



north lake tahoe
Chamber | CVB | Resort Association

December 3, 2013

Subject: Dollar Creek Shared Use Trail and SR 89/Fanny Bridge Revitalization Projects
Matching Funds Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- In order to receive \$28 million Federal Land Access Program (FLAP)/TTD funding for the two subject projects, the NLTRA Board approve and recommend that the Placer County Board of Supervisors approve \$1,775,000 TOT funding toward the local match required to receive the FLAP funding as follows: 1) approve Placer County Department of Public Works (DPW) request for TOT Infrastructure matching funds of \$285,000 for Dollar Creek Shared Use Trail in FY 2013/14 and 2014/15; and 2) commit to providing \$1,490,000 matching funds for the Fanny Bridge project through four equal annual payments of \$372,500 commencing in FY 2015/16.

Background:

- The SR89/ Fanny Bridge and Dollar Creek projects have been considered high priority infrastructure projects by the NLTRA Tourism Master Plans.
- The Fanny Bridge project and SR 89 realignment will have the most significant positive effect on traffic impacts, including bicycle and pedestrian safety, access, and mobility, of any occurring in North Lake Tahoe.
- The Dollar Creek Trail proposal is an important missing link (Dollar Hill to Tahoe Vista) in the Resort Triangle bike trail system. (see attached Proposed Dollar Creek Trail Forecasts)
- NLTRA/Placer County approved TOT funding in the amount of \$200,000 has been expended for planning, environmental documentation, and design of Dollar Creek Trail.
- Recently, through efforts of the Tahoe Transportation District, these projects, along with an extension of the West Shore bike trail from Sugar Pine State Park to Meeks Bay have been designated through a highly competitive process to receive federal funding through the Federal Lands Access Program (FLAP).
- These projects, two of which are in Placer County, will require a minimum amount of local match funding to receive the FLAP funding.
- The total amount of FLAP/TTD funding to be received for the two Placer County projects is \$28,170,000, and the Placer County share of matching funds needing to be provided is \$4,410,000, of which \$1,775,000 of Infrastructure TOT is being requested by DPW. (see attached TOT funding application) (financial information on page 8 of application)
- Peter Kraatz, DPW, will be at the meeting to present the request.

Decision Considerations:

- TOT funding commitment of \$1,775,000 is necessary to help attain the required match for FLAP/TTD federal funding in the amount of \$28,170,000 for completion of the SR 89/Fanny Bridge and Dollar Creek projects.
- Placer County will provide the remaining match of \$2,635,000 from other County funding sources.
- The matching funds are required to be in place before federal funding can be made available.
- Anticipated available annual TOT infrastructure funding is not adequate to provide all the requested funding in one, two or three years and be able to continue with ongoing and proposed projects.
- The application states that some matching funds (\$185,000) are necessary for Dollar Creek in this fiscal year, with the remaining amount (\$100,000) due in FY 2015/16.
- The matching funds for SR89/Fanny Bridge are shown to be also needed in FY 2015/16.
- After analysis of NLTRA/Placer ongoing project funding needs and high priority anticipated project needs, staff recommends approving the expenditure of \$185,000 in 2013/14 and \$100,000 in 2014/15 for the Dollar Creek Shared Use Trail.
- It is also recommended that future TOT is committed to the SR89/Fanny Bridge project in the amount of \$372,500 each year for four years starting in FY 2015/16 for a total of \$1,490,000.
- This will require Placer County to advance the match for SR 89 from other sources that will be repaid with future TOT.
- The 5-year cash flow shows this is possible while allowing on-going projects and other anticipated projects to continue. (See attached current Capital Investment Projects 5 year Cash Flow)

Capital Investment/Transportation Committee Recommendation:

- The Committee passed a motion (7/1/0) (Merchant-No; GilanFarr-Abstain) to recommend that the NLTRA Board: 1) approve Placer County Department of Public Works (DPW) request for TOT Infrastructure matching funds of \$285,000 for Dollar Creek Shared Use Trail in FY 2013/14 and 2014/15; and 2) commit to providing \$1,490,000 matching funds for the Fanny Bridge project through four equal annual payments of \$372,500 commencing in FY 2015/16.
- The discussion recommended that the FY 2014/15 annual update process of the Capital Investment/Transportation Work Plan (formally the Integrated Work Plan) include a joint workshop with the Committee and Board to review funding availability, project selection strategy, and priority setting.

Tourism Master Plan/Strategic Goals:

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

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

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



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

PROJECT INFORMATION

1. Project/program name:

SR 89/Fanny Bridge Community Revitalization Project (Fanny Bridge) and Dollar Creek Shared Use Path (Dollar Creek). These two projects represent high priority multimodal transportation improvement projects in North Lake Tahoe that are in the process of receiving federal funding through the Federal Land Access Program (FLAP). The Tahoe Transportation District (TTD) represents the lead agency for the Fanny Bridge project, and the Placer County Department of Public Works (DPW) represents the lead agency for the Dollar Creek project. TTD submitted the FLAP application earlier in 2013 for the two projects and was successful in acquiring the federal funding from this highly competitive transportation improvement program. The TOT funding application combines the two projects as the FLAP funding requires local match funding for both projects, and DPW is submitting this proposal on behalf of TTD for both projects that will require a minimum amount of local funding in order to receive the FLAP funding.

2. Brief description of project/program:

The Fanny Bridge and Dollar Creek projects are considered high priority infrastructure projects by the Tourism Master Plan and through the recent efforts of the TTD, they were considered as one regional multimodal improvement project accepted to the short list of projects for the California Federal Lands Access Program (FLAP).

State Route (SR) 89 provides the only access to Lake Tahoe's west shore for visitors making connections from the national highway system, US 50 and Interstate 80. The two lane SR 89 along the west shore also provides the only access to over 25,000 acres of federal lands managed by the Forest Service. SR 89 and SR 28 intersect at the historic Fanny Bridge in Tahoe City. Fanny Bridge is narrow at two lanes and does not provide adequate access for the 22,000 vehicles per day and 400 bike and pedestrians per hour during peak summer months with visitors accessing the USFS and State Parks recreational areas. Backups at Fanny Bridge have extended over two miles south down SR 89 equating to 2+ hour delays. Congestion issues also pose safety risks in emergency response time delays. The projects would enhance the Tahoe City and west shore community with improved access to federal lands and enhancing bike and pedestrian facilities removing bike/pedestrian traffic from the narrow shoulders on SR 89 (Meeks Bay Bike Path) and SR 28 (Dollar Creek Shared Use Path).

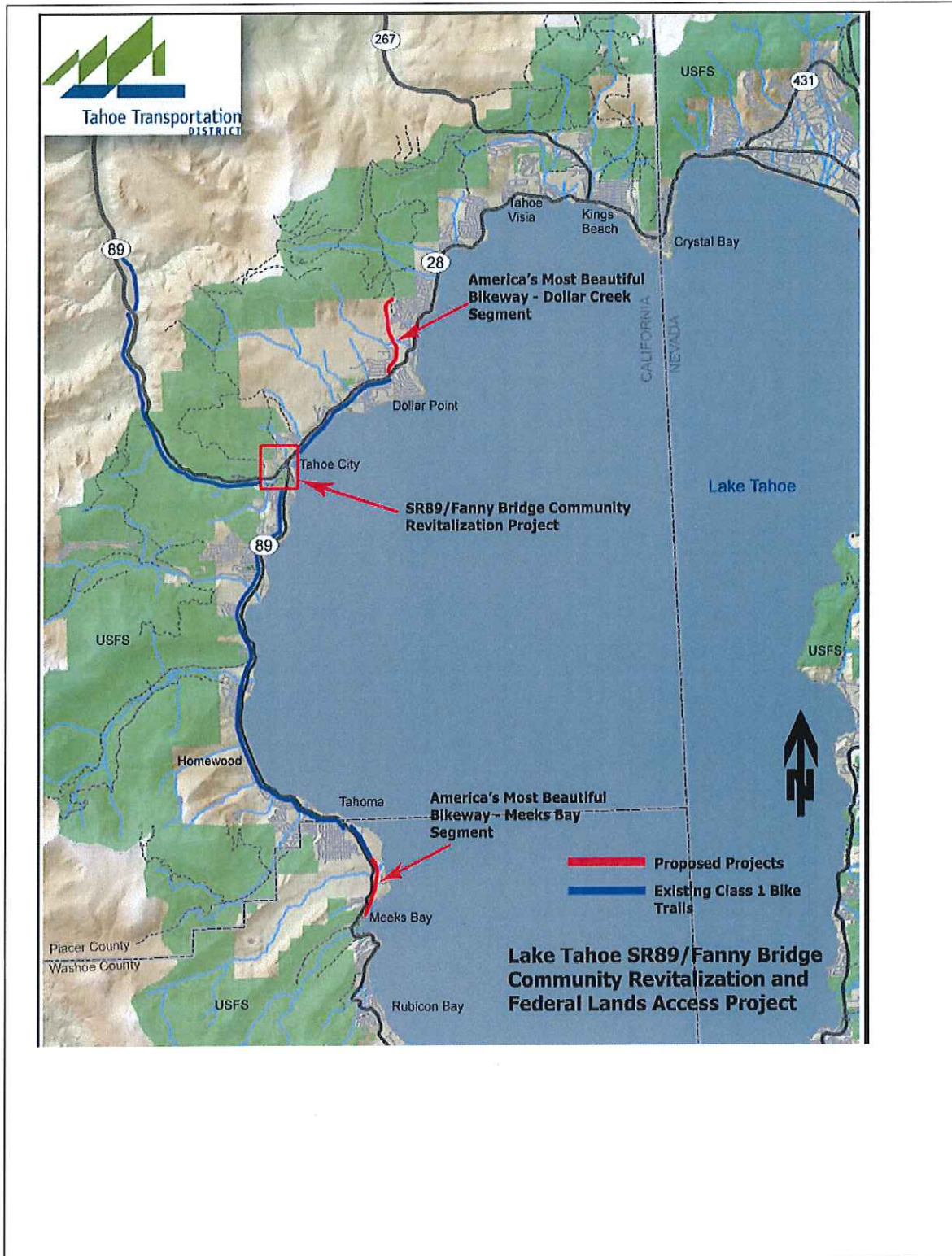
There are three projects that comprise the FLAP funding application:

- The SR 89/ Fanny Bridge Community Revitalization Project (the "Truckee River Bridge Project")
- The Meeks Bay Bike Path (not considered for Placer County funding)
- The Dollar Creek Shared Use Path

The projects will clearly make progress on increasing multimodal connectivity around Lake Tahoe, encouraging healthier transportation modes such as pedestrian and bicycle use, providing safer transportation and recreation options within the north and west shore communities and to other communities¹ resulting in fostering regional economic vitality.

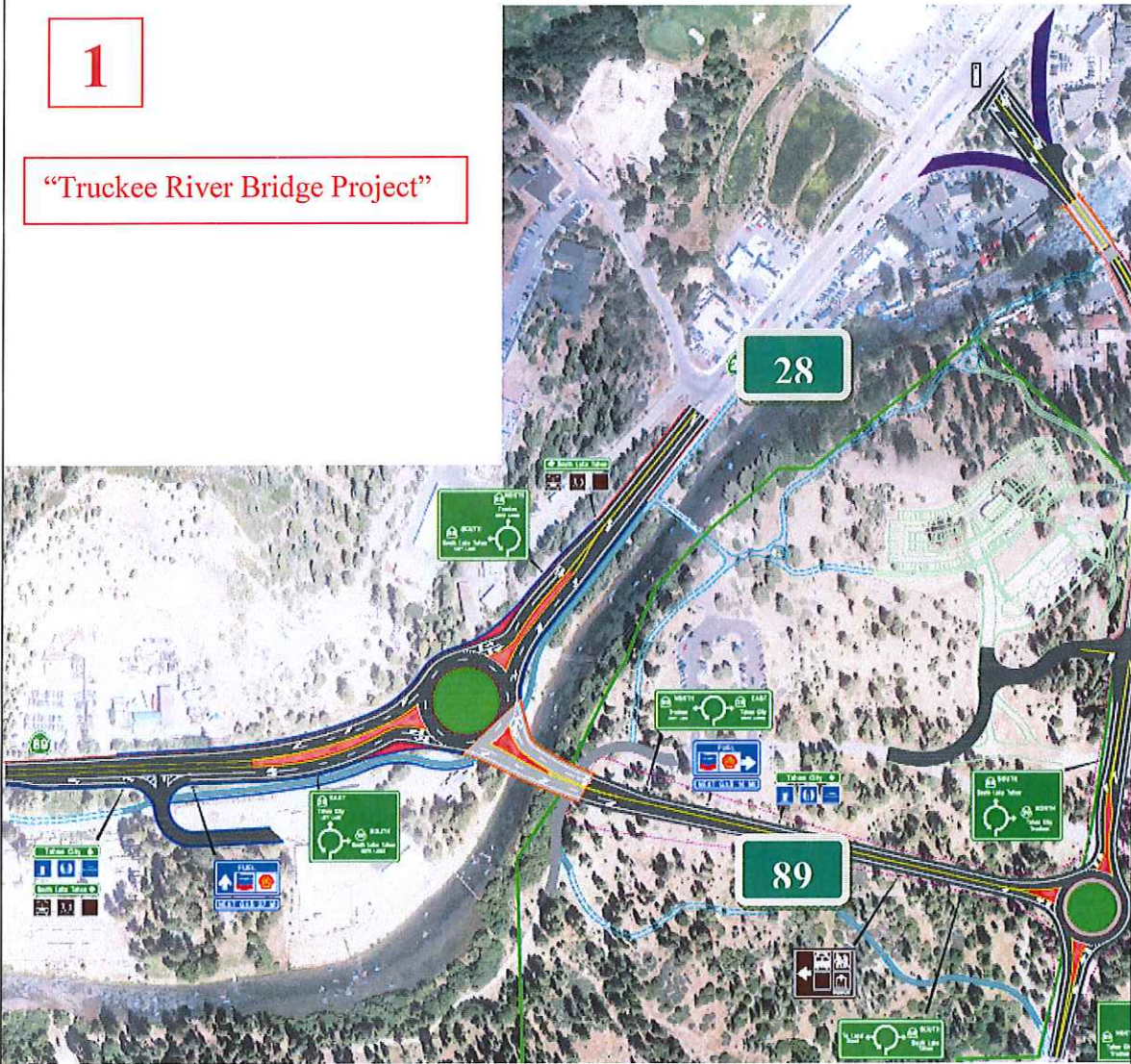
Maps and a summary description of the proposed improvements of each project follow.

¹ Communities such as Tahoe City and Truckee, CA and Incline Village, NV that all connect to Interstate 80 linking visitors and residents within and outside the North Lake Tahoe region.



1

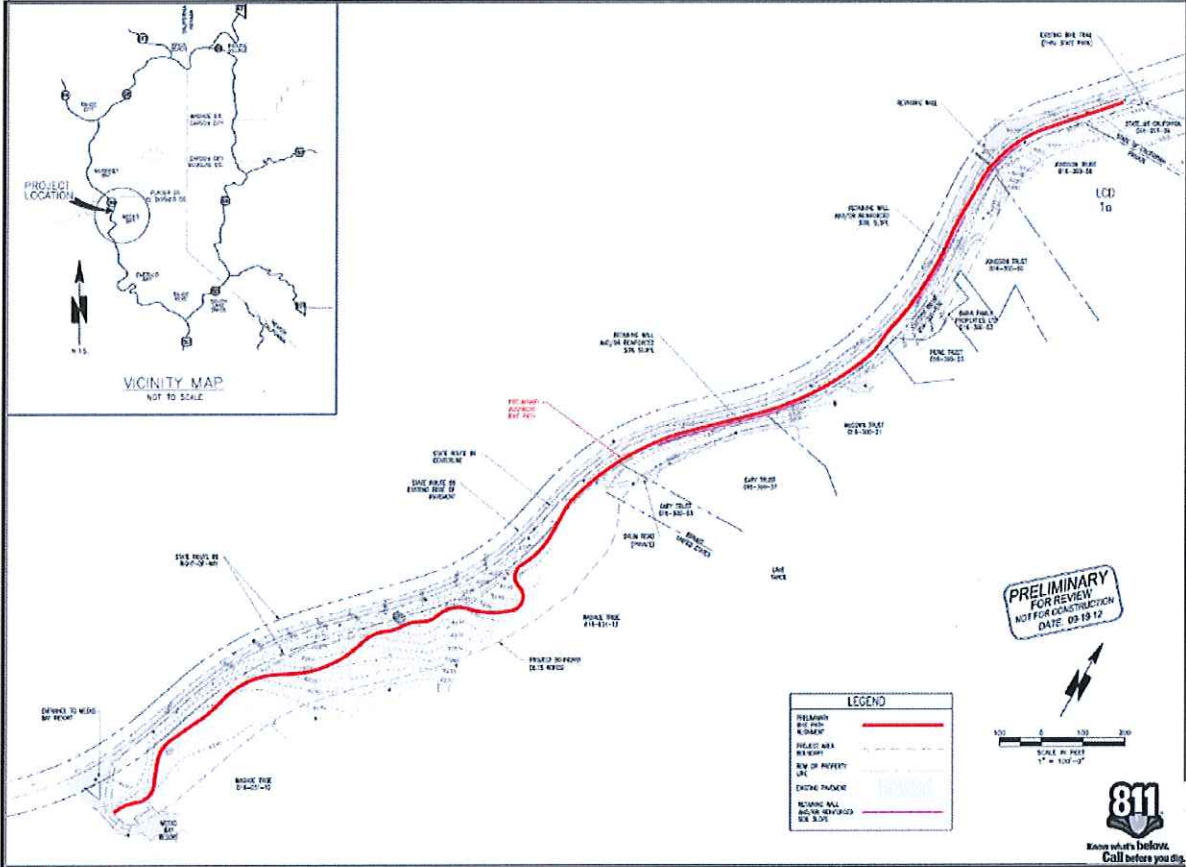
“Truckee River Bridge Project”



Note: Alternative bridge configurations have been proposed which are not reflected in the figure above.

2

Meeks Bay Bike Path



3

Dollar Creek Shared Use Path



1. **The Truckee River Bridge Project (Fanny Bridge Project)** proposes the following improvements:
 - Realigning SR 89 in Tahoe City to construct a roundabout approximately 1,800 feet southwest of the existing SR 89/SR 28 intersection
 - A new 4 lane bridge over the Truckee River to carry the general traffic as well as a possible alternative that would include a separate structure on the new alignment to carry the shared use trail (alternative not shown in map view)
 - Approximately 1,300 feet of new 2-4 lane highway on USFS lands connecting SR 28 and SR 89
 - A new roundabout with the new SR 89 alignment and the existing SR 89 south of the existing bridge
 - Replacing the existing Fanny Bridge structure
 - Enhanced bike, pedestrian, transit connections within Tahoe City on USFS lands including a trail on both sides of the Truckee River under the proposed bridge tying in with existing trails

2. **The Meeks Bay Bike Path** proposes the following improvements (not considered for Placer County funding):
 - 0.6 miles of 10-foot wide bike path starting at the boundary of the Sugar Pine Point State Park and extending southward to the driveway entrance to the Meeks Bay Resort, located on federal, state, and private lands
 - A prefabricated Steel Truss Bridge and Abutments, subject to CALTRANS approval
 - 800 feet of rockery walls or CALTRANS Type 5 retaining walls, subject to CALTRANS approval

3. **The Dollar Creek Shared Use Path** proposes the following improvements:
 - 2.2 miles of 10-foot wide bike path from the intersection of Dollar Drive and SR 28 to the end of Fulton Crescent Drive across state lands, public utility lands, and private lands
 - 13 transition aprons connecting the asphalt concrete shared use trail to existing unpaved trails
 - 13 new culverts
 - A prefabricated Steel Truss Bridge and Abutments
 - A public parking facility for vehicles

FINANCIAL INFORMATION

1. Total project cost:
 Total estimated cost for the Fanny Bridge and Dollar Creek projects is \$32.445M which includes design, right-of-way acquisition (ROW), construction and construction management (CM) delineated as follows into funding sponsors and federal fiscal year (FFY) of when funding is requested for allocation:

Project	Work Phase	Funding	FFY14 (Design/ROW)	FFY15 (Design)	FFY16 (Const/CM)	Project Total
Fanny Bridge	Design/Const/ CM	FLAP/TTD/ Other	\$1,460,000	\$650,000	\$22,660,000	\$24,770,000
		Placer TOT			\$1,490,000	\$1,490,000
		Placer TIF	\$40,000	\$150,000	\$1,610,000	\$1,800,000
		Totals	\$1,500,000	\$800,000	\$25,760,000	\$28,060,000
Dollar Creek	Design/ROW/ Const/CM	FLAP/TTD/ Other			\$3,400,000	\$3,400,000
		Conservancy	\$500,000			\$500,000
		Placer TOT	\$185,000		100,000	\$285,000
		Placer TIF				
		Placer PDF		\$200,000		\$200,000
		Totals	\$685,000	\$200,000	\$3,500,000	\$4,410,000
Totals per FFY per funding source		FLAP/TTD/ Other	\$1,460,000	\$650,000	\$26,060,000	\$28,170,000
		Conservancy	\$500,000			\$500,000
		Placer TOT	\$185,000		\$1,590,000	\$1,775,000
		Placer TIF	\$40,000	\$150,000	\$1,610,000	\$1,800,000
		Placer PDF		\$200,000		\$200,000
		Totals	\$2,185,000	\$1,000,000	\$29,260,000	\$32,445,000

2. Total TOT funds requested:
 \$285,000 for Dollar Creek design and construction with \$185,000 for allocation by Jan. 1, 2014
 \$1,490,000 for Fanny Bridge construction for allocation by Oct. 1, 2015
 \$1,775,000 Total TOT Request

3. Other funding sources:
 As indicated in above table, California Federal Land Access Program (FLAP); Tahoe Transportation District (TTD); California Tahoe Conservancy (CTC); Placer County Traffic Impact Fees (TIF); Placer County Park Dedication Fees (PDF)

4. Will the project require future financial funding?: Yes, see above table.
What is the source of the future financial support?:
 FLAP, CTC, TTD, and Placer County TOT, TIF, and PDF.

Will this include maintenance needs? No. A more comprehensive effort is being relied on through dialogue with Resort Association staff on how new infrastructure will be funded for maintenance.

5. Provide project proforma and implementation schedule.

Preliminary Design – 30% PS&E	March 2014
Geotechnical and Structural Investigations	June 2014
Environmental Compliance – Dollar Creek	July 2014
ROW Acquisition and Certification – Dollar Creek	December 2014
Final Design – Dollar Creek	December 2014
Obtain Permits – Dollar Creek	December 2014
Environmental Compliance – Fanny Bridge	January 2015
Final Design – Fanny Bridge	September 2015
ROW Acquisition and Certification – Fanny Bridge	September 2015
Obtain Permits – Fanny Bridge	September 2015
Complete Construction – Dollar Creek	2016
Complete Construction – Fanny Bridge	2017

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

Due to the requirements of federal funding as related to the FLAP, the Central Federal Lands Highway Division (CFLHD) represents the lead entity for administrating and delivering the projects. In the event of cost overruns related to the Fanny Bridge and Dollar Creek projects, Placer County would be responsible for a minimum of 11.47% of the total overrun amount.

Project operating costs are not being requested in this application.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address:

Placer County Department of Public Works
 Tahoe Engineering Division
 P.O. Box 336
 7717 North Lake Blvd, Kings Beach, CA 96143

2. Financial Capability:

The Department of Public Works routinely manages a capital improvement program (CIP) annual budget of approximately \$100M. On the order of 95% of our annual CIP budget is supported by grant funds that we compete for and secure from local, state and federal sources. DPW's track record for fiscal responsibility can be considered outstanding. All of our grants are routinely audited, and our records show nominal exceptions with our grant management performance.

It should be noted that the majority of tasks being performed for the projects will be led by CFLHD who has an outstanding track record for efficiently designing and delivering projects throughout the nation. Placer County DPW's role with the projects will consist of fostering a strong relationship with CFLHD and other participating agencies, review of environmental documentation, review of plans and specifications, project oversight during construction, and final approval of projects coming under County ownership.

Reference Memorandum of Agreement?

3. Experience with projects of similar nature:

The Dollar Creek project was previously funded for environmental review and preliminary engineering design efforts performed by DPW in the TOT amount of \$200,000. This funding request, if approved, will continue progress on final design and construction efforts to be performed jointly by CFLHD and DPW.

Funding for the Fanny Bridge project will support CFLHD and DPW efforts with the majority of funding supporting CFLHD in the final design and construction tasks. CFLHD has a strong resume with delivering

transportation improvement projects across the western U.S. CFLHD project descriptions can be viewed at: <http://www.cflhd.gov/projects/>

DPW has been successful with a number of similar infrastructure projects in the region including TART Tahoe City Transit Center, TART bus shelters, public parking facilities, Kings Beach CCIP, and delivery of various storm water quality and stream restoration improvement projects. Many of these projects have utilized Placer County TOT funding.

4. Objectives of project sponsor:
Provide a collaborative partnership with CFLHD and TTD to deliver these projects on time and within budget.

***ECONOMIC IMPACT OF PROJECT**

1. Estimated number of users:
For Fanny Bridge currently, it is estimated that this section of highway serves over 22,000 vehicle drivers, and approximately 400 bicycles and pedestrians on a peak summer day.

For Dollar Creek, the trail is a new facility so there are no users currently. However, because the trail will connect with the existing shared-use trail network in North Lake Tahoe, there will be obvious users based on high counts of users on the existing trail network.
2. Time of year: Year-round.

Weekends: Approximately 65 percent.

Weekdays: Approximately 35 percent.
3. Number of visitors to be attracted as a result of project/program:
For Fanny Bridge, it is uncertain on quantifying additional users to facility. At a minimum, pedestrian and bicycle activity will increase based on improving multimodal mobility of the Fanny Bridge corridor.

For Dollar Creek, a trail usage survey completed in 2011 (attached) estimated 48,500 annual one-way trips and 19,000 annual pedestrian one-way trips.

% Local: 60 percent.

% Out of area: 40 percent. No information available to define location of visitor.
4. Projected expenditures by out of area attendees (per capita):
Hotel: Uncertain, but both projects will attract more visitors that demand and expect more walkable communities and resort destinations that enhance travel and recreation by non-motorized means.
Restaurant:
Other:
5. How will the project improve or enhance service to the visitor?:
The projects enhance pedestrian, bicycle, and parking facilities which will enable visitors to more safely and easily patronize the local businesses in a healthy way.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?:
All north and west shore areas but in large part Tahoe City, Homewood, and communities/businesses in between.
2. What region-wide tourism benefits will be created?:
The Fanny Bridge project is expected to relieve peak summer traffic congestion on SR 89 and provide more opportunities to park your car and access Tahoe City businesses on foot.

The Dollar Creek project will extend the existing shared use trail network centered on Tahoe City by 2.2 miles to the north providing non-motorized travel and recreation options for Cedar Flat residents and visitors. The southern trailhead at SR 28 will also be a gateway for recreational users to access forested lands and filtered views of Lake Tahoe. The southern trailhead also coincides with a TART bus shelter enhancing travel to and from there by public transit that connects users region wide to communities like Incline Village, Kings Beach, Homewood and Truckee.

3. Will local resources be used to create, design, construct this project?
Because the projects are being predominantly funded by federal dollars, having the control to utilize local resources will be limited. The FLAP requirements involve use of the CFLHD based in Lakewood, Colorado, and their team routinely designs and delivers projects all over the Western US. There may be opportunities where environmental mitigation surveys, permit acquisition and construction inspection could originate from local resources. In addition, construction will be locally bid with the potential for contractors and subcontractors to represent or utilize local resources.
4. What types of businesses will receive the greatest economic impact?:
For both projects, restaurants, retail shops, and lodging all will benefit from having reduced vehicular congestion at Fanny Bridge during peak summer times and improved pedestrian and bicycle facilities as well as improved access to parking facilities and public transit.

Are they supportive of this project?:

Yes, the Tahoe City Downtown Association and many community members are engaged with both projects, and there is significant documentation of positive support. Like many infrastructure projects, there are community members that are not supportive. However, Resort Association, TRPA and TCPUD planning documents would suggest that both projects will provide many long term economic benefits that outweigh voices of nonsupport.

5. Will the project require the addition of governmental service?:
For both projects, additional pedestrian and bicycle amenities are anticipated that will require a revenue source(s) for their operation and maintenance (O&M). These new facilities, if built, will be added to the list of North Lake Tahoe infrastructure that needs a holistic approach and collaboration by all entities involved in such facilities to help develop a long term O&M finance plan.

How will these costs be funded?: To be determined.

6. Document the community support for the project:
For Dollar Creek, letters of support from community members are included with the final CEQA environmental document. In addition, public testimony from at least one community member was given when the environmental document was adopted by the Placer County Board of Supervisors in October 2012. Community representatives of the Infrastructure Committee and NLTRA along with the California Tahoe Conservancy have shown their support through previous and current financial commitments to the project.

The TTD represents the lead agency for the Fanny Bridge project and they can provide documentation of community support for the project. TTD has led a robust public outreach effort for the project since 2011 and that effort continues today through formation of a community committee that meets regularly on project status and provides feedback to the TTD's consultant team developing the environmental document.

NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application:

In the transportation chapter under the section on "Higher Priorities Capital Elements" of the 2004 Plan (p. 70), it includes the following project:

SR 89 Improvements in the Tahoe City Area.

The West Shore back up on SR 89 just south of Tahoe City is a substantial and growing frustration to visiting and local drivers alike. Plans have recently been developed that could potentially solve this key problem, while also improving bicycle/pedestrian conditions and addressing the deficiencies of Fanny Bridge. NLTRA participation in supporting and shaping this proposal will be an important element in solving this problem while achieving other community goals for the area.

Also in the transportation chapter under the section on "Higher Priorities Capital Elements" of the 2004 Plan (p. 63), it includes following project:

Lakeside Multi-purpose Trail.

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. The construction of the Lakeside Trail between the Outlet Parcel and the State Recreation Area is particularly important, in that it will connect existing trails and provide a means of avoiding the congested and potentially hazardous bike route along SR 28 through Tahoe City.

The Dollar Creek trail represents a segment of the above-referenced North Tahoe bike-trail system that will extend it 2.2 miles closer to Kings Beach to help fulfill the goal of completing the trail system in the North Lake Tahoe region.

OTHER

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

Benefits: Overall business revitalization, increased draw for tourists, catalyst for further redevelopment in the community. The Tourism Master Plan clearly emphasizes the high priority to deliver these projects to enhance the community's and region's economic vitality, livability and transportation system.

Elements: Ongoing planning effort that NLTRA has been involved in and supported for numerous years.

Infrastructure Priority: DPW is sensitive to the competing needs of TOT funding for the region. However, it is important to remember the high priority of these two projects as articulated in the Tourism Master Plan and that \$1.775M will help leverage \$24M in federal (FLAP) funding to deliver these two projects and the benefits they will provide to the North Lake Tahoe region. The Resort funding represents just under 7% when combined with the FLAP funding amount. With another \$1.5M of FLAP dedicated to the Meeks Bay Bike Path, \$25.5M of highly scarce and competitive federal funding is coming to the Lake Tahoe Basin out of a total of \$39M coming to all of California through this federal funding program.

Use and Schedule of Funding:

The requested \$1.775M will be specifically used to fund the design and construction components of the project with the schedule of amounts and years shown previously in the application. By January 1, 2014, \$185,000 is requested for allocation to further design progress on the Dollar Creek project. The remainder of the requested funding would be needed over a 2-year period as shown previously in the application.

The majority of funding will be utilized by CFLHD through agreements between Placer County and CFLHD. Should the TOT funding be approved for the initial allocation of \$185,000, an agreement for administering these funds to CFLHD will be presented the Placer County Board of Supervisors on December 10, 2013.

**NORTH TAHOE TRAIL USAGE MEMO TO SUPPORT
NLTRA FUNDING APPLICATION**



TRANSPORTATION PLANNING AND TRAFFIC ENGINEERING CONSULTANTS

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MEMORANDUM

Date: December 2, 2011
TO: Rob Brueck, HBA
FROM: Gordon Shaw and Jason Briedis, LSC
RE: Proposed Dollar Creek Shared Use Trail Usage Forecasts and Parking Estimates

The route of the North Tahoe Dollar Creek Shared Use Trail ("Dollar Creek Trail") is proposed from the eastern terminus of the existing multiuse trail at the top of Dollar Hill to a location near the end of Fulton Crescent Drive (approximately 2.3 miles). A key issue in the evaluation of the project is the level of bicycle and pedestrian activity that would use the facility. As part of the HBA study team, LSC Transportation Consultants, Inc. has been charged with preparing these use forecasts. We have applied the "Tahoe Region Bicycle and Pedestrian Corridor Use Model," as described in the *2010 Lake Tahoe Region Bicycle and Pedestrian Plan* (Tahoe Regional Planning Agency and Tahoe Metropolitan Planning Organization, 2010) to estimate the user demand for the proposed Dollar Creek Trail. This analysis estimates the number of trail users in the following categories:

- Residents biking to the trail from home
- Visitors biking to the trail from lodging
- Residents or visitors driving to the trail to bicycle
- Residents walking to the trail from home
- Visitors walking to the trail from lodging
- Residents or visitors driving to the trail to walk

Use levels are developed for these individual categories in order to reflect the differing levels of use between residents and visitors, as well as the differing factors driving use by those trail users driving to trailheads in the region versus those walking or biking from their home or lodging.

Trail usage estimations are provided for the following three time periods: daily, peak hour, and annual. This methodology was developed in 2009 as part of the Tahoe Regional Planning Agency's (TRPA's) *2010 Lake Tahoe Region Bicycle and Pedestrian Plan* and is calibrated against observed trail use levels in the Tahoe Region. It first identifies the "maximum feasible demand" – the level of use that would be expected if all characteristics of the facility and its setting were optimal. A series of factors are then applied that reflect characteristics that are less

than optimal, to result in estimates of actual, realizable use levels. This methodology calculates the potential usage at the point of maximum use (expected to be in the vicinity of the Dollar Creek crossing). As discussed further below, these estimates are then used to estimate the total trail use along the entire corridor (including those users that do not use the portion of peak demand).

Maximum Feasible Demand

Estimation of the maximum feasible demand is the starting point for estimation of the usage of the Dollar Creek Trail. Maximum feasible demand is estimated separately for each category of users listed above. The estimation of the maximum feasible demand is based on the TRPA TransCAD regional travel demand model. This regionwide model disaggregates the Tahoe Region into a total of 187 "Traffic Analysis Zones" (TAZs) including a total of 14 along the proposed trail and the existing North Shore trail that provides continuity to the west. The "Tahoe Region Bicycle and Pedestrian Corridor Use Model" applies the data from the travel demand model to the specific areas that the proposed multi-use trail would serve.

Bicycle Demand

The TRPA Bicycle Use Model is based upon observed trail usage and trail user characteristics in the Tahoe Basin. For user trips directly from a cyclist's home or lodging, the bicycle use model considers all trips with an origin or destination in all TAZs within one half mile of the trail. Based on the TRPA regional TransCAD travel demand model, there are 696 daily resident trips on all modes in the corridor of which 12 percent have the potential to be bicycle trips using the Dollar Creek Trail, and 364 daily visitor trips on all modes of which 11 percent have the potential to be bicycle trips using the Dollar Creek Trail. These figures also include reductions in potential trail usage due to the vertical distance that trail users would need to travel from their point of origin to reach the nearest trailhead location. Specifically, as the proposed alignment of the trail results in a difference in elevation exceeding 400 feet from some of the developed portions of the TAZs (such as the residences in Cedar Flat along SR 28), it can be expected that the resulting climb to reach the trail would reduce the potential to use the trail. The portion of each TAZ that is more than a 200 foot elevation difference from a trailhead was identified and used as a basis to reduce potential bicycle-to-trailhead and walk-to-trailhead demand. This results in a maximum feasible demand of 84 one-way daily bicycling trips generated by residents biking to the trail and 40 one-way daily bicycling trips generated by visitors biking to the trail.

Pedestrian Demand

The TRPA Pedestrian Use Model considers the total resident and visitor populations in the corridor area (excluding those pedestrians driving to the facility, as discussed below). The methodology for the Use Model reflects that the maximum feasible daily pedestrian usage of a trail in the Tahoe area is equivalent to 4 percent of the population in the corridor in which the trail is located. The resident and visitor populations in the Dollar Creek Trail corridor (adjusting for those portions of the adjacent TAZs beyond 200 feet in elevation difference, as discussed above) are 900 and 825, respectively. Therefore the maximum feasible daily usage estimates for pedestrians walking to the Dollar Creek Trail as estimated by the model are 36 daily person-trips generated by residents and 33 daily person-trips generated by visitors.

Drive-to-Trail Demand

Demand for trail users driving to the trail is estimated separately from trail users accessing the trail directly by bicycle/pedestrian modes. The estimation procedure is based on trail surveys conducted at existing Class I multiuse trails in the Lake Tahoe area. The maximum feasible daily demand for bicyclists driving to the trail is 192 bicycle trips and the maximum feasible daily demand for pedestrians driving to the trail is 46 walking trips.

Reduction Factors

Once a maximum feasible usage is estimated, it is necessary to adjust the figure based on the specific alignment and characteristics of the trail. Reduction factors are applied to the maximum feasible demand estimate to adjust it for decreases in potential trail use based on the following factors: class, grade, continuity, maintenance, recreational value, and congestion. The reduction factors for each category are estimated and applied separately for bicyclists and pedestrians and separately for each type of trail user, as listed in the first paragraph of this memo (resident, visitor, and drive-to-trail users).

Class

A usage reduction is applied for the class of the proposed new bicycle or pedestrian facility (I, II, or III). The Dollar Creek Trail is proposed to be constructed to at least Class I standards (separated facility) for its entirety. Therefore no reduction in trail usage is assumed for trail classification.

Grade

Reductions are taken from the initial use estimates for the trail based on grades and elevation changes experienced by trail users. No reduction is taken for mostly flat trails with short segments of grades of less than 4 percent. Moderate reductions (10 to 30 percent) are taken for trails with moderate grade sections (between 4 and 8 percent). Greater reductions (20 to 65 percent) are taken for trails with steep grades and large elevation changes (greater than 300 feet).

The proposed alignment for the Dollar Creek Trail traverses some moderately steep terrain and elevation changes over the course of its alignment. The elevation of the trail increases by approximately 200 feet traveling from Dollar Drive to Fulton Crescent Drive. The section of the trail immediately north of Dollar Reservoir climbs over 100 feet through a series of switchbacks. For these reasons, it is reasonable to assume a reduction in trail usage for the grade category based on the "middle" criteria. The grade reduction factors consider that bicyclists as a group are more sensitive to grades than pedestrians. Additionally, visitors and drive-to-trail users are more sensitive to grades than residents biking and walking to the trail. The reduction factors assumed for grades on the Dollar Creek Trail are shown in the middle columns of Table A.

Continuity

"Breaks" in trail continuity tend to reduce the attractiveness of a facility to users. Reductions are taken from the initial use estimates based on continuity of the trail. No reduction is taken for trails with few driveway crossings (less than 4 per mile). The reduction increases based both on the frequency of trail crossings and the volume of traffic encountered at the crossing.

The Dollar Creek Trail is not proposed to cross any roadways, except at the southernmost end of the trail where the Dollar Creek Trail is proposed to connect to the existing Tahoe City to Dollar Hill trail across SR 28. Potential trail users beginning a trip on the new proposed Dollar Creek Trail at the trailhead on SR 28 would not need to cross the roadway. Trail users continuing from the existing North Shore Trail to the proposed Dollar Creek Trail and the reverse would need to cross SR 28. Assuming that the trail crossing is designed to avoid excessive delays to trail users (through signage, signal or median strategies), it is not anticipated that the single trail crossing of SR 28 would significantly deter trail users. Therefore, no reduction in trail usage is assumed for the trail continuity reduction category.

Maintenance

Poor trail surfaces can also reduce use, such as presence of sand, pavement condition, and debris that regularly occur on the trail. As the Dollar Creek Trail will be a new facility, it is assumed that the pavement will be in excellent condition and that the trail will be properly maintained. Therefore, no reduction in trail usage for maintenance issues is applied for the Dollar Creek Trail.

Recreational Value

A reduction factor is applied to the trail usage estimates based on the recreational and scenic value of the trail. Trails located along an especially scenic corridor such as lakefront or river front are considered to have the highest recreational value and no reduction factor is applied for these trails. Trails through urbanized areas are considered to have a low recreational value and are subject to a 15 to 75 percent reduction in usage estimates varying by user type, with users driving to the trail subject to the greatest reduction.

The proposed alignment for the Dollar Creek Trail passes through a largely undeveloped wooded area. The forest through this area has recently been thinned for forest management and fire safety, providing a variety of open and dense woods through the trail corridor. The trail alignment would also cross Dollar Creek near Dollar Reservoir, enhancing the trail experience for recreational users. These characteristics would place the trail into the "high" recreational value category. However, the proposed trail corridor is also located directly behind several residential neighborhoods and some of the houses would be visible from the trail. Therefore, a slight reduction in potential trail usage is assumed for the proposed Dollar Creek Trail. The reductions applied are equal to one third of the reductions from the "high" to the "medium" recreational value category.

Congestion

A final reduction factor is applied to the trail usage estimates based on the trail congestion. Trail congestion is estimated based on the "Shared Off-street Path" level of service methodology in the *Highway Capacity Manual* (Transportation Research Board, 2010). Level of service is based on the number of passing events that occur during the peak hour of trail use. A passing event is defined as either passing a bicycle/pedestrian traveling in the opposite direction or overtaking another bicycle/pedestrian traveling in the same direction. Considering the expected use levels, no significant congestion is expected along the Dollar Creek Trail. However with an estimated 52 one-way trail trips in the peak hour, it is assumed that trail users will experience a small amount of congestion on the trail. Therefore, a slight reduction in potential usage (based on LOS B or C trail conditions) is assumed for trail congestion. The reduction factors assumed for trail congestion are shown in the middle columns of Table A.

Total Reduction

The total reduction applied is a multiplicative total of all of the reduction factors. The reductions factors and trail usage estimates are provided in Table A.

Existing Unpaved Trail Use Levels

In addition to the new users that would be generated by development of the proposed trail, there is biking and hiking activity already in the trail vicinity using the existing network of unpaved trails. Some of this existing activity can be expected to use the new Dollar Creek Trail as part of longer recreational rides. While no detailed data on total existing trail use is available, informal observation of parking and non-motorized access in the area indicates that much of this activity uses the Tahoe Cross Country Ski Area (Tahoe XC) lodge base as a trailhead. To gain an understanding of this current activity, LSC Transportation Consultants, Inc. contacted Kevin Murnane, General Manager of the Tahoe XC center. Over the course of the summer of 2011, Tahoe XC staff counted the number of cars parked in the Tahoe XC lot twice per day. The maximum number of cars parked at any one time was 20. On average, there are 5 to 10 cars at any one time. Mr. Murnane estimates that the average length of stay is on the order of 3 hours. Trail use is highest in the middle of the day, though there is also a definite spike in use in the morning (7 AM – 10 AM), as well as the 4 PM – 7 PM period after work. This information indicates that, over the course of a busy summer day, approximately 30 vehicles park at Tahoe XC to access the trails. Tahoe XC staff also estimates that approximately 70 percent of users are cyclists and the remaining 30 percent are pedestrians. Applying these proportions to the total, 21 vehicles carry bicyclists to the area and 9 carry pedestrians. Factoring by the observed average vehicle occupancy (per the Tahoe Coalition of Recreational Providers surveys) of 2.2 and 1.4 for cyclists and pedestrians, respectively, approximately 46 cyclists and 13 pedestrians use the existing trails. Assuming half would use the Dollar Creek Trail as part of their overall trip, the daily one-way person-trips generated on the trail by these existing uses would also equal 46 cyclist trips and 13 pedestrian trips. These numbers of existing unpaved trail users are shown in the middle of Table A and are added to the estimate of bicyclists and pedestrians that would use the proposed paved Dollar Creek Trail. The number of total estimated trips on the proposed Dollar Creek Trail discussed in the following paragraph includes both these existing trips on the

unpaved trails that would use the new paved trail as well as new trips using only the proposed paved Dollar Creek Trail.

Trail Usage at Location of Peak Demand

The result of applying the reduction factors to the maximum feasible demand is the estimated daily trail usage at the location of peak demand along the trail. The point of the trail with the highest forecast usage for bicycle trips is calculated to be the segment north of Country Club Drive, near the Dollar Reservoir. The demand estimate calculations and results for all user categories are provided in Table A. As shown, the estimated daily trail use levels at this location are 251 bicyclist trips and 90 pedestrian trips. Factoring by the proportion of daily use occurring in the peak hour on existing Tahoe Region trails, the estimated peak hour trail usages at these respective locations are 38 bicyclist trips and 14 pedestrian trips.

Trail Usage along Entire Trail

A formula is provided in the *Tahoe Bike/Ped Model Memo* to estimate the trail usage along the entire corridor as a function of the trail usage at the location of peak usage and the location with the least amount of usage. In order to determine the location along the Dollar Creek Trail with the least amount of trail usage, the bicycle and pedestrian demand from each TAZ comprising the Dollar Creek Trail corridor was calculated. The distance from each TAZ center to the five following specific locations on the trail was then measured:

- SR 28 Trailhead
- Country Club Drive
- Dollar Reservoir
- Old County Road
- Fulton Crescent Drive

A function was applied to estimate the proportion of trail users from each TAZ that would still be present on the trail at each of the five locations. This function is based on the average trip lengths and is applied separately for bicycles and pedestrians, considering the respective average one-way trip lengths of 2.4 miles and 1.5 miles and the distance to the location with the greatest use. Overall, considering cyclists and pedestrians using portions of the trail that are not the segment with peak use increases the number of cyclists by 31 percent and the number of pedestrians by 52 percent, over the estimate for the peak location. Applying these factors yields a total of 273 daily one-way bicycle trips, 130 daily one-way pedestrian trips, 42 peak hour one-way bicycle-trips, and 20 peak hour one-way pedestrian trips.

Annual Trail Usage

The annual trail use estimates are shown in the far right column of Table A for the location of peak demand, and in Table B for the use over the entire trail. The annual use estimates are based on observed ratios of annual-to-daily use on similar trails, and assumes that there will be no snow removal on the trail. As reflected in Table B, the total best estimate of annual usage of the Dollar Creek Trail is 67,500 one-way trips.

Parking

Parking demand at points along the Dollar Creek Trail is estimated based on the calculated demand for drive-to-trail users, as well as consideration as to how existing recreationalists would react to the new trail:

- As specified above, the **new** daily drive-to-trail demand for the Dollar Creek Trail is 116 one-way bicycle trips and 28 one-way pedestrian trips (58 bicycle round-trips and 14 pedestrian round-trips). Surveys at existing bicycle/pedestrian facilities in the Lake Tahoe Region indicates that drive-to-bike users have an average vehicle occupancy of 2.2 and that drive-to-walk trail users have an average vehicle occupancy of 1.4. Applying the vehicle occupancy factors to the drive-to-trail demand calculations yields a total of 36 vehicles parking at all trail access locations over the course of a summer day. Considering the average length of stay, approximately a third of this parking demand would be parked in the area at the peak time, or 12 vehicles. The location in which this parking would occur is a function of the proportion of the "drive-to" users that will come from the adjacent neighborhoods versus those arriving via SR 28 from more remote locations. Based on the proportion of the residences within the study corridor but not within convenient walk/bike access, it is estimated that 25 percent of the "drive-to" demand will be generated from within the corridor (such as residents of the lower Ridgewood Road or Terrace Drive areas driving up to the trail) while the remaining 75 percent will be driving to the trail via SR 28. The demand within the corridor was further allocated to access points based upon the number of residences most convenient to each access point, as shown in Table C.
- As discussed above, there are also up to 20 vehicles currently parked at the Tahoe XC area over the course of a summer day associated with **existing** recreational trail users in the area. Based on the relative convenience to the various trail options, it is estimated that a third of this parking (or up to 7 vehicles) would shift to a trailhead parking lot on SR 28, while the remaining 13 would remain at the XC area.

In total, up to 16 vehicles are forecast to park at a SR 28 trailhead, with 14 at the existing Tahoe XC parking lot. The number of new vehicles parking at either the upper end of Old County Road or Fulton Crescent Drive to access the proposed paved Dollar Creek Trail are expected to be minimal, not exceeding 1 new vehicle at any one time. This is in addition to any drivers that currently park at the end of Old County Road or Fulton Crescent Drive to access the existing dirt trails that will choose to continue to park at these informal locations. (While some of these existing drivers parking in the neighborhood to access the dirt trails may shift to the new trailhead parking area on Dollar Hill, others that are particularly interested in mountain biking on dirt trails can be expected to continue to park at these informal access points.) The number of *additional* parked cars at the upper end of Old County Road or Fulton Crescent Drive is expected to be minimal, as (1) the parking area on Dollar Hill will be more evident to visitors and residents driving from other areas, and (2) persons interested in exercise tend to prefer their greatest workout (biking or walking up hill) at the beginning of their exercise period rather than at the end. Drivers approaching the area both from the south and the north on SR 28 would have a shorter drive time to the new trailhead atop Dollar Hill than to either upper Old County Road or Fulton Crescent Drive. The additional parking activity generated by the proposed Dollar Creek Trail at the upper end of Old County Road or Fulton Crescent Drive is expected to consist

only of residents of the lower portions of the Cedar Flat neighborhoods that prefer to avoid the steep climbs up the residential streets to the trail by driving up the hill.

Analysis of Impact on Vehicle Miles Traveled

An analysis was performed to calculate the change in Vehicle Miles Traveled (VMT) that can be expected with the construction of the Dollar Creek Trail. This consists of two factors:

- On one hand, VMT in the vicinity of the trail will be **reduced** by trail users bicycling/walking to the trail and on to their final destination instead of using a vehicle to make the trip. The calculation of the reduction in VMT by trail users not driving to the trail was based on average bicycle and pedestrian trip lengths specified in the *Tahoe Region Bicycle and Pedestrian Use Models* documentation. Average vehicle occupancy for bicycle and pedestrian drive-to-trail users was taken from the TCORP 2007 survey of trail users. The percentage of bike-to and walk-to-trail users that would have otherwise generated a vehicle-trip in the absence of the trail was also obtained from the surveys. The VMT reduction associated with trail users that would have otherwise driven is calculated as the product of the total daily trail users, the percentage that would otherwise have driven and the average trip length, divided by the average vehicle occupancy shown in Table D. VMT reduction associated with this factor is estimated to be 40 over a summer day.
- VMT associated with the Dollar Creek Trail will also be **increased** by trail users driving to the trail. A portion of these drivers (estimated to be 60 percent and 36 percent, for bicyclists and walkers, respectively) are expected to consist of persons making new trips for this purpose, while the remainders are drivers that otherwise would have driven to another similar trail facility. The VMT generated by drive-to-trail users is calculated by taking the product of the number of drive-to-trail users times the percent making new trips times the average length of the vehicle-trip used to access the trail (from TCORP surveys), divided by the average vehicle occupancy. This factor is estimated to increase VMT by 190 per day.
- Finally, as discussed above, VMT will be **decreased** by existing recreational trail users that will shift from parking at the Tahoe XC center to a parking lot at the trailhead on SR 28, thereby reducing their trip length. This factor is calculated to reduce VMT by 33 per day.

On balance, the proposed trail would result in an increase in VMT of 117 vehicle-miles per day. To put this in context, the most recent estimate of VMT over the course of a summer day throughout the Tahoe Basin is estimated to be 1,987,794 (TRPA, 2010). Comparing the two figures, the Dollar Creek Trail would increase basin-wide VMT by 0.006 percent.

REFERENCES

- Tahoe Coalition of Recreational Providers (2007). Tahoe Bike Trail Survey. Stateline, Nevada.
- Tahoe Regional Planning Agency (2007). *2006 TRPA Threshold Evaluation*. Stateline, Nevada.

Tahoe Regional Planning Agency and Tahoe Metropolitan Planning Organization (2010). *2010 Lake Tahoe Region Bicycle and Pedestrian Plan*. Stateline, Nevada.

Transportation Research Board (2010). *HCM 2010: Highway Capacity Manual*. Washington DC: National Research Council, Transportation Research Board.

TABLE A: Tahoe Region Bicycle and Pedestrian Use Model - Dollar Creek Trail Corridor
At Location of Peak Demand in Corridor

Corridor	Maximum Feasible Demand	Use Factor -- Reduction from Maximum (5)						Multi- plicative Total	Daily Use Estimate	Peak Hour Factor (6)	Peak Hour Use Estimate	Annual/ Daily Factor (7)	Annual Use Estimate
		Class	Grade	Continuity	Maintenance	Recreational Value	Congestion						
BICYCLISTS													
Resident Bike to Facility	84	Note 1	0.00	0.10	0.00	0.00	0.03	0.13	0.24				
Visitor Bike to Facility	40	Note 1	0.00	0.30	0.00	0.00	0.06	0.08	0.38				
Bicyclists Drive to Facility	192	Note 2	0.00	0.30	0.00	0.00	0.10	0.04	0.40				
Existing Unpaved Trail Users									48				
Total -- Best Estimate									251	0.153	38	146.5	37,000
High End of Estimate Range									314		48		46,250
Low End of Estimate Range									188		29		27,750
PEDESTRIANS													
Resident Walk to Facility	36	Note 3	0.00	0.10	0.00	0.00	0.03	0.10	0.21				
Visitor Walk to Facility	33	Note 3	0.00	0.30	0.00	0.00	0.08	0.05	0.39				
Pedestrians Drive to Facility	46	Note 4	0.00	0.30	0.00	0.00	0.09	0.05	0.39				
Existing Unpaved Trail Users									13				
Total -- Best Estimate									90	0.153	14	146.5	13,000
High End of Estimate Range									135		21		19,500
Low End of Estimate Range									45		7		6,500
TOTAL -- Best Estimate									341		52		50,000
High End of Estimate Range									449		69		65,750
Low End of Estimate Range									233		36		34,250
Notes													
1. See Tahoe Region Bicycle and Pedestrian Use Model Memo, Table G.													
2. Based on an average of 480 for corridors with an existing Class I facility and engineering judgement of demand elasticity.													
3. See Tahoe Region Bicycle and Pedestrian Use Model Memo, Table J.													
4. Based on an average of 135 for corridors with an existing Class I facility and engineering judgement of demand elasticity.													
5. See Tahoe Region Bicycle and Pedestrian Use Model Memo, Table E.													
6. 0.153 for Class I facility, 0.096 for Class II facility													
7. 172.8 for facilities maintained year-round, 146.5 for facilities without snow removal.													
LSC Transportation Consultants, Inc.													

TABLE B: Estimated Use Over Entire Dollar Creek Trail

	Daily Use Estimate	Peak Hour Factor (6)	Peak Hour Use Estimate	Annual / Daily Factor (7)	Annual Use Estimate
BICYCLISTS					
Total -- Best Estimate	331	0.153	51	146.5	48,500
High End of Estimate Range	414		63		60,625
Low End of Estimate Range	248		38		36,375
PEDESTRIANS					
Total -- Best Estimate	131	0.153	20	146.5	19,000
High End of Estimate Range	197		30		28,500
Low End of Estimate Range	66		10		9,500
TOTAL -- Best Estimate					
	462		71		67,500
High End of Estimate Range	610		93		89,125
Low End of Estimate Range	314		48		45,875
LSC Transportation Consultants, Inc.					

TABLE C: Dollar Creek Trail Parking Demand

	Daily Demand ^{1,2}	Average Vehicle Occupancy ³	New Parking Demand	
Drive-to-Bike Trail Users	116	2.2	26	
Drive-to-Walk Trail Users	28	1.4	10	
Total Daily			36	
Peak-Period-to-Day Factor			0.333	
Peak Hour Parking Demand			12	
	Peak Hour Parking Demand			
Location	New Distribution	New Parking Demand	Existing Parking Demand ⁴	Total Parking Demand
SR 28 Trailhead	75%	9	7	16
Country Club Drive (Tahoe XC)	14%	1	13	14
Old County Road	10%	1	0	1
Fulton Crescent Drive	1%	1	0	1

NOTE 1: Calculation from application of *Tahoe Region Bicycle and Pedestrian Use Model* for Dollar Creek Trail.
 NOTE 2: Daily demand is shown as one-way trips. It is assumed that a drive-to-trail user will complete a round-trip.
 NOTE 3: From TCORP 2007 surveys of users of Tahoe recreational trails.
 NOTE 4: Based on results of parking counts and observations, per conversation with Tahoe XC staff.
 Source: LSC Transportation Consultants, Inc.

TABLE D: Analysis of Daily Vehicle-Miles of Travel Impacts of Dollar Creek Trail

	Bicyclist	Pedestrian	Total
VMT Reduction Associated with Trail Users Not Driving to Trail Who Otherwise Would Have Driven			
Daily Users Not Driving to Trail ¹	89	49	
Percent Would Have Driven ²	27%	27%	
Avg Trip Length ³	2.4	1.5	
Avg Vehicle Occupancy ²	2.2	1.4	
Change in VMT	-26	-14	-40
VMT Generated by Recreational Trail Users Driving to Trail			
Daily Users Driving to Trail ¹	116	28	
Percent of Trail Users Driving to Trail Making a New Trip	60%	36%	
Average Auto Trip Length ²	4.9	4.9	
Avg Vehicle Occupancy ²	2.2	1.4	
Change in VMT	155	35	190
VMT Reduction Associated with Existing Trail Users Shifting to SR 28 Trailhead			
Daily Users Driving to Trail	21	9	
Avoided Trip Length (Round Trip)	-1.1	-1.1	
Change in VMT	-23	-10	-33
Total Change in VMT	129	21	117
NOTE 1: Calculation from application of <i>Tahoe Region Bicycle and Pedestrian Use Model</i> for Dollar Creek Trail.			
NOTE 2: From TCORP 2007 surveys of users of Tahoe recreational trails.			
NOTE 3: Average trip length, as specified in the <i>Tahoe Region Bicycle and Pedestrian Use Model</i> documentation.			
Source: LSC Transportation Consultants, Inc.			

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 20, 2013**

APPROVED AND ANTICIPATED PROJECTS	ANTICIPATED INVOICES								
	Funds Held by NLT-TRA	Funds to be provided by the County	Total Funds to be Provided	12/13 Inv	13/14 Inv	14/15 Inv	15/16 Inv	16/17 Inv	17/18
Approved Projects	\$46,968		\$46,968						
Squaw Valley Bus Stops	\$116,577	\$97,587	\$214,164	\$0	\$180,000				
Lakeside Multipurpose Trail	\$16,412		\$16,412		\$2,500				
Signage-Mile Markers		\$525	\$525		\$25				
Regional Wayfinding Signage		\$100,000	\$100,000		\$100,000				
Dollar Creek Shared Use Trail		\$76,907	\$76,907		\$2,282				
Squaw Valley Trail Snow Removal	(\$51,907)	\$171,914	\$171,914		\$165,000	\$7,000			
North Lake Tahoe Water Shuttle				\$32,000					
Auburn Truckee, N.T. Visitor Center	(\$31,456)	\$544	\$544						
Northstar Community Multi-Purpose Trail	(\$26,385)	\$138,726	\$138,726		\$138,000				
Kings Beach Urban Core Improvement		\$1,568,439	\$1,568,439		\$1,500,000				
Tahoe Vista Recreation Area		\$114,009	\$114,009	\$0	\$69,681				
Truckee River Corridor Access Plan		\$236,774	\$236,774		\$144,500	\$200,000			
HomeWood Bike Trail		\$144,500	\$144,500		\$150,000				
Wayfinding Signage Installation		\$150,000	\$150,000		\$25,090				
Wayfinding Signage Site Plan	(\$20,120)	\$49,970	\$29,850		\$400,000	\$200,000			
HomeWood Trail Construction		\$600,000	\$600,000		\$60,000				
Tart Bus Shelter Lighthouse		\$60,000	\$60,000		\$12,000				
Snow Creek Signage		\$12,000	\$12,000		\$24,500				
Master Plan Studies		\$29,700	\$29,700		\$50,000	\$200,000	\$150,000		
Community House		\$400,000	\$400,000		\$11,000				
Tahoe XC Trails Wayfinding Signage		\$11,000	\$11,000		\$35,000				
Lake Forest Boat Ramp		\$35,000	\$35,000		\$8,000				
Gateway Holiday Lighting		\$8,000	\$8,000		\$46,000				
Coordinated Skier Shuttle		\$46,000	\$46,000		\$70,000				
Squaw Valley Trail Snow Removal (Maintenance)		\$70,000	\$70,000		\$20,000				
Ironman Traffic Management Funding		\$20,000	\$20,000		\$2,897,046	\$807,000	\$350,000		
Tahoe Pedestrian Safety Program(Maintenance)		\$29,672	\$29,672						
TOTAL	\$79,761	\$4,195,435	\$4,279,197	\$32,000	\$2,897,046	\$807,000	\$350,000		
Projects/Designated Funds to be Provided	\$79,761	\$4,195,435	\$4,279,197						
Projects Funded from Future Cashflows		(\$2,397,348)	(\$2,397,348)						
Undesignated funds being held	\$39,855	\$488,040	\$527,895						
Maintenance/Operations Project Reserve	\$218,872		\$218,872						
Total Funds being held October 1, 2013	\$338,488	\$2,127,175	\$2,385,902						
Anticipated Project Requests									
2013-2014									
Public Art Program		\$25,000	\$25,000		\$25,000				
North Lake Tahoe Water Shuttle		\$180,000	\$180,000		\$180,000	\$180,000			
Squaw Valley Olympic Museum		\$150,000	\$150,000		\$80,000	\$70,000			
Performing Arts Center		\$150,000	\$150,000		\$150,000				
Tahoe City Golf Course Parking		\$40,000	\$40,000		\$40,000				
Truckee River Trail Repaving		\$380,000	\$380,000			\$380,000			
Kings Beach Pier		\$10,000	\$10,000		\$10,000				
Regional Park Wayfinding Signage and Kiosk		\$50,000	\$50,000		\$50,000				
Dollar Creek Shared Use Trail		\$285,000	\$285,000		\$180,000	\$100,000			
Regional Transit System Branding		\$100,000	\$100,000		\$100,000				
Total	\$0	\$1,370,000	\$1,370,000	\$0	\$635,000	\$730,000			
2014-2015									
Performing Arts Center		\$250,000	\$250,000			\$150,000	\$100,000		
North Tahoe Public Ice Skating Rink		\$180,000	\$180,000			\$180,000			
Wayfinding Sign Installation		\$250,000	\$250,000			\$100,000	\$150,000		
Northstar/Martis Community Trail		\$600,000	\$600,000			\$250,000	\$350,000		
West Commons Firestation Redevel		\$150,000	\$150,000			\$150,000			
Tart Bus Shelter		\$60,000	\$60,000			\$60,000			
Total	\$0	\$1,490,000	\$1,490,000	\$0	\$0	\$740,000	\$400,000	\$350,000	

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 20, 2013**

Anticipated Projects	ANTICIPATED PROJECTS					ANTICIPATED INVOICES					17/18	
	Funds held by NLTRA	Funds to be provided by County	Total Funds to be provided	12/13 inv	13/14 inv	14/15 inv	15/16 inv	16/17	17/18			
2015/16												
SR89/Fanny Bridge Match		\$1,490,000	\$1,490,000				\$372,500	\$372,500	\$372,500			\$372,500
TC Historic Walking Trail		\$32,000	\$32,000				\$32,000					
Tart Bus Shelter		\$60,000	\$60,000				\$60,000					
Truckee River Corridor Trail		\$350,000	\$350,000				\$130,000					
Kings Beach Visitor Center		\$70,000	\$70,000				\$70,000					
Tahoe City Golf Course Parking		\$100,000	\$100,000				\$100,000					
Total	\$0	\$2,102,000	\$2,102,000	\$0	\$0	\$0	\$764,500	\$372,500	\$372,500			\$372,500
2016-2017												
Kings Beach Pier		\$400,000	\$400,000						\$400,000			
Total		\$400,000	\$400,000					\$400,000				\$0
2017-2018												
Tahoe City Golf Course Parking		\$400,000	\$400,000									\$400,000
Northstar/Martis Community Trail		\$400,000	\$400,000									\$400,000
TART Bus Shelter		\$60,000	\$60,000									\$60,000
Total		\$860,000	\$860,000						\$0			\$860,000
Total Anticipated Invoices				2012-13	2013-14	2014-15	2015-16	2016-17	2017-18			
				\$32,000	\$3,532,046	\$2,277,000	\$1,514,500	\$1,122,500	\$1,232,500			
Projects with Designated funds	\$79,761	\$4,199,436	\$4,279,197									
Future Projects from Future Cashflows		\$4,997,000	\$6,222,000									
Undesignated funds being held	\$39,855	\$488,040	\$527,895									
Maintenance/Operations Projects Reserve	\$218,872	\$0	\$218,872									
Total Funds being held October 1, 2013	\$338,488	\$2,127,175	\$2,385,902									
Total Anticipated Funding 13-14 thru 17-18		\$8,253,452	\$8,253,452									
Total 2017-18 Anticipated Ending Funds			\$722,857									

12/19
372,500

8-30

**CAPITAL INVESTMENT PROJECTS
5 YEAR CASH FLOW
as of November 20, 2013**

\$1,520,000 ANNUAL AVG. USED FOR ANTICIPATED TOT FUNDING

2013-14 Available Funds	\$1,947,951	Adjusted by PC as of 6/30
2013-14 Contract TOT Funding	\$1,168,080	
2013-14 Anticipated Fund Balance Carry	\$1,005,372	Estimate Fund Balance
2013-14 Anticipated Invoices	\$3,532,046	
2013-14 Ending Available Funds	\$789,357	
2014-15 Available Funds	\$789,357	
2014-15 Anticipated TOT Funding	\$1,520,000	
2014-15 Anticipated Invoices	\$2,277,000	
2014-15 Ending Available Funds	\$32,357	
2015-16 Available Funds	\$32,357	
2015-16 Anticipated TOT Funding	\$1,520,000	
2015-16 Anticipated Invoices	\$1,514,500	
2015-16 Ending Available Funds	\$37,857	
2016-17 Available Funds	\$37,857	
2016-17 Anticipated TOT Funding	\$1,520,000	
2016-17 Anticipated Invoices	\$1,122,500	
2016-17 Ending Available Funds	\$435,357	
2017-18 Available Funds	\$435,357	
2017-18 Anticipated TOT Funding	\$1,520,000	
2017-18 Anticipated Invoices	\$1,232,500	
2017-18 Ending Available Funds	\$722,857	

BASED ON PREVIOUS CAPITAL IMPROVEMENTS FUNDING:

F.Y. 2005/06 =	\$1,449,075
F.Y. 2006/07 =	\$1,136,188
F.Y. 2007/08 =	\$1,834,995
F.Y. 2008/09 =	\$827,151
F.Y. 2009/10 =	\$524,476
F.Y. 2010/11 =	\$1,381,590
F.Y. 2011/12 =	\$1,129,863
F.Y. 2012/13 =	\$1,357,037
F.Y. 2013/14 =	\$2,173,456
	\$1,570,685 Average

8-31



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December 3, 2013

Subject: Regional Transit System Branding Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approve and recommend the Placer County Board of Supervisors approve the Placer County TOT Infrastructure funding request of up to \$100,000 toward the development and implementation of a Regional Transit System brand.

Background:

- The Resort Triangle Transportation Vision Planning has been being developed by the regional coalition over the past year.
- The Vision has been presented to Placer County Supervisors, Truckee Town Council, NLTRA Board, and the 75 participants attending the second annual Transit Summit on November 7th.
- As a result of the presentations and Transit Summit workshop session, a draft of "Next Steps" has been prepared identifying Short Term Solutions and Long Term Solutions (attached).
- Short Term Solutions list service enhancements that can be achieved soon to become integral parts in the development of the overall Vision.
- One important service enhancement is to create one brand for entire North Lake Tahoe transit system and transportation information.

Decision Considerations:

- 2014 TOT funding for will be up to \$100,000 for development and implementation of a single coordinated regional transit service branding. (see attached Placer County request letter)
- Project will consolidate logos and develop a single consistent brand/image for transit services in the North Lake Tahoe/Truckee Resort Triangle. (details in PC request letter)
- Placer County and Town of Truckee will co-lead, working with an advisory group, to develop the brand that will identify North Lake Tahoe regional transportation services as a unique visitor amenity and not just utilitarian.
- At minimum, advisory group would represent the two co-leads, Truckee North Tahoe Transportation Management Association, NLTRA, and Truckee Chamber.
- Jennifer Merchant, Placer County Tahoe Manager will be present to discuss the project and answer questions.

Capital Investment/Transportation Committee Recommendation:

- After discussion, the Committee unanimously passed a motion to recommend the NLTRA Board approve staff's recommendation.

- The Committee also recommended that in developing the brand and branding program, it should be clarified as to what will be included in the initial implementation and what will be further incorporated as the implementation of the single transportation branding program continues.

Tourism Master Plan/Strategic Goals:

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

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

Next Steps

Short Term Solutions

Outreach

- Messaging needs to be targeted to various markets: local riders, visitors, and voters
- Expand the participants in the coalition and outreach committee
- Promote the current Nextbus.com service for mobile phones
- Utilize local radio to extend messaging
- Get data about who the riders are and what their expectations are – survey visitors, employees, current riders

Service Enhancements

- Improve quality of bus stops
- Survey visitors to identify what improvements they would like to see in the transit service
- Develop a carpool network
- Create express bus service between Tahoe City and Truckee
- * Consolidate information into Brand for transportation in NLT, create one brand for entire system
- Extend bus service later into the evening
- Focus on low-hanging fruit: single brand and consolidation of service
- Provide year round service on 267
- Look for efficiencies in existing models (discuss with Northstar)
- Extend service from Tahoma to Meeks Bay – Homeowners association would be willing to contribute
- Make buses more skier friendly and promote lockers at ski areas for traveler convenience
- Plow or groom trail systems during the winter

Funding the Vision Plan

- Evaluate and identify all the next funding steps
- Work on overcoming Bi-County issues – need to work together and approach this as a regional effort
- Benchmark SB1 in Sacramento
- Review Active Transportation legislation
- Review Complete Streets legislation



COUNTY OF PLACER

BOARD MEMBERS

JACK DURAN
District 1

JIM HOLMES
District 3

ROBERT M. WEYGANDT
District 2

KIRK UHLER
District 4

JENNIFER MONTGOMERY
District 5

OFFICE OF COUNTY EXECUTIVE

David Boesch, County Executive Officer

175 FULWEILER AVENUE / AUBURN, CALIFORNIA 95603

TELEPHONE: 530/889-4030

FAX: 530/889-4023

www.placer.ca.gov

North Lake Tahoe Resort Association
Attn.: Ron Treabess, Director of Community Partnerships + Planning
PO Box 5459
Tahoe City, CA 96145

November 19, 2013

Dear Ron,

I am writing to provide details regarding Placer County's proposal to allocate an estimated \$100,000 in Tahoe Transient Occupancy Tax funds toward development and implementation of a Regional Transit brand.

Consistent with projects prioritized in the Transit Vision and more recently at the Transit Summit, the intent of the project is to create the appearance of a cohesive unified transit system in the Tahoe-Truckee region. The project would consolidate logos and develop a single consistent, brand/image for transit services provided in the North Lake Tahoe/Truckee Resort Triangle. As currently envisioned, Placer County would work with the Town of Truckee in a co-lead role working with an advisory group of interested stakeholders. Stakeholders would represent Placer County, the Town of Truckee, the Truckee North Tahoe Transportation Management Association, the North Lake Tahoe Resort Association and the Truckee Chamber of Commerce.

The project would be initiated in January, with a phased roll-out to begin prior to the peak summer transit operations season. It will be broken into two distinct phases. First phase components will include a review of transit branding in peer communities, existing conditions, target audience evaluation, and agreement on message. Second phase components would include updates to websites and printed materials, and updated transit stop signs and vehicles.

A draft budget is attached for your review. I will attend the Nov. 25, 2013 Capital Investment/Transportation Committee meeting to discuss the project and answer questions.

Thank you in advance for your ongoing support of this concept.

Sincerely,


Jennifer Merchant
Tahoe Manager

Regional Transit Brand Draft Budget	
Phase 1	\$20,000
Background studies Brand/message development Logo development Electronic files	
Phase 2	\$80,000
Transit vehicle painting Bus stop sign fabrication	
Placer County In-Kind	\$0
Administration a. Stakeholder group b. Project management Bus stop sign installation	
Town of Truckee	\$0
Transit vehicle painting Bus stop sign fabrication Bus stop sign installation	



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Executive Committee Nominees

Chair

Vice Chair (must be willing to serve as chair in 2014/15)

Treasurer

Secretary

Past Chairs – Currently on the Board for 2013/14

Ron Parson

Wally Auerbach

Phil GilanFarr



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Committee Positions for Board Members

Name: _____ Phone: _____

Marketing

Primary _____

Alternate _____

Lodging

Primary _____

Alternate _____

Business Association and Chamber Collaborative

Primary _____

Alternate _____

Finance

Primary ___ Treasurer _____

Alternate _____

Infrastructure/Transportation

Primary _____

Primary _____

Primary _____

Primary Role: Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meeting. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

Alternate Role: Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.



Proposed

2013 Committee Positions for Board Members

Marketing

Primary – Eric Brandt
Alternate – Valli Murnane
County – Jennifer Merchant
Phil GilanFarr

Lodging

Primary – Eric Sather
Alternate – Alex Mourelatos

Business Assn. & Chamber

Collaborative

Primary – Kali Kopley
Alternate – Eric Brandt

Finance

Primary – Bill Rock (Treasurer)
Primary2 – Ron Parson
County – Jennifer Merchant
Phil GilanFarr

Infrastructure/Transportation

Primary – Wally Auerbach
Primary – Alex Mourelatos
Primary – Jennifer Merchant
Phil GilanFarr

Master Plan Task Force

Alex Mourelatos
Phil GilanFarr
Ron Parson
Kali Kopley
Jennifer Merchant

Golf Course Oversight Board

Valli Murnane
Wally Auerbach
Ron Parson
Alternate: Phil GilanFarr

Resort Triangle Transit Vision Coalition

Phil GilanFarr
Andy Wirth
Bill Rock
Jennifer Merchant

Whistle Blower Policy Compliance Officer

Board Secretary

Primary Role: Attend all committee meetings, represent board position/direction, report on any action items/request for approval to board at monthly board meeting. Contact Alternate when unable to attend a meeting. If alternate is also unable to attend, contact CEO to reach out to other board members and brief them on issues and agenda packet.

Alternate Role: Read all committee agendas, packets and minutes and stay apprised of all committee issues. Attend meetings as desired or when Primary committee member is unable to attend.



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December 3, 2013

Subject: Capital Investment/Transportation Committee Member Selection

From: Ron Treabess, Director of Community Partnerships and Planning

Letters of interest to apply for a position on the NLTRA Capital Investment/ Transportation Committee (formally the Infrastructure Committee and Transportation Committee) have been submitted to me as requested by November 25th. Several of the 16 member seats have been recommended and submitted by organizations stated below. The remaining six seats will be Community-At-Large members selected from individually submitted letters of interest. These can be from anyone within the NLTRA boundaries having an interest and knowledge of infrastructure and transportation improvements to the North Lake Tahoe Area. As all current terms expire in December, some existing committee members have reapplied for new appointments. All new appointments will be approved by the NLTRA Board at its January 8, 2014 meeting, and the terms will commence at that time.

Background:

- After review by the Joint Committee, the NLTRA Board, and the Placer CEO, the current Infrastructure Committee and the Transportation Committee have been restructured and designated as one Capital Investment/Transportation Committee.
- The Committee role, and membership definition is described in the following NLTRA Supplemental Operating Procedures and Policies, as well as in the F.Y. 2013-14 NLTRA/Placer County Agreement.
- Set number of Committee members-sixteen, including up to three NLTRA Board members
- Representation to include Placer CEO, TART, DPW, two TMA, two from Special Districts that provide visitor services, and six Community-At-Large members
- All jurisdiction and entity members will be appointed by representative jurisdiction and accepted by the NLTRA Board
- Six Community-At-Large members to be appointed by NLTRA Board and approved by Placer CEO
- Two-year renewable appointments by NLTRA Board and/or jurisdictions (Six every other year)
- The Committee quorum will consist of eight members (simple majority), one of which must be a NLTRA Board member
- New Committee structure and appointments to commence January, 2014, at the time all current appointments expire. Current Committee members may reapply as appropriate

Current Capital Investment/Transportation Committee Applicants

- Placer CEO
 - Jennifer Merchant
- Placer DPW
 - Brian Stewart
- Placer TART
 - Will Garner
- Special Districts
 - Mike Staudenmayer
 - Dan Wilkins
- TNTTMA
 - Dave Paulson
 - Jaime Wright
- Community-At-Large—6 Positions
 - Renee Kojjane (new)
 - Steve Walton (new)
 - Gary Davis (reapply)
 - Rob Kronkhyte (reapply)
 - John Pang (reapply)
 - John Bergmann (reapply)
 - Guy Perman (reapply)
 - Adrian Tieslau (new)
- NLTRA Board Members—up to three

SUPPLEMENTAL OPERATING PROCEDURES AND POLICIES

Capital Investment/Transportation Committee

The role of the Capital Investment/Transportation Committee is to provide input and direction to staff and to advise the NLTRA Board on any and all matters pertaining to infrastructure and transportation planning, budgets, programs, and projects. Committee responsibilities include the consideration of infrastructure project applications, as well as proposed transportation projects and expenditures. Following such consideration, Committee recommendations are submitted to the NLTRA Board of Directors for consideration and action. The annual NLTRA-Placer County Agreement defines which infrastructure and transportation project expenditures approved by the NLTRA Board must be submitted to the Placer County Board of Supervisors for final consideration and approval.

Committee Membership

Consistent with terms of the annual NLTRA-Placer County Agreement, there are a total of sixteen (16) members of the Capital Investment/Transportation Committee with the following representation: up to three North Lake Tahoe Resort Association Board members, three Placer County representatives (one member representing the Placer County Executive Office, one member representing Placer County Tahoe Area Regional Transit, one member representing Placer County Department of Public Works, two members representing the Truckee North Tahoe Transportation Management Association, two representatives from Special Districts that provide visitor services, and six Community At-Large members who have expertise and/or interest in infrastructure development projects, transportation programs and projects, and related issues. All jurisdiction and entity members are appointed by the representative jurisdiction, and accepted by the NLTRA Board of Directors. Special District representatives will be rotated between the Districts. The Community At-Large members are appointed by the NLTRA Board and approved by the County Executive Office. The Committee quorum consists of eight members, one of which must be a NLTRA Board member. Committee members serve two year terms, with six terms expiring every other year. Committee members can be reappointed by the NLTRA Board and/or the representative jurisdictions and entities.



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December 4, 2013

To: NLTRA Board of Directors

From: Andy Chapman, Chief Marketing Officer
Sandy Evans Hall, Chief Executive Officer

Re: Marketing Committee Appointments

Marketing Committee Lay Member Appointments

Below is the criteria used in the Marketing Committee appointment process.

- "Lay" members are selected based on marketing experience (highest priority), type of business affiliation, and geographic representation.
- "Lay" members are appointed at the January Board meeting with the first meeting of the committee in late January.
- Interested parties for Pool C appointment must submit a letter of interest and resume no later than December 2nd, 2013.
- The NLTRA Board will review applicants and appoint the new committee members at its December meeting.

Background

The NLTRA Marketing Committee consists of three pools with three members each. Each year one of these pools is appointed for a new three year term. Members from Pool C who completed their three year term this year are Brett Williams, Heather Allison, Kevin Hickey and Julie Maurer. Staff thanks these committee members for their service on the committee.

Staff will advertised the open positions through local media and chamber outreach with a deadline for interested parties on Tuesday, December 2nd, 2013.

Three new committee members will be appointed to serve a 3-year term through 2016 (Pool C), two committee member will be appointed to serve a one year term through 2014, and one committee member will be appointed to serve a two year term through 2015.

POOL C (New members appointed January 2014)

1. New Appointment
2. New Appointment
3. New Appointment

POOL A (New members appointed January 2015)

1. Marguerite Sprague, Consultant, North Lake Tahoe Historical Society
2. Open Seat (**to be filled with a one year term, appointed in January 2014**)
3. Open Seat (**to be filled with a one year term, appointed in January 2014**)

POOL B (New members appointed January 2016)

1. Becky Moore, Director of Sales, Squaw Valley Lodge
2. Brad Wilson, General Manager, Diamond Peak Ski Resort
3. Open Seat (**to be filled with a two year term, appointed in January 2014**)



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Business Association and Chamber Collaborative (BACC) Members

Tahoe City Downtown Association (TCDA) (2)

1. Steve Hoch, TCDA
2. Dave Wilderotter, Tahoe Dave's

West Shore Association (WSA) (2)

1. Kay Williams, WSA and Granlibakken
2. Rob Weston, West Shore Sports

North Tahoe Business Association (NTBA) (2)

1. Joy Doyle, NTBA
2. Michael Gelbman, Sierra Sun/Bonanza

Northstar (2)

1. Amber Whitman, Northstar
2. TBD

Squaw Valley Business Association (2)

1. Caroline Ross, SVBA and Squaw Village Neighborhood Company
2. Stephen Lamb, PlumpJack Squaw Valley Inn

Incline Community Business Association (ICBA) (2)

1. Mike Young, ICBA, Chase International
2. TBD



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2013 Finance Committee Members

NLTRA Board

Bill Rock – Treasurer

Phil GilanFarr

Ron Parson

Committee Members

Kimberly Frushon

Mike Salmon

Placer County Rep

Jennifer Merchant



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2013 Lodging Committee Members

NLTRA Board

Primary: Alex Mourelatos

Committee Members

Christy Beck, Chair

Bill Matte

Debbi Milani

Brett Williams

Kay Williams

Ulli White

Placer County Rep

Jennifer Merchant



Staff Report for Board

Subject: Bylaws/Supplemental Operating Procedures and Policies

From: Sandy Evans Hall

Decision Considerations:

- There are three proposed changes to the Standing Committee Section of the Supplemental Operating Procedures and Policies.
- The first is a correction to the Definition of Committee Responsibilities and Membership to delete the reference to two groups that no longer exist.
- The second is to amend the description of the BACC, its purpose and membership. The language proposed was unanimously approved by the BACC at its November meeting.
- The final change is to eliminate the language referring to the Special Event Grant Program Task Force as these duties will be the proposed responsibility of the BACC.
- The expansion of the committee to include an additional 5 people, one from each geographic area, will strengthen the community voice on all collaborative activities.

Strategic Plan/Master Plan Alignment: Be a recognized voice of community in all core function areas.

Staff Recommendation: Approve all above Bylaw changes.

North Lake Tahoe Resort Association Committees

Definition of Committee Responsibilities and Membership

As of the publication date of this document, the NLTRA has five standing committees, ~~and a Community Marketing Grant Program Subcommittee (advises the Chamber of Commerce Advisory Committee)~~. The NLTRA Board annually appoints an Elections Committee, whose function is to organize and conduct the annual Board Election. Additionally, the Board appoints members to serve on the Cooperative Marketing Committee (CMC) as part of its agreement with the Incline Village Crystal Bay Visitors Bureau (IVCBVB) to fund and implement the North Lake Tahoe Marketing Cooperative.

Each NLTRA committee and subcommittee includes members of the NLTRA Board, as well as community or "lay" members. The membership of each committee/subcommittee is defined below.

Standing Committees

Capital Investment/Transportation Committee

The role of the Capital Investment/Transportation Committee is to provide input and direction to staff and to advise the NLTRA Board on any and all matters pertaining to infrastructure and transportation planning, budgets, programs, and projects. Committee responsibilities include the consideration of infrastructure project applications, as well as proposed transportation projects and expenditures. Following such consideration, Committee recommendations are submitted to the NLTRA Board of Directors for consideration and action. The annual NLTRA-Placer County Agreement defines which infrastructure and transportation project expenditures approved by the NLTRA Board must be submitted to the Placer County Board of Supervisors for final consideration and approval.

Committee Membership

Consistent with terms of the annual NLTRA-Placer County Agreement, there are a total of sixteen (16) members of the Capital Investment/Transportation Committee with the following representation: up to three North Lake Tahoe Resort Association Board members, three Placer County representatives (one member representing the Placer County Executive Office, one member representing Placer County Tahoe Area Regional Transit, one member representing Placer County Department of Public Works, two members representing the Truckee North Tahoe Transportation Management Association, two representatives from Special Districts that provide visitor services, and six Community At-Large members who have expertise and/or interest in infrastructure development projects, transportation programs and projects, and related issues. All jurisdiction and entity members are appointed by the representative jurisdiction, and accepted by the NLTRA Board of Directors. Special District representatives will be rotated between the Districts. The Community At-Large members are appointed by the NLTRA Board and approved by the County Executive Office. The Committee quorum consists of eight members, one of which must be a NLTRA Board member. Committee members serve two year terms, with six terms expiring every other year. Committee members can be reappointed by the NLTRA Board and/or the representative jurisdictions and entities.

Marketing Committee

The mission of the NLTRA Tourism Division is *“to promote North Lake Tahoe as a travel destination with the purpose of increasing travel spending within the region, including year-round occupancy and length of stay, generating additional Transient Occupancy Tax (TOT) revenues, sales tax revenues, and maximizing exposure and promotion of North Lake Tahoe on a regional, national and international level.”* The role of the Marketing Committee is to provide input to staff and advise the Board on all matters related to the NLTRA’s marketing strategies, plans, programs, budgets and outcomes. Committee responsibilities include the consideration of marketing strategies, plans, programs and budgets. Following such consideration, Committee recommendations are submitted to the NLTRA Board for consideration and action.

Committee Membership

In addition to appointed NLTRA Board member, this Committee consists of marketing and sales professionals from community businesses and organizations. An effort is made to ensure a diversity of representation from geographic areas as well as types of businesses and organizations. Based on adopted NLTRA policy, Committee membership is up to 15 members. Members serve a three -year term and may be reappointed. A quorum will consist of one board member and a majority of members present.

Business Association and Chamber Collaborative

This group will meet every month beginning in January and will determine the allocation of Marketing Grant funds of \$50,000, coordination of events calendar and other joint promotional initiatives, and Chamber or other collaborative programming. In addition to these tasks, the group will oversee the \$50,000 resources for product development, developing a scope of work to align with an annual strategic plan, will oversee a \$30,000 lake shore fall, winter, spring fund, and will allocate \$50,000 in special event grants.

Committee Membership

In addition to appointed NLTRA Board member, committee membership is defined as follows: one representative each from the North Tahoe Business Association (NTBA), Tahoe City Downtown Association (TCDA), West Shore Association (WSA), Squaw Valley Business Association (SVBA), Incline Village Business Association, and the Northstar Village Retailers Association (NVRA), and up to 6 seats to be filled by members, or representatives of members, of the North Lake Tahoe Chamber of Commerce or area Business Associations. Members other than Business Association appointees serve a one year term and may be reappointed. Business association appointees serve at the pleasure and term of their association. The quorum will consist of one board member and a majority of members present.

~~Business Association and Chamber Collaborative~~

~~This group will meet every other month beginning in January and will determine the allocation of Marketing Grant funds of \$10,000 for each Eastern Placer County~~

~~Business Associations in two grant cycles (May, November), coordination of events calendar and other joint collateral pieces such as the map and Visitor Guide (March, September), and Chamber or other collaborative programming such as Shop Local, Gateway Lighting, Seminars and Workshops, Holiday or Sidewalk Sale Promotions, etc. (January, July).~~

~~Committee Membership~~

~~In addition to appointed NLTRA Board member, committee membership is defined as follows: one representative each from the North Tahoe Business Association (NTBA), Tahoe City Downtown Association (TCDA), West Shore Association (WSA), Squaw Valley Business Association (SVBA), Incline Village Business Association, and the Northstar Village Retailers Association (NVRA), and up to 2 seats to be filled by members, or representatives of members, of the North Lake Tahoe Chamber of Commerce. Members other than business association appointees serve a three year term and may be reappointed. Business association appointees serve at the pleasure and term of their association. The quorum will consist of one board member and a majority of members present.~~

Finance Committee

The role of the Finance Committee is provide input to staff and direction to staff and to advise the Board on any and all matters pertaining to the present and future budgets, and all financial matters related to the corporation. Committee responsibilities include the review and consideration of monthly financial statements, forecasts, annual budgets and related matters. As appropriate, the committee makes recommendations to the NLTRA Board of Directors, particularly with regard to monthly financial statements, and the annual NLTRA budget.

Committee Membership

In addition to appointed NLTRA Board members, at least one member of the committee can be appointed to represent the membership and community at-large. It is preferred that this member have a background in finance, accounting or a related profession. This committee will be chaired by the Treasurer and will serve for a one year term. Quorum is one board member and a majority of members present.

Lodging Committee

As directed by the NLTRA Board, the duties of this committee are to review and provide input to the NLTRA Board of Directors regarding marketing programs from a lodging supplier's perspective, including continuous review of the NLTRA's consumer Website to ensure optimal functionality for the booking of reservations by lodging suppliers.

Committee Membership

In addition to appointed NLTRA Board member, committee membership shall consist of up to 15 representatives of lodging suppliers which are members of the NLTRA/North Lake Tahoe Chamber of Commerce. Committee members serve three year terms and may be reappointed. This committee will meet monthly or every other month as

deemed necessary by the committee. A quorum will consist of a 50% +1 of total members including one board member.

Special Event Grant Program Task Force

~~This task force considers and makes recommendations to the board regarding special event grant applications, consistent with the adopted NLTRA Special Event Grant Funding Criteria.~~

Task Force Membership

~~The membership of this Task Force has been set at a total of seven, defined as follows: One representative from the Board of Directors, one representative from the Lodging Committee, two representatives from the Business Association and Chamber Collaborative, and two representatives from the Marketing Committee. Representatives are chosen by the committees and names submitted to the Board of Directors for final appointment. Task Force members serve a one year term, and may be reappointed.~~

Conference Sales Committee

The mission of the NLTRA Conference program is *"To promote North Lake Tahoe as a premier meetings destinations with the intent to increase awareness, lead generation and related booked room revenue."* The role of the Conference Sales Committee is to review the various plans and programs associated with the promotion and advertising of the NLTRA Conference Sales program. This includes but is not limited to the review of media plans, sales missions, FAMs, trade shows. The committee provides direction to staff and agency partners in the preparation and execution of yearly conference plans and advises the NLTRA Marketing Committee and Board of Directors on conference and group initiatives and action items.

Committee Membership

This Committee consists of Director of Sales from properties involved in the group and conference sales industry in the North Lake Tahoe region. Additional committee members may be appointed by the board based on association and involvement in the group/conference sales industry. Based on adopted NLTRA policy, Committee membership is up to 15 members. This committee acts as an advisory committee to the NLTRA Marketing Committee.

Wedding Committee

The mission of the NLTRA Wedding Committee is to advise the NLTRA Marketing Committee and NLTRA Board of Director on wedding related issues affecting the North Lake Tahoe Region. This committee will review the goals and objectives of the wedding related marketing efforts and provide staff and agencies input and direction. This committee will meet quarterly.

Elections Committee

As set forth in the adopted NLTRA Bylaws, at least sixty days prior to any election, the NLTRA Board shall appoint an Elections Committee. The responsibilities of the Elections Committee are: 1) to solicit qualified Board candidates for nomination; 2) to

prepare a slate of candidates; 3) to give notice of the election; 4) to direct staff in conducting the election; 5) to appoint an impartial party as Inspector of the Election to tally the ballots and announce the results to the Board.

Committee Membership

As defined in the Bylaws, the Elections Committee shall be composed of three (3) to seven (7) members, including at least one (1) Member of the Board and at least one (1) Member not currently serving on the Board. No member of the Election Committee can be a candidate for the election for which they are serving on the Committee.

Cooperative Marketing Committee (CMC)

As defined in the *North Lake Tahoe Marketing Cooperative Participation Agreement* (July 2006), this committee was established by the Cooperative "Participants" (NLTRA and the Incline Village Crystal Bay Visitors Bureau) to coordinate efforts to fund and implement the North Lake Tahoe Marketing Cooperative. The role of the CMC is to finalize the annual Regional Cooperative Marketing Plan and oversee Plan implementation, using the budget resources identified and approved by each Participant. The CMC oversees the Plan by providing direction and oversight to the Plan Administrator. Consistent with Section 1.5 of the Agreement, the Plan Administrator is the NLTRA's Director of Tourism.

Committee Membership

Consistent with Section 8 of the North Lake Tahoe Marketing Cooperative Participation Agreement, the NLTRA's membership in the CMC is defined as follows: Four members, to include the Executive Director, at least one Board member, and at least one At Large Member. Note: The Incline Village Crystal Bay Visitors Bureau (IVCBVB) has the same number of CMC members, defined in identical fashion. These four members are appointed by the IVCBVB Board of Directors.

Process for Appointing Committee Members

With the exception of the six members of the Infrastructure Committee appointed by the Placer County Board of Supervisors and the four members of the Cooperative Marketing Committee appointed by the Board of Directors of the Incline Village Crystal Bay Visitors Bureau, the NLTRA Board of Directors approves all other appointments to the committees identified in this document.

NLTRA Board Member Appointments

Each year, in December, members of the NLTRA Board are provided with a form on which to indicate their committee assignment preferences for the coming calendar year. The Board Chair, with input from the NLTRA Management Team, finalizes a list of proposed Board committee assignments. These proposed assignments become part of the slate of proposed committee appointments considered by the NLTRA Board at the regular Board meeting each January.

“Lay” or Community Member Appointments

Each year, in December, the NLTRA Management Team shall conduct a process for soliciting letters from members and others in the community expressing their interest and qualifications for consideration of appointment to a specific committee. The Management Team shall assemble the letters and prepare recommendations for appointment for Board consideration at the regular Board meeting each January.

Approving Committee Appointments

Every effort shall be made to ensure that a complete slate of proposed appointments for each committee, including Board, “lay” member and Placer County representatives, is submitted to the NLTRA Board for consideration and approval as part of the regular Board agenda each January so that the new committees can be in place by no later than mid-January.

Consistent with the NLTRA’s adopted *Handbook for Board Members*, each Board member is encouraged to serve on one or more committees. Each committee will have a minimum of one board member, required for a quorum.

Committee Attendance

Removal/Resignation

Process for New Appointments

It is the responsibility of the NLTRA Management Team to provide the Board Chair with a regularly updated list of committee member attendance. The Chair may recommend that a committee member be removed if he/she misses three consecutive meetings without notification. Should a committee member be asked to step down, or if a member resigns, the Board can consider and approve a replacement at any time during the year, consistent with the qualifications and process described in this document.



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North Lake Tahoe's #1 Resource for Business & Community Information

December

- | | | |
|---|--|----------------|
| 4 | Community Event - Hospitality Holidays
North Tahoe Event Center | 5:00pm-10:00pm |
| 6 | Chamber Mixer - Christmas Tree Village
Incline Village | 5:00pm-7:00pm |
| 6 | Chamber Mixer - Toys for Tots
Sunnyside Restaurant & Lodge | 5:00pm-7:00pm |

January

- | | | |
|----|---|---------------|
| 8 | Chamber Ed-"How to Write an Effective Press Release" | TBD |
| 14 | Networking Event - Coffee & Chocolate
<i>Sponsored by Alpen Sierra Coffee Company</i>
Tahoe City Visitor Information Center | 2:30pm-3:30pm |
| 23 | Chamber Mixer - Tahoe City Golf Course
Tahoe City | 5:00pm-7:00pm |

February

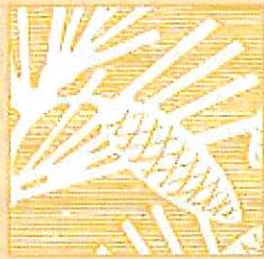
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|---|---|----------------|
| 1 | Fundraising Event - Bridal Faire
Squaw Valley | 11:00am-3:00pm |
| 4 | Networking Event-That's the Tequila Talkin'
<i>Sponsored by Pura Vida Tequila</i>
Tahoe City Visitor Information Center | 5:30pm-6:30pm |

February cont.

- | | | |
|----|---|----------------|
| 12 | Chamber Ed-"Intergenerational Dialogue"
Connect for Lunch- TBD | 12:00pm-1:00pm |
| 27 | Chamber Mixer- Uncorked
Tahoe City | 5:00pm-7:00pm |

March

- | | | |
|----|-------------------------|-----|
| 27 | Community Awards Dinner | TBD |
|----|-------------------------|-----|



Sunnyside

RESTAURANT & LODGE

Sunnyside together with the Toys for Tots Foundation and the North Lake Tahoe Chamber/CVB/Resort Association are hosting a Toy Collection Party and...

Chamber Mixer Friday, December 6th

Kick off the Holidays!

Treats, drinks & fun for all from 5-7pm

In the spirit of the Holidays we request anyone that attends please bring an unwrapped toy or a monetary donation to give to Toys for Tots



north lake tahoe
Chamber | CVB | Resort Association



For more information on how to support Toys For Tots contact Elaine Durazo at 530-583-5581

1850 West Lake Boulevard • (530) 583-7200
www.sunnysideresort.com

26th
Annual

Christmas Tree Village Holiday Mixer

Dec. 6th • 5pm-7pm

Christmas Tree Villagers:

Mofos
Lake Tahoe Lockshop
Crosby's
Village Interiors
Yoshi Sushi
Gaspar's Gallery
Subway
Tommy Bahama-
Upper Deck
Indu's Asian Noodles
Rapture Salon
Bolam Gallery

**Christmas Tree
Neighbors;**

Incline Cleaners
High Sierra Gardens
Redemption Sports
Incline Liquor
Wood Stove
Distributors
Handmade at the Lake
Susie Scoops
Village Toys

Join us for the annual kick off to the holiday season! Christmas Tree Village will host this family friendly event where everyone can enjoy food, drinks, music and fun.

This year's event will also play host to the **Incline Community TOY DRIVE.**





MONTHLY MIXER

NEXT: JANUARY 23
5 TO 7 P.M.

Tahoe City Golf Course



STRENGTHEN +
WIDEN
YOUR BUSINESS
NETWORK



Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or ginger@gotahoenorth.com.



Appetizers,
Drinks, Music,
+ Giveaways