3pm return	1	1	1			1		
4pm return			2	2	1	1	1	7
5pm return		2			6	1	4	1
Day totals	28	7	26	3	38	6	39	16
		35		29		44		55

Northstar/Tahoe Vista Passenger Counts Winter 2009

	02/15/2009		02/16/2009		02/17/2009		02/18/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am								
Firelite		1		1		1		
Tahoe Sands				6		4	3	
Lakeshore	4	1						
Firelite	3		4		4	0	7	
NT Beach	11							
267			13		15		19	
Safeway 8am								
Firelite				2		2		6
Tahoe Sands							1	
Lakeshore								
Firelite							1	
NT Beach	6							
267			5	2	5		6	
Safeway 9am				2				2
Firelite		4				3		3
Tahoe Sands		3		3		4		3
Lakeshore		5		3				3
Firelite	4	4		3		2		2
NT Beach								
267			5		5		12	
3pm return		3		4	2	5		5
4pm return	12	15	4	10	3	9	2	5
5pm return		22	14	6	7	4	19	9
Day totals	40	58	45	42	41	34	70	38
		98		87		75		108



Northstar/Tahoe Vista Passenger Counts Winter 2009

	02/19/2009		02/20/2009		02/21/2009		02/22/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am		1						
Firelite		1	1	1		1		1
Tahoe Sands		1	3					1
Lakeshore		1			2		1	1
Firelite		1						
NT Beach	9		5		4		6	
267	20		8	1				
Safeway 8am		1			16	2	14	
Firelite		3	1			2		1
Tahoe Sands	2	6	1			1		3
Lakeshore		3			1			1
Firelite	2		1					
NT Beach				1				
267	7		9			3		
Safeway 9am				2	9		5	
Firelite		2		5				2
Tahoe Sands			1		1			1
Lakeshore				2	3			
Firelite	1			3			1	
NT Beach	1			5	3		3	
267	12		1		1	2		
					8			
3pm return	16	9		3	3	3	17	3
4pm return	18	8	1	1	1	1	4	2
5pm return	21	2	3	1	4	2	7	3
Day totals	109	39	35	25	56	17	58	18
		148		60		73		76

Northstar/Tahoe Vista Passenger Counts Winter 2009

	02/28/2009		03/01/2009		03/07/2009		03/08/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am	2		1			1		
Firelite		1		1		1		
Tahoe Sands	3					1		
Lakeshore					2			
Firelite	3		7		2		3	
NT Beach								
267	16		13		19		22	
Safeway 8am								
Firelite								
Tahoe Sands	1		1		3		1	
Lakeshore		2						
Firelite		1			2			1
NT Beach								
267	4		4	2	14	2	1	
Safeway 9am			1				7	
Firelite	1							
Tahoe Sands	1				1	2		
Lakeshore		2					2	
Firelite	4	1	1					
NT Beach					2	1	3	
267	13		5		6		7	1
3pm return	1	2	2			2	2	
4pm return		1	2		2	1	2	
5pm return	16	6	7		10	4	8	
Day totals	65	16	44	3	63	14	58	2
		81		47		77		60

Northstar/Tahoe Vista Passenger Counts Winter 2009

03/14/2009

03/15/2009

03/21/2009

03/22/2009

	03/14/2009		03/15/2009		03/21/2009		03/22/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am	3		5	1			1	
Firelite						1		
Tahoe Sands			1		4		1	
Lakeshore								
Firelite	3							
NT Beach								
267	15		5		12			
Safeway 8am								
Firelite								1
Tahoe Sands								7
Lakeshore		6						
Firelite								
NT Beach								
267			1		5		5	5
Safeway 9am		1						5
Firelite		2	1					
Tahoe Sands	3		3				3	
Lakeshore								
Firelite								
NT Beach								
267	7		12		5	3		
3pm return	1	6	3	1	2			16
4pm return	1	2	5		2	1		4
5pm return	5	2	3	3			2	3
Day totals	38	19	39	5	30	5	12	41
		57		44		35		53

Northstar/Tahoe Vista Passenger Counts Winter 2009

	03/28/2009		03/29/2009		04/04/2009		04/05/2009	
	Employee	Guest	Employee	Guest	Employee	Guest	Employee	Guest
Safeway 7am	1	1			2			
Firelite								
Tahoe Sands	1					1	3	
Lakeshore								
Firelite			1					
NT Beach	6		5		7	0	1	
267							5	
Safeway 8am								
Firelite		1		1				1
Tahoe Sands					2			
Lakeshore		2						
Firelite								
NT Beach	5	0	3		8		4	1
267		2						
Safeway 9am								
Firelite								
Tahoe Sands	5			4			1	
Lakeshore								
Firelite								
NT Beach	6	5	6			3	1	3
267								
3pm return		2		1		1	1	
4pm return	1	1	5	2	7			1
5pm return					5		1	4
Day totals	25	14	20	8	31	5	17	10
		39		28		36		27

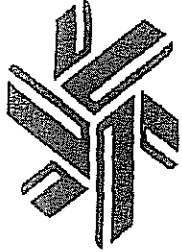
Northstar/Tahoe Vista Passenger Counts Winter 2009

Season  
Totals

04/11/2009

04/12/2009

	04/11/2009		04/12/2009		Season Totals
	Employee	Guest	Employee	Guest	
Safeway 7am					23
Firelite					18
Tahoe Sands	1		4		45
Lakeshore					15
Firelite					61
NT Beach	4		4		56
267					2467
Safeway 8am					7
Firelite					24
Tahoe Sands	1				31
Lakeshore					17
Firelite					12
NT Beach	2				34
267					2276
Safeway 9am					16
Firelite					37
Tahoe Sands	1				42
Lakeshore					29
Firelite					42
NT Beach	5		2		40
267					2327
3pm return			1		126
4pm return	3		5		167
5pm return	1		3		264
Day totals	18	0	19	0	1768
		18		19	



# NORTHSTAR<sup>TM</sup>

## AT TAHOE

### TAHOE VISTA TRANSPORTATION SCHEDULE

This service is scheduled to run Saturdays and Sundays only; also MLK  
Monday 1/19/09 and Presidents week 2/16 - 2/20

#### Morning Schedule

	Departure Times		
Safeway	7:00	8:00	9:00
Firelite Across National Ave. on Hwy 28	7:02	8:02	9:02
Tahoe Sands	7:05	8:05	9:05
Lakeshore Resort	7:06	8:06	9:06
Firelite Across Hwy 28 @ TART Stop	7:07	8:07	9:07
North Tahoe Beach Across from Safeway	7:10	8:10	9:10

#### Afternoon Schedule

NOTE: Bus departs from Post 7 in the Northstar Transit Center

	Departure Times		
Northstar Village	3:00	4:00	5:00

#### IMPORTANT REMINDERS:

If nobody departs the village in the  
afternoon the bus stands by for the  
next Village departure time

All schedule times are subject to changes due to  
weather conditions

For more information contact Transportation 562-3559



April 29, 2009

To: Board of Directors

Fr: Steve Teshara, President & CEO

Re: President & CEO's Report - May 2009

**The following items will be addressed in this report:**

- California Senate Concurrent Resolution 13
- Nevada Assembly Bill 18
- Status Report - Outcomes of the *Save Nevada Tourism* Campaign
- Status Report – Reauthorization of the Lake Tahoe Restoration Act
- Status Report - Placer County County-wide Economic Development Strategy
- 2009 Tahoe Basin Highway Construction Season Map

There may be additional items on which to report at the meeting.