



Staff Report for Board

Subject: 2014/15 Budget and Scope of Work

From: Sandy Evans Hall

Decision Considerations:

- This represents a balanced budget proposal that provides funding for all core functions that are contracted by Placer County.
- There are three scenarios: 1) Flat funding, 2) Flat plus \$250,000 and 3) Flat plus \$500,000
- Determination of the final budget scenario will depend on further receipts of Q3 TOT. Proposed expenditures of the additional budget amounts are in this packet behind the Scope of Work.
- The Scope of Work is in red-line version with all proposed changes.
- The proposed amount for Direct Marketing has increased to cover anticipated costs for Ironman and USA Cycling events as well as reimbursing the \$42,000 to the Marketing reserves. The amount remaining for direct advertising and other marketing is flat to last year.
- The proposed amount for Transit Programs Non-County is what is projected for all current transportation programs such as Water Shuttle, Night Rider, and North Lake Tahoe Express. There are no new transportation programs included in this amount.
- The proposed amount for Capital Improvements will cover all approved obligations that are believed to be requested in this fiscal year. There are a small amount of additional discretionary funds remaining. \$150,000 is proposed to be set aside for the Maintenance Reserve.
- There is an increase to the G&A Cap - Indirect Costs under Visitor Support Services. This is due to a reallocation of the rent for the Reno/Tahoe Airport Welcome Center and desk for the North Lake Tahoe Express from 80-20 to 50-50. The lease is up on this space in November and a decision will be made before October as to whether to retain the space.
- Finally, there is a projected revenue spreadsheet that shows the possibility of utilizing up to \$500,000 in the budget rather than waiting for the fund balance in September.
- Finance Committee, Marketing Committee, and the Capital Investment/Transportation Committee have all seen this proposal. Both the Marketing and CI/T Committees would want more funding in their areas to achieve goals but approved the proposed budgets as they are.

Strategic Plan/Master Plan Alignment:

Staff Recommendation: Approve

Attachment A



North Lake Tahoe Resort Association Scope of Work— FY 2013-2014 2014-15

On behalf of the members and businesses in the North Lake Tahoe area of Placer County, the North Lake Tahoe Chamber/CVB/Resort Association (NLTRA) values its relationship and partnership with Placer County. Following direction from the Master Plans of 1995 and 2004 as well as the 2011-2016 Strategic Goals, the NLTRA continues to advise the Board of Supervisors on the most effective investment of Transient Occupancy Funds (TOT) collected in the North Lake Tahoe area.

This successful investment strategy, leveraged wherever possible, in critical areas of destination marketing, transportation and infrastructure is essential to keep North Lake Tahoe competitive as a nationally and internationally known destination.

Purpose

The importance of tourism to the economic health of North Lake Tahoe and Placer County has been documented in numerous studies conducted over many years. Accordingly, the adopted mission of the North Lake Tahoe Resort Association is to ***“promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area.”***

Based on the Placer County-NLTRA agreement, the services provided by the NLTRA are summarized as follows: the NLTRA shall, 1) *provide a full spectrum of management activities for tourism marketing and visitor services for the Placer County businesses of the North Lake Tahoe region; 2) undertake activities to implement in full the NLTRA Master Plans; and, 3) assist with the planning, development and implementation of necessary public infrastructure improvements that benefit the tourism-based economy in the Placer County portion of the North Lake Tahoe region.*

The NLTRA shall implement this Scope of Services through the following functions and expertise.

Tourism Division

2013-16 Strategic Goals

- ~~■ Conduct a Sales Department review and strategic plan~~
- Dominate the California market as a destination for alpine and Nordic skiing, biking and paddle sports
- ~~■ Develop a clear marketing brand for North Lake Tahoe~~
- Increase TOT by ~~45%~~ 20% over 2010/11 adjusted for inflation
- Increase occupancy during strike zones by 20% and annual occupancy by 10%
- ~~Grow conference revenue and attendance by 25%~~
- By 2016, increase destination visitor market by 3% over 2012/13

Marketing, Advertising and Promotions, Group & Conference Sales, Leisure Sales, Special Events, Public Relations, Media Relations, Web Site, Social Media

The mission of the 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 the exposure and promotion of North Lake Tahoe on a regional, national, and international level."*

~~The NLTRA Tourism Division recently completed a series of consumer research projects as well as began the process of reviewing our consumer brand position. This effort included committee and board workshops, customer pre and post research, and community stakeholder interviews. Additionally, through the NLT Marketing Cooperative, an advertising agency RFP and review process was completed by mid-May 2012. This information will be used to continue to refine our consumer marketing message and strengthen our brand platform.~~ Continues to position the North Lake Tahoe region as a premier resort destination location for leisure travelers, group and conference attendees and special event opportunities. A focus on human-powered sports is a key competitive advantage and one that is woven through all appropriate channels. Additionally, the NLTRA continues to use our adopted **Marketing Performance Reporting Document** which guides the tracking and reporting on Marketing "Return on Investment" (ROI) Indicators. The review of performance helps guide the development of each subsequent marketing plan.

Key Performance Objectives

~~Increase marketing ROI performance, including total paid clicks to the Web site; total unique visitors to the Web site and percent of lodging referrals to total visits.~~

- Track cost per visitor to the Web site.
- ~~Total number of unique visitors to consumer website.~~
- Increase the number of Web site clicks to lodging properties.
- Continue to engage in communications with marketing partners, including lodging and attraction suppliers and co-op partners; conduct at least one annual "member and partners" workshop to review marketing strategies, investments and performance indicators and solicit feedback and input.
- ~~Increase in Conference and Group room revenue.~~
- ~~Social conversation and engagement.~~

- Leisure Sales site visits and FAM tours.

The following is a summary of the focus and activities of each department and function within the Tourism Division and Key Performance Objectives for each:

Group/Conference Marketing and Sales

The purpose of this function and program is to increase the number of meetings held each year at North Lake Tahoe and to increase awareness of the region as a premier destination to the national and regional meetings industry. Specifically, the department works to develop group and conference business and provides referral and conversion services. Its efforts are focused in partnership with those properties, large and small, with the ability to book and serve group and conference business and who are members of the NLTRA Conference Program. Department programs consist of an integrated media and marketing plan, trade show schedule, sales missions and familiarization tours (FAMs), and client relations. The Conference Sales program will go through a thorough review in this upcoming year. The intent of this review is to determine the overall effectiveness of the program, to implement new initiatives and strategies, determine if sufficient resources are allocated to this effort, and to grow our conference sales business. An additional sales person was hired last year as we dedicate more resources to this important business channel.

Key Performance Objectives

- The Conference Sales program will continue the work necessary to further establish Placer County and North Lake Tahoe in the regional and national meetings market, with the goal of increasing TOT and other revenues associated with group and meetings business.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.
- Increase group and conference lead generation from the Web site.
- Increase total leads and total booked revenue.

Leisure Marketing and Sales

The purpose of this function and program is to increase vacation and leisure travel to North Lake Tahoe. This effort focuses on building regional, national and international tourism business for North Lake Tahoe through a variety of trade shows, familiarization tours, promotional programs, training for travel and reservation agents, and media and public relations. The department targets three distribution channels for the sale of North Lake Tahoe vacations and vacation products: 1) direct to consumer; 2) travel agents; and, 3) tour operators.

The department serves as NLTRA's primary liaison with the cooperative tourism marketing programs available at the state level, in partnership with the California Travel and Tourism Commission (CTTC), an industry advocacy and cooperative marketing organization. These cooperative marketing programs include contracted General Sales Agents (GSAs) in targeted countries. Leisure Sales also coordinates the marketing and

sales of the NLTRA's popular Ski Tahoe North multi-resort interchangeable lift ticket (STN).

Key Performance Objectives

- Host at least two trade FAMs per year, one with a summer focus and one with a winter focus; continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.
- Increase the number of Leisure Sales site inspections and sales missions promoting North Lake Tahoe.
- Increase North Lake Tahoe product placement in the wholesale and tour operator sales channels.
- Increase awareness and sales of the Ski Tahoe North Interchangeable Lift Ticket (STN)
- Increase awareness and ridership on the North Lake Tahoe Express airport service.
- Supports efforts to brand and position North Lake Tahoe as a Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners.

Special Events, Projects and Promotions

The primary purpose of this department is to support the development, implementation and promotion of special events through available grant funding programs and event support services. ~~The NLTRA Special Events Department will work with the Special Event Grant Allocation Task Force, made up of 2 Marketing Committee members, 2 Chamber Advisory Committee members, 1 Lodging Committee member and 1 NLTRA Board of Directors member, in the facilitation of the Chamber Special Event Grant Program. Special Event staff meets one-on-one with all grantees to describe special events services and support available through the NLTRA.~~ Special Event staff continues to support the Tourism Division's new event development effort and the Community Marketing Grant Program administered by the North Lake Tahoe Chamber of Commerce Advisory Committee. Promotional responsibilities of the department include coordinating special events with the www.GoTahoeNorth.com Web site, www.NorthLakeTahoeChamber.com, and other internet marketing channels.

The Special Event department is also intricately involved in the acquisition of new, major events that support our Human-Powered Sports Initiatives. This includes effort to expand our relationship with current event producer partners, to acquire new events aligned with our strategic goals through specific sales channels, and to research new events direction and opportunities that provide regional benefit to our local businesses, residents and Placer County as a whole.

Key Performance Objectives

- Fully integrate department expertise with community and resort sponsored and/or produced events.

- Continue to make available the **Special Events Resource Guide** for event producers and promoters, which includes a description of the special events services and support available through the NLTRA.
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.
- Assist area special events producers in the completion of final event reports, as required, tracking specific measurements to determine ROI of each event.
- Work to develop or recruit a major special event with national and international television coverage, preferably in one of our initiative areas or during one of our strike zones.
- Develop special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with business association and other event producers, return on investment and consistency with Resort Association goals.

Autumn Food and Wine Key Performance Objectives

~~Develop additional partnerships and events designed to expand the appeal and success of the Lake Tahoe Autumn Food & Wine Festival. In addition, specific measurable metrics have been incorporated to determine the effectiveness of this and other NLTRA support special event efforts. These metrics include the tracking and analysis of the following:~~

- ~~1.Total Event Attendance (by local, regional, and national)~~
- ~~2.Total Ticket Sales~~
- ~~3.Total Event Revenue~~
- ~~4.Total Web Site Visits~~
- ~~5.Total Web Impressions~~
- ~~6.Total Web Site Referrals~~
- ~~7.Total Public Relations Advertising Equivalency~~
- ~~8.Percent of Positive Media Coverage~~
- ~~9.Total Rooms Booked (where available)~~
- ~~10.Total Economic Impact~~

~~•An Annual Report will be presented to Placer County B.O.S and staff in October regarding event strategy and funding.~~

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Web Site Strategies and Key Performance Objectives

As the main fulfillment channel for all marketing efforts, the GoTahoeNorth.com Web site must be fully leveraged to maximize the promotion of the entire North Lake Tahoe area, while delivering compelling consumer content. ~~A significant effort was undertaken in FY 2010-11 to review and enhance the functionality and use of this important asset. Through this process, a completely revised consumer website was launched in the Fall of 2011. Additional refinements in content, navigation, and referral opportunities will continue in FY 2012-13. A new website platform and consumer interface will be considered for the 2014-15 fiscal year to increase our communication platform's consumer connectivity, to leverage our tourism servicing businesses and to streamline the conversion from traveler interest to booking and beyond.~~

Various Key Performance Objectives will be tracked and analyzed throughout this process to determine success of this Web Strategies effort.

These include:

1. Total Unique Visitors
2. Cost Per Visitor
3. Percent of Direct and Bookmarked Visitors
4. Number of Repeat Visitors
5. Number of Lodging Referrals
6. Lodging Referrals as a Percent of Total Unique Visitors
7. Search Engine Referrals
8. Organic Search Engine Results

Public and Media Relations

This program focuses on efforts to increase public and media awareness of North Lake Tahoe as a premier year-round travel destination, to generate additional editorial coverage in national and regional publications and communication channels, and to help expand the reach of NLTRA marketing and advertising campaigns. ~~Press kits are assembled on CD and distributed twice a year – winter and summer.~~ Various media familiarization trips are organized and supported throughout the year, and assistance is provided to writers on assignment. The Public Relations team also: 1) helps support the Media Center on www.GoTahoeNorth.com to make it more useful to members of the media on assignment and/or those researching information about North Lake Tahoe; 2) ~~provides input and support to the NLTRA's Video News Release (VNR) Program, and various other electronic media efforts, to ensure a consistent and accurate depiction of North Lake Tahoe coordinates the communication between traditional press and the online social media space;~~ and, 3) helps provide information regarding the NLTRA and its programs in the local community and surrounding region.

Key Performance Objectives

- Increase the Advertising Equivalency of public relations efforts.
- Increase reference to, and the exposure of, the www.GoTahoeNorth.com Web site in editorial stories and features about North Lake Tahoe.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com Web site.

Community Marketing Program

The purpose of the Community Marketing Program is to help coordinate with and support the efforts of the Chamber/NLTRA's community marketing partners, including, but not limited to improving the marketing and promotion of specific geographic areas within the region through the *Resorts and Towns of North Lake Tahoe* component of the NLTRA's marketing efforts. Program goals include promoting community economic vitality and hospitality and helping to fund community marketing collateral and related projects, as identified in the NLTRA's adopted **Community Marketing Program Grant**

Funding Criteria. The funding criteria are included in Attachment D. An important focus of the Community Marketing Program is to provide funds to local business associations to assist with marketing collateral and/or events that increase the vitality of the various commercial core areas. Consistent with the Placer County/NLTRA agreement, the Community Marketing Program is administered by the North Lake Tahoe Chamber of Commerce Advisory Committee, with the final approval of all grant recommendations by the NLTRA Board of Directors.

Key Performance Objectives

- Improve the quality and distribution of "in market" visitor information and achieve greater coordination of advertising and promotional messages with those of the NLTRA in drive and destination markets.

Support for Other Marketing Programs

Annually, by agreement with specific entities, the NLTRA provides financial and technical support as a partner in several regional cooperative marketing programs. These include the North Lake Tahoe Marketing Cooperative, Sierra Ski Marketing Council, Regional Marketing Committee, Placer-Lake Tahoe Film Office, North Tahoe Events Center, and the Placer County Visitor Council's California Welcoming Center.

Visitor Information Services

2011-16 Strategic Goals

- Develop and execute a customer service training strategy
- Assess regional needs for Visitor Information distribution and execute plan
- Increase net promoter scores by 20% over 2011/12 or up to 85

The purpose of the NLTRA's visitor information function is to provide high quality, comprehensive and convenient information services to welcome visitors to North Lake Tahoe and provide them with helpful information to enhance their stay. This information, and the way in which it is presented, is intended to enhance the North Lake Tahoe experience as will be measured by Net Promoter Scores through visitor intercept research, and encourage longer stays and/or return visitation. The NLTRA employs knowledgeable staff and conducts training as necessary for new or seasonal staff. It is the goal of the NLTRA to continuously improve the quality of its visitor information services and expand the network of opportunities to provide such information. Visitor touch points are: Visitor Information Centers, lodging/property managers, visitor guides, web/mobile, TV/video and interaction with local businesses.

Visitor Information Centers

- Tahoe City
This center is open year-round, providing guests with information concerning North Lake Tahoe. It also provides referral services for North Lake Tahoe Chamber of Commerce members and gives them an opportunity to display collateral. The Center serves as a "front counter" for Chamber membership

services and provides a variety of public services, such as ticket sales for a variety of area special events. The Tahoe City Visitor Information Center moved to a new location during Summer 2012. The expansion of the center allows for a gift shop, sponsorship opportunities, concierge services, library/book shop, local product sales, local gatherings, agency sharing and private business kiosks/displays.

- Reno
The NLTRA opened a new Visitor Information Center in the Reno Tahoe International Airport in the baggage claim area. The center is open year-round. The center provides North Lake Tahoe visitor and transportation information and is shared with the North Lake Tahoe Express service. The goal of this facility is to **provide a welcoming gateway to visitors utilizing the North Lake Tahoe Express**, increase airport shuttle ridership, reduce TOT subsidy and inform visitors of all North Lake Tahoe has to offer.
- Kings Beach (summer only)
This year, the NLTRA will have a presence at the Kings Beach State Park. A mobile operation utilizing a tent and brochure kiosks will be set up daily and stored in the restroom buildings adjacent to the beach. Staff may also be utilized in the information area for the Kings Beach Commercial Core Improvement Project (KBCCIP) once that office is open.
- Auburn and Truckee California Welcome Centers (displays only)
The NLTRA has created and rents space for North Lake Tahoe specific displays in both locations. Both displays will have racks to distribute the North Lake Tahoe Official Visitor Guide and the Neighborhood map.

Lodging Liaison

- The Information Services **Manager– Director** is responsible for meeting bi-annually with **each- a majority of** lodging **property properties** in North Lake Tahoe to inform them of the services/benefits that the NLTRA provides. The Information Services **Manager– Director** is also responsible for sending lodging properties information concerning events and business opportunities.

Guide/Activity Maps, Web/Mobile, TV/Video and Local Business Outreach

- Official North Lake Tahoe Guide
We produce the Official North Lake Tahoe Visitors Guide in partnership with the Tahoe Quarterly twice annually. This guide is distributed throughout North Lake Tahoe in lodging property guest rooms/vacation homes and Visitor Information Centers. The guide will also be located on GoTahoeNorth.com in a flippable, easy to read version. 50,000 of these seasonal guides are printed and distributed each season, and are sent out as the primary fulfillment piece upon request.
- Maps
The North Lake Tahoe map and Cross Country Ski map continue to be extremely popular with guests and visitors. **The maps were both printed in 2012 and have a two-year shelf life.**
- Web/Mobile

The information on GoTahoeNorth.com is made visitor friendly through the addition of a local transportation widget and making the mobile version more user friendly by appearing differently to in-market visitors. Cards, magnets and window clings with a QR code and our web address are distributed to lodging properties and Chamber members to increase in-market visitation to GoTahoeNorth.com. **Content on the Mobile site has also been adjusted to the consumer depending on his/her location.**

- TV/Video
TV and Video are available in the Tahoe City Visitor Center. We have formed a partnership with a local TV and video production company and will be researching the possibility of adding this technology to our Auburn display area.
- Local Businesses Outreach
Local Businesses are being informed of Visitor Information offered by the NLTRA through: a 10-Day Event Calendar distributed weekly to all lodging properties and chamber members, Ski-Reports during the ski season, weekly updates in Biz Bytes and presentations at NLTRA Committee and other Organizational meetings.

Customer Service Training

The Customer Service Training will be made available beginning in June 2013 and will be promoted to North Lake Tahoe businesses twice annually. This will be a free service performed at each business location by members of the NLTRA staff, encouraging friendly, knowledgeable, and resourceful service.

Key Performance Indicators

- Track the number of visitors served (walk-ins, email inquires, and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served using appropriate strategies as may be available.
- Track Net Promoter Scores with seasonal visitor intercept research.
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.
- Increase in-market click-throughs to GoTahoeNorth.com.

~~Visitor Support Services (Transportation) and Infrastructure Development (Capital Investment Projects) Transportation and Capital Investment Projects~~

2011-16 Strategic Goals

- ~~Develop a fully integrated transportation system that will effectively link visitor destinations, recreation and lodging products.~~
- Increase ridership on service and recreational routes by 20%
- Review criteria ~~and~~, priorities, ~~and application process~~ for infrastructure projects
- ~~Increase lift into regional airports by 200,000 seats per year with a focus on North and Southeast markets~~
- Upgrade lodging and commercial environment on the North and West Shore with 3 new or re-developed projects
- Complete all trail systems in the basin including signage for biking, hiking, paddling and Nordic skiing

- Install ~~60~~ 30 way-finding signs in the Tahoe basin during 2014/15, and 50 by 2016

The mission of the Visitor Support Services and Infrastructure Development is consistent with the NLTRA Master Plans and 5-year Strategic Goals to *Improve Visitor and Community Infrastructure Facilities & Transportation Services for the Benefit of North Lake Tahoe's Tourism-based Economy*”.

In the spring of ~~2012~~ 2014, the NLTRA ~~completed and adopted~~ is revising and adopting the annual update of its ~~***Integrated Infrastructure and Transportation Work Plan***~~ ***Capital Investment and Transportation Work Plan*** and ***Long Range Funding Plan***. ~~The Integrated Work Plan is an “action plan” for FY-2012-13 that includes project priorities, descriptions, lead agencies and identifies project partners.~~ The CI/T Work Plan is an “action plan” for FY-2014-15 that includes project priorities, descriptions, lead agencies and identifies project partners. This year's plan is suggesting revisions to criteria to be applied and the funding request application process to be used in evaluation of project selection for TOT appropriations. It also estimates funding requirements, suggests time frames for project completion, and quantifies “flexible funding” requests for transit projects. The Long Range Funding Plan is updated as a tool to assist in budgeting, evaluating additional projects that may be proposed, and establishing long-term investment priorities. The *Long Range Funding Plan* adopted this year is for the period ~~2012~~ 2014-2022.

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Visitor Support Services (Transportation)

The Visitor Support Services allocation provides funding for the NLTRA's contributions to the operation of Placer County's Tahoe Area Regional Transit (TART) system and other visitor serving transit and transportation services in eastern Placer County. NLTRA funds are typically targeted to provide additional or enhanced transit services in the area, including service added during peak periods. A comprehensive list of services expected to be provided this year is included as Attachment A-4.

For FY~~2012-13~~ 2014-15, funding for additional and enhanced services is being provided, along with funding to assist TART in maintaining its “base level services.” TART base level funding will **continue to** be reduced as funding is restored **to the County** from other sources.

Transit services provided by operators other than TART to which NLTRA funds are contributed include the North Lake Tahoe Express Airport Shuttle (NLTE), the winter and ~~a portion of the~~ summer Nightrider services, ~~and~~ the winter ski shuttle to Sugar Bowl/Donner Summit, ~~and the North Tahoe Free Coordinated Winter Skier Shuttle.~~ **The Coordinated Winter Skier Shuttle will be operating for its second year under management of TART. Funding is provided through TOT and ski area operators. Both the Express and Nightrider are operated under contract with the Tahoe Transportation District (TTD). Additional transit ~~services for 2012/13 will include~~ service provided through contract with the TTD is the North Lake Tahoe Water Shuttle 3-year pilot program. ~~, which will~~ This service has been initially ~~be~~ funded as an infrastructure project. ~~through the TTD, and a possible coordinated ski shuttle program with the ski~~**

~~area operators.~~ The water shuttle will operate for its third year in summer, 2014, and will be evaluated at the end of this season.

The immediate next needed enhancements to transit services are the initiation of year-round service between the North Shore and Truckee on State Highway 267, and summer service to Emerald Bay from the North Shore along the West Shore on Highway 89.

Visitor Support Services also funds annual peak season traffic management programs. Currently, the NLTRA funds the "Tahoe City Three Lane Program" and, **as necessary**, a program in partnership with the Town of Truckee at the junction of Hwy. 89 and West River Street in the winter. In summer, funding is provided for traffic management in downtown Tahoe City each Thursday morning (to assist the flow of traffic in and out of the Tahoe City Farmer's Market), and traffic management efforts in downtown Kings Beach on **holidays and** busy Saturdays. Other possible traffic management times will continue to be reviewed.

The NLTRA ~~will facilitate a~~ **has facilitated** Transportation Summits in the fall, **2012 and 2013**, to develop a vision and identify ~~next~~ steps for North Lake Tahoe Transportation improvements. ~~Follow-up steps could span two fiscal years and may include review of existing service, funding and roles and responsibilities.~~ The vision is that the greater North Lake Tahoe area has a comprehensive environmentally sensitive transportation system that encourages and supports an enjoyable auto-less experience.

This has led to a region-wide North Tahoe Resort Triangle Transportation Vision Coalition which is reviewing existing service, evaluating various transit serving scenarios, exploring opportunities for region-wide transit governance and potential funding revenue sources. A third Transportation Summit is planned during FY 2014-15 to present the results and establish roles and tasks for bringing the vision funding and development to fruition.

Key Performance Objectives

- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA.
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.
- Reduce traffic congestion during peak periods of visitor movement.
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.
- Progress with the region-wide transit vision.

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~~Infrastructure Development (Capital Investment Projects)~~ Capital Investment Project Development

Consistent with the direction and goals of the adopted NLTRA Master Plans, the 5-year Strategic goals, and the projects specifically listed in the adopted ~~FY-2012/13- 2014/15 Integrated-Infrastructure- Capital Investment and Transportation Work Plan~~, ~~this department-~~ the NLTRA will continue to initiate, participate as a partner, and monitor and report on the status and progress of projects and programs funded through the Infrastructure Account.

In recognition of the need for maintenance of tourist-serving Infrastructure projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals, the NLTRA will continue establishing a reserve from Infrastructure Account funds to assist in meeting certain maintenance needs. The process for allocation of maintenance funds will be consistent with other Infrastructure Account funds which require application, committee review, and NLTRA Board of Directors approval and concurrence from the Placer CEO.

As greater needs and more requests for limited TOT funding are being made, a review of criteria used and the application process will be evaluated to help determine priorities for appropriating project funding recommendations.

During FY 2014-15, the NLTRA will complete the process of updating the 1995 and 2004 Master Plans into a 2014 North Lake Tahoe Tourism Development Master Plan. With the renewal of the TOT measure, this Master Plan, with updates through annual work plans, will provide NLTRA direction through FY 2022.

Key Performance Objectives

- Achieve measurable progress in the implementation of **approved** infrastructure projects for which funds have been **approved and** budgeted in the ~~FY-2012-13 Integrated- FY 2014-15 CI/T~~ Work Plan.
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.

Research and Planning

Annually, the NLTRA engages in Research and Planning activities that provide advance studies, concept or preliminary planning for projects or programs, technical fact-finding or analysis, data collection, public opinion surveys, community workshops, and/or partnership development that lead to the advancement of ~~Infrastructure- Capital Investment~~ and Transportation projects, or efforts to further implementation of the adopted NLTRA Master Plans and 5-year Strategic Goals. More specific research and planning projects are listed in Attachment A-2.

Resort Association Administration/Management Team

2011-16 Strategic Goals

- Have a comprehensive communication plan through all mediums
- Build trust, confidence and leadership with key partners

- Be a recognized voice of community in all core function areas
- Have a recognized brand message of "Who we are and what we do"
- Be the recognized business leader in the regulatory environment
- Be the recognized business leader for legislative issues impacting tourism
- Take the lead on Economic Development plans that align with tourism development
- Provide advocacy for all project and programs that align with our mission

The NLTRA is established as a 501(c)(4) community based California non-profit public benefit corporation. The function of the NLTRA's administration and management team is to manage the corporation and the full spectrum of Resort Association services and programs operated by the corporation. These include, but are not limited to: consumer marketing and advertising, group/conference marketing and sales, leisure sales, special events, projects and promotions, public and media relations, marketing research and evaluation, visitor information services, visitor support services (transportation), and infrastructure development. NLTRA administration is responsible for managing the company's human resources, accounting and financial services, internal controls, budgets and forecasts, cash flow analysis, capital planning, and the accurate reporting required to support all of the NLTRA's functions and responsibilities. The NLTRA undergoes an annual review of its Financial Statements and an Independent Auditor's Report is prepared by a Certified Public Accountant each year.

The Administration/Management team will be responsible for oversight and execution of various other activities such as legislative advocacy, partnership management, economic development, and review of the Tourism Development Master Plan.

Preparation and Adoption of the TRPA Regional Plan Update for Lake Tahoe and local Placer County Area Plans

The NLTRA continues its active involvement with efforts by the TRPA to support the Regional Plan Update as adopted in December 2012 and amendments to North Lake Tahoe's ~~Community~~ Area Plans. This is a planning process with significant ramifications for the North Lake Tahoe Chamber/CVB/Resort Association membership and our many partners, including Placer County.

Specific NLTRA/Chamber Regional Plan Update Activities

Key Performance Objectives

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs. Continue to work in cooperation with Placer County and other partners to support economic development goals as they align with the mission as defined in the 1995 Tourism Development Master Plan.

Legislative Advocacy

Key Performance Objectives

- Work with County Executive Officer to insure that NLTRA legislative platform, **as needed approved by the Board annually**, allocates expenditures and activities only to those consistent with Placer County policies.
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe Environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal **Lake Tahoe Restoration Act** (LTRA) as well as EIP investments from the states of California and Nevada.
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.
- Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.

Maintaining and Developing Partnerships

The NLTRA will continue to use staff time and resources to maintain, enhance and develop new partnerships, so that NLTRA funds for infrastructure, transportation and marketing projects and programs are leveraged with other funds to the maximum extent possible. For infrastructure and transportation planning projects, this effort involves working with a variety of local, regional, state, and federal agencies to help develop funding and implement projects. For marketing projects and programs, the NLTRA's Tourism Division works with a variety of local, regional, and state partners to develop and deliver leveraged marketing investments and opportunities.

Partnerships with Placer County and Related Agencies

The NLTRA is committed to continuously improving understanding, communications and the productivity of its partnership with Placer County as it benefits the businesses and economic vitality of the North Lake Tahoe region. These include work with the Placer County Executive Office and the Board of Supervisors, Department of Public Works and TART, Placer County Office of Economic Development, Community Development Resources Agency, Public Information, Facilities Services, and Revenue Services, along with the Placer-Lake Tahoe Film Office, Placer County Visitors Council, PlacerArts, and the Placer County Transportation Planning Agency (PCTPA).

Placer County Tourism Development Master Plan Review and Update

Over the course of the fiscal year, the Resort Association through review by staff and a sub-committee will recommend updates to Placer County's Tourism Development Master Plan. The effort will include a public outreach process that will feed into any final recommendations regarding TDMP revisions by the Resort Association to the Board of Supervisors. The review is likely to include costs for outreach efforts, printing and distribution of the plan.

Economic Development

The NLTRA will continue to work with Placer County Road Map and The Prosperity Center on economic development initiatives that align with the TDMP and Strategic Goals. Some of the areas that are currently in progress are Health and Wellness initiatives that take advantage of the region's active lifestyle and performance sports,

creating the ability to have increased broadband/wireless access in all areas of the Tahoe Basin, and developing opportunities for businesses and tourism that promote environmental innovation.

NLTRA
 FY 2014-2015 TAHOE TOT BUDGET- Preliminary
 ATTACHMENT C - Assuming Flat Funding

	PROPOSED 14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 14/15 BUDGET	2013/14 BUDGET	TAHOE CAPITAL IMPROVEMENTS	PROPOSED 14/15 BUDGET	2013/14 BUDGET	PROPOSED 14/15 BUDGET	2013/14 BUDGET	30-Apr-14 2013/14 BUDGET
MARKETING											
RESORT ASSOCIATION CONTRACT:											
Personnel/Overhead Cap - Direct Costs	763,686	765,319		93,834	87,012	Personnel/Overhead Cap- Direct Costs	93,834	87,012	951,354	939,343	
G+A Cap - Indirect Costs	522,284	525,243		76,839	62,106	G+A Cap - Indirect Costs	73,566	71,013	672,689	658,462	
				30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000	
Direct Marketing/Programs	1,049,555	899,555				(Detail in Attachment A-2)			1,049,555	899,555	
Community Marketing Fund	50,000	50,000		5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	205,000	205,000	
Special Events Marketing Fund	50,000	50,000		55,000	48,000	Capital Improvements - Requires BOS Approval	1,013,505	1,018,080	105,000	98,000	
				592,420	494,000	(County retains until BOS Approval)			1,505,925	1,512,080	
SUBTOTAL - RESORT ASSOC CONTRACT	2,435,525	2,290,217		853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,382,905	1,378,105	4,671,523	4,394,440	
2013 Fund Balance Carryforward		445,000				2013 Fund Balance Carryforward*		1,005,372	0	1,450,372	
TOTAL - RESORT ASSOC CONTRACT	2,435,525	2,735,217		853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,382,905	2,383,477	4,671,523	5,844,812	
County Services	286,173	266,736		931,702	1,063,402	County Services	310,602	252,620	1,528,477	1,602,758	
TOTAL CONTRACT	2,721,698	3,001,953		1,784,795	1,809,520	TOTAL CONTRACT	1,693,507	2,636,097	6,200,000	7,447,570	
	43.99%	40.31%		28.79%	24.30%		27.31%	35.40%	100.00%	100.00%	

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

* - This carryover could be used for both Capital Improvements or Transportation.

NLTRA
 FY 2014-2015 TAHOE TOT BUDGET- Preliminary
 ATTACHMENT C - Assumes Flat + \$250,000

MARKETING	PROPOSED 14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 14/15 BUDGET	2013/14 BUDGET	TAHOE CAPITAL IMPROVEMENTS	PROPOSED 14/15 BUDGET	2013/14 BUDGET	PROPOSED 14/15 BUDGET	2013/14 BUDGET
RESORT ASSOCIATION CONTRACT:										
Personnel/Overhead Cap - Direct Costs	763,686	765,319	Personnel/Overhead Cap - Direct Costs	83,834	87,012	Personnel/Overhead Cap - Direct Costs	83,834	87,012	951,354	939,343
G+A Cap - Indirect Costs	522,284	525,343	G+A Cap - Indirect Costs	76,839	62,106	G+A Cap - Indirect Costs	73,566	71,013	672,689	658,462
Direct Marketing/Programs	1,149,555	899,555	Research and Planning	30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000
Community Marketing Fund	50,000	50,000	(Detail in Attachment A-2)			(Detail in Attachment A-2)			1,149,555	899,555
Special Events Marketing Fund	50,000	50,000	Memberships	5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	205,000	206,000
			Traffic Management	55,000	48,000	Capital Improvements - Requires BOS Approval	1,163,505	1,018,080	105,000	98,000
			Transit Programs- Non-County	592,420	494,000	(County retains until BOS Approval)			1,755,925	1,512,080
			(Detail in Attachment A-3)							
SUBTOTAL - RESORT ASSOC CONTRACT	2,535,525	2,290,217	SUBTOTAL - RESORT ASSOC CONTRACT	853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,532,905	1,378,105	4,921,523	4,394,440
2013 Fund Balance Carryforward		445,000	2013 Fund Balance Carryforward			2013 Fund Balance Carryforward*		1,005,372	0	1,450,372
TOTAL - RESORT ASSOC CONTRACT	2,535,525	2,735,217	SUBTOTAL - RESORT ASSOC CONTRACT	853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,532,905	2,383,477	4,921,523	5,844,812
County Services	286,173	266,736	County Services	931,702	1,083,402	County Services	310,602	252,620	1,528,477	1,602,758
TOTAL CONTRACT	2,821,698	3,001,953	TOTAL CONTRACT	1,784,795	1,809,520	TOTAL CONTRACT	1,843,507	2,636,097	6,450,000	7,447,570
	43.75%	40.31%		27.67%	24.30%		28.59%	35.40%	100.00%	100.00%

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

* - This carryover could be used for both Capital Improvements or Transportation.

NLTRA
 FY 2014-2015 TAHOE TOT BUDGET- Preliminary
 ATTACHMENT C - Assumes Flat + \$500,000

	PROPOSED 14/15 BUDGET	2013/14 BUDGET	VISITOR SUPPORT SERVICES	PROPOSED 14/15 BUDGET	2013/14 BUDGET	TAHOE CAPITAL IMPROVEMENTS	PROPOSED 14/15 BUDGET	2013/14 BUDGET	PROPOSED 14/15 BUDGET	2013/14 BUDGET
MARKETING										
RESORT ASSOCIATION CONTRACT:										
Personnel/Overhead Cap - Direct Costs	763,686	765,319	Personnel/Overhead Cap - Direct Costs	93,834	87,012	Personnel/Overhead Cap- Direct Costs	93,834	87,012	951,354	939,343
G+A Cap - Indirect Costs	522,284	525,343	G+A Cap - Indirect Costs	76,839	62,106	G+A Cap - Indirect Costs	74,566	71,013	672,689	658,462
Direct Marketing/Programs	1,274,555	899,555	Research and Planning	30,000	30,000	Research & Planning	52,000	52,000	82,000	82,000
Community Marketing Fund	50,000	50,000	(Detail in Attachment A-2)			(Detail in Attachment A-2)			1,274,555	899,555
Special Events Marketing Fund	50,000	50,000	Memberships	5,000	5,000	Maintenance Reserve: Tourism Serving Facilities	150,000	150,000	205,000	205,000
			Traffic Management	55,000	48,000	Capital Improvements - Requires BOS Approval	1,288,505	1,018,080	195,000	98,000
			Transit Programs- Non-County	592,420	494,000	(County retains until BOS Approval)			1,880,925	1,572,080
			(Detail in Attachment A-3)							
SUBTOTAL - RESORT ASSOC CONTRACT	2,660,525	2,290,217		853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,657,905	1,378,105	5,171,523	4,394,440
2013 Fund Balance Carryforward		445,000	2013 Fund Balance Carryforward		1,005,372				0	1,450,372
TOTAL - RESORT ASSOC CONTRACT	2,660,525	2,735,217		853,093	726,118	SUBTOTAL - RESORT ASSOC CONTRACT	1,657,905	2,383,477	5,171,523	5,844,812
County Services	236,173	266,736	County Services	931,702	1,063,402	County Services	310,602	252,620	1,528,477	1,602,758
TOTAL CONTRACT	2,946,698	3,001,953	TOTAL CONTRACT	1,784,795	1,809,520	TOTAL CONTRACT	1,968,507	2,636,097	6,700,000	7,447,570
	43.98%	40.31%		25.64%	24.30%		25.38%	35.40%	100.00%	100.00%

Note: Proposed budget numbers include a preliminary assumption of a 13.68% increase to health and welfare benefits. The NLTRA is actively exploring options to the current policy and proposed increase.

* - This carryover could be used for both Capital Improvements or Transportation.



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North Lake Tahoe Resort Association Tourism Department Supplemental Scope of Work— FY 2014-15

This Tourism Department Supplemental Scope of work for FY 2014/15 is a companion piece to the overall North Lake Tahoe Resort Association Scope of Work FY 2014/15.

Purpose

The purpose of this report is outline, in general terms, the proposed use of any additional TOT funds allocated to the NLTRA through the Placer County Board of Supervisors. This supplemental report builds on and incorporates the efforts outlined previously in the Tourism section of the North Lake Tahoe Resort Association Scope of Work FY 2014/15 and includes two additional funding scenarios.

Baseline + \$250,000 Scenario

In the +\$250,000 scenario, the NLTRA Tourism Department is requesting \$100,000 to be added to the overall FY 2014/15 Marketing TOT budget. Uses of these additional funds are as follows:

- \$70,000 for in-market media and promotional marketing in support of the Touch the Lake, Peak Your Adventure and High Notes Campaign. These efforts to be coordinated with the Business Association Chamber Collaborative Committee (BACC). Similar to last year, these funds will be leveraged to enhance our out-of-market consumer communication efforts targeted at specific campaigns and audiences.
- \$30,000 for marketing capacity to support North Lake Tahoe Nordic product and campaign. This effort will be coordinated with the newly formed Nordic Council made up of resorts, retailers, lodging providers, industry representatives, student athlete associations and other interested parties. The concept is to further leverage our winter Nordic product and ancillary and associated businesses.

Baseline + \$500,000 Scenario

In the +\$500,000 scenario, the NLTRA Tourism Department is requesting \$225,000 to be added to the overall FY 2014/15 Marketing TOT budget. Uses of these additional funds are as follows:

- \$70,000 for in-market media and promotional marketing in support of the Touch the Lake, Peak Your Adventure and High Notes Campaign. These efforts to be coordinated with the Business Association Chamber Collaborative Committee (BACC). Similar to last year, these funds will be leveraged to enhance our out-

of-market consumer communication efforts targeted at specific campaigns and audiences.

- \$30,000 for marketing capacity to support North Lake Tahoe Nordic product and campaign. This effort will be coordinated with the newly formed Nordic Council made up of resorts, retailers, lodging providers, industry representatives, student athlete associations and other interested parties. The concept is to further leverage our winter Nordic product and ancillary and associated businesses.
- \$125,000 for additional consumer marketing effort targeted at established and/or new destination markets. As North Lake Tahoe continues to compete on a regional, national and international level, it is vitally important to continue to promote the North Lake Tahoe product to an interested and willing traveling consumer. These funds will allow us to further leverage our existing consumer marketing efforts in our core drive market while enhancing our destination visitor during targeted periods of the travel season. Exact use of these funds will be determined with input and direction by the NLTRA Marketing Committee.



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May 7, 2014

Subject: 2014/15 Budget and Scope of Work Back-up Materials for Capital Investment and Transportation Three Funding Scenarios

Method and Timing of Annual Budget Process:

- The need to compile an initial draft budget is difficult to prepare in April as the basis for available funding is annual TOT collections through June 30th each year.
- Actual funding availability is not known until September.
- Compile multiple levels of possible budget scenarios with first draft budget to be aware of possible parameters that may develop between April and September

Capital Investment/Transportation Committee Recommendation:

- At its April 28th meeting, the Committee recommended the attached Budget Summary which includes three potential funding scenarios, all which support the proposed NLTRA Scope of Work.
- This recommendation was passed unanimously with Placer County's Jennifer Merchant being the one abstention.
- All of the scenarios adequately allow for the funding of anticipated invoices for all approved projects and services that are under-way.
- The difference in the scenarios is the amount of funding that would be available for new projects for which applications have not been submitted:
 - Scenario 1: \$257,847 available for new projects (No fund balance carryover)
 - Scenario 2: \$407,847 available for new projects (\$250,000 fund balance carryover)
 - Scenario 3: \$527,847 available for new projects (\$500,000 fund balance carryover)
- The attached list shows potential new projects for which applications may be received
- The actual recommendation of specific projects must await the formal application process and final determination of available funding

Funding Request Application Process

- Change policy for application submittal from any time to once a year submittal period
- Make timing for submittals to be in September/October
- Actual available funding will be identified at that time
- Have applicants use NLTRA weighted criteria to evaluate their project requests
- NLTRA and County have opportunity to compare all projects in one process
- Retain ability to separately review applications for opportunistic or emergency projects out of cycle

2014-15 Capital Investment/Transportation Budget Summary

Project Summary

	Total	Maintenance Reserve
2014-15 *Starting Funds	\$984,705	\$321,817
2014-15 Proposed Contract C.I. TOT Funds	\$1,180,005	\$150,000
2014-15 Proposed Contract Transportation TOT Funds	\$592,420	
2014-15 Proposed County Transportation TOT Funds	\$481,200	
2014-15 #1 - No Fund Balance Carryover	\$0	
2014-15 Approved Contract C.I. Probable Invoices	(\$1,425,046)	
2014-15 Approved Contract Trans. Probable Invoices	(\$592,420)	
2014-15 Approved County Trans. Invoices	(\$481,200)	
2014-15 Remaining Fund Balance (Including Maint. Reserve)	<u>\$729,664</u>	<u>\$471,817</u>
2014-15 Undesignated Potential Funding Available	\$257,847	
2014-15 Potential TOT Fund Balance Carryover Scenarios		
2014-15 #2 - \$250,000 Total TOT Fund Balance Carryover	\$150,000	
2014-15 Remaining Fund Balance (Including Maint. Reserve)	<u>\$879,664</u>	<u>\$471,817</u>
2014-15 Undesignated Potential Funding Available	\$407,847	
2014-15 #3 - \$500,000 Total TOT Fund Balance Carryover	\$275,000	
2014-15 Remaining Fund Balance (Including Maint. Reserve)	<u>\$1,004,664</u>	<u>\$471,817</u>
2014-15 Undesignated Potential Funding Available	\$527,847	
2014-15 Potential C.I. Projects Requiring Application	\$1,440,000	(\$70,000)
2014-15 Potential Trans. Projects Requiring Application	(\$90,000)	

Other Budget Proposals Summary Scenarios 1, 2, 3

	Total
2014-15 Research & Planning	\$82,000
2014-15 Membership Advocacy	\$5,000
2014-15 Personnel/Overhead	<u>\$338,073</u>
	\$425,073

2013-2015 Project Funding Needs

Approved Projects	Project Code	13/14 inv	14/15 inv
Wayfinding Signage Installation	A-3		\$150,000
Snow Creek Signage	A-4	\$12,000	
Tahoe XC Trails Wayfinding Signage	A-6	\$11,000	
Lakeside Multipurpose Trail	B-1		\$75,000
Dollar Creek Shared Use Trail	B-2		\$100,000
Northstar Community Multi-Purpose Trail	B-4	\$2,048	
Truckee River Corridor Access Plan	B-5		\$175,646
Homewood Bike Trail Design	B-6	\$62,300	
Homewood Trail Construction	B-7		\$200,000
Tahoe Vista Recreation Area	B-8		\$50,000
Performing Arts Center	D-3	\$42,000	\$70,900
Public Art Program	D-4		\$15,000
Lake Forest Boat Ramp	F-1		\$35,000
Community House	G-2	\$50,000	\$200,000
Kings Beach Urban Core Improvement	G-3		\$68,000
Signage-Mile Markers	H-1		\$2,500
Tahoe Pedestrian Safety Program (Maintenance)	H-2		\$4,000
North Lake Tahoe Water Shuttle	J-1		\$154,000
Regional Transit System Branding	J-2	\$40,000	\$60,000
North Tahoe Parking Analysis	G-8		\$65,000
Approved Projects Totals:		\$219,348	\$1,425,046

Potential Projects Requiring Approval	Project Code	13/14 inv	14/15 inv
Ironman Traffic Management	I-1		\$20,000
Ironman Marathon Bridge Project	I-2		\$25,000
Public Transit Vision Economic Analysis	J-6	\$10,000	\$40,000
Regional Park Wayfinding Signage and Kiosk	A-8		\$50,000
Northstar/Martis Community Trail	B-4		\$250,000
Truckee River Trail Restoration	B-15		\$380,000
Squaw Valley Olympic Museum	D-1		\$80,000
Performing Arts Center	D-3		\$150,000
North Tahoe Public Ice Skating Rink/Winter Sports Park	F-2		\$240,000
Commons Beach Sand Replenishment	F-7		\$60,000
Kings Beach Pier & Park Facility Plan	G-9		\$15,000
Squaw Valley Winter Trails Snow Removal (Maint.)	H-5		\$70,000
Tart Bus Shelter	J-4		\$60,000
Potential Projects Totals:		\$10,000	\$1,440,000

Projected Revenues for 2013/14 with conservative carry over for 2014/15

Year	2011/12	2012/13	projected		2014/15
			2013/14	2014/15	
Quarter 1	3,682,067	3,882,491	4,519,032	16.30%	
Quarter 2	1,794,516	2,103,378	2,138,414	1.60%	
Quarter 3	3,159,502	4,261,127	3,159,502	-25%	
Quarter 4	1,553,956	1,439,615	1,439,615	0%	
Total	10,190,041	11,686,611	11,256,563	10,350,000	
60%	6,114,024	6,936,945	6,753,937	6,200,000	553,937



May 7, 2014

Subject: North Tahoe Parking Study Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The Board of Directors approves and recommends to the Placer County Board of Supervisors, the Infrastructure Funding Request from Placer County Department of Public Works (DPW) for up to \$66,000 toward the North Tahoe Parking Study.

Capital Investment/Transportation Committee Recommendation:

- The CI/T Committee recommended that the NLTRA Board approve the staff recommendation.
- In addition, the Committee suggested that, as part of the Study, DPW reach out to local North Tahoe businesses that have had recent experience trying to work within the current parking regulations, and that DPW also include a schedule of how this Study will be integrated into the Area Planning process.

Background:

- The proposal for the North Tahoe Parking Study originated as a result of the Tahoe City Golf Course public purchase and an opportunity to move forward with long needed parking facility analysis in the Grove Street area in Tahoe City.
- The recent adoption of the TRPA Regional Plan Update and the on-going Community Area Plan process has led Placer County to expand this study to include the Kings Beach and Tahoe City commercial core areas as a necessity to help meet the goals of these planning efforts.
- An application for TRPA's "On Our Way Community Grant Program to Enhance Streets and Neighborhoods" was recently submitted by Placer County and approved by TRPA for the purpose of doing mobility planning in the North Shore commercial core areas. (See attached grant award letter)
- An element of that grant was that some level of matching funds would be available by North Shore funding partners (Placer, NLTRA, TCPUD) for similar mobility planning.
- This Study has been included in the 2013/14 CI/T Work Plan and anticipated to be approved during the current fiscal year.
- In order to determine TOT funding necessary, DPW has had to complete a consultant selection process and negotiate a contract price if the project and funding were to be approved. (See attached LSC Scope of Work)

14-1

Decision Considerations:

- DPW is requesting up to \$66,000 TOT funding allocation toward the total \$85,000 cost to have LSC Transportation Consultants prepare the North Tahoe Parking Study. (See attached Funding Application)
- The Study will address Community Plan concerns of parking issues and making communities more walkable and business friendly
- The Study is a two-part plan that includes:
 - Project level analysis for expansion of Tahoe City's Grove Street Parking Facility
 - Analysis for development of a parking management strategy and new parking standards
- The Placer County Board of Supervisors approved the project at its April 22 meeting, and authorized DPW to move forward as soon as funding is in place.
- The funding of this Study will help provide the matching funds necessary to do additional mobility planning as stated in the "On Our Way Grant Program"
- Peter Kraatz, Assistant Director, Placer County DPW, will be at the Board meeting to address any questions.

Master Plan/Strategic Goals/Funding Strategy Criteria:

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.

Projects that support NLTRA key core function areas and strategic goals

- Regional Transportation Vision
- The need for resolving parking needs, better pedestrian mobility, and better connectivity with Transit services are stated as high priorities in the NLTRA Tourism Development Master Plans



**The North Lake Tahoe Resort Association
INFRASTRUCTURE PROJECT/PROGAM**

FUNDING APPLICATION for NORTH TAHOE PARKING STUDY

PROJECT INFORMATION

1. Project/program name:
The North Tahoe Parking Study has been scoped for the benefit to Lake Tahoe communities in Placer County. The focus of the work will be to develop parking strategies that best address local conditions and help to attain the goals of the recently adopted Regional Plan Update by the Tahoe Regional Planning Agency and the ongoing Community Area Plan development process led by Placer County. In particular, the proposed work will focus on the Kings Beach and Tahoe City commercial core areas.

2. Brief description of project/program:
The proposed work comes as a result of responding to public comment received at many of the Community Plan Update visioning exercises, where many have requested to address parking issues in the Basin and help make North Lake Tahoe communities more walkable and business friendly. Many community members have expressed concern with the lack of parking within the commercial core areas, the need for flexibility and allowances for shared parking, and the need to update the parking standards to be more consistent with current parking practices in other like-jurisdictions. The Parking Study is a two-part plan that includes project level analysis for the expansion of the Grove Street Parking Lot in Tahoe City, as well as programmatic level analysis for the development of a parking management strategy and new parking standards that will be incorporated into the Community Plan development standards. Major efforts of the study will include:
 - Review of County Parking Standards/Ordinances
 - Review of Existing Studies
 - Parking Analysis Examination which includes parking accumulation counts in Tahoe City and Kings Beach on peak parking use days this summer
 - Report Preparation/Presentation of recommendations and preliminary drawings of potential parking facilities in Tahoe City (Grove Street) and Kings Beach

The effort will include up to six public meetings to incorporate public feedback and buy in on proposed parking management strategies and parking ordinances.

FINANCIAL INFORMATION

1. Total project cost:
Total estimated cost for the program effort is \$85,000.
2. Total TOT funds requested:
\$66,000.
3. Other funding sources:
Placer County Executive Office's Community and Agency Support account totaling \$19,000.
4. Will the project require future financial funding?: Yes.
What is the source of the future financial support?:
Potential Placer County TOT and TIF, as well as external competitive grants.

Will this include maintenance needs? Not at this time. If parking facilities are built in the future as a result of recommendations stemming from this program, maintenance would potentially be borne by private funding.

5. Provide project proforma and implementation schedule.

Assuming timely approval of funding, the anticipated schedule is to commence the effort in May 2014 and provide final written products by the end of 2014.
6. How will project cost overruns or operating cost shortfalls be funded?:
Uncertain at this time. If scope expands beyond this funding request, additional Placer County TOT or TIF may be pursued.

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.
3. Experience with projects of similar nature:

DPW has been successful with a number of capital parking projects and in particular, embarked on a parking planning effort several years ago with a proposed in-lieu fee program that was not instituted. We

believe this proposal is more overarching with needs facing North Shore communities today that will help make it a success.

4. Objectives of project sponsor:
Provide a collaborative partnership with North Shore communities, business owners, NTPUD, and TCPUD to help make this project a success.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users:
N/A. This is a planning effort.
2. Time of year: N/A.
Weekends: N/A.
Weekdays: N/A.
3. Number of visitors to be attracted as a result of project/program:
Depending on outcome of planning and carrying out recommendation, additional visitors could be attracted to area..
4. Projected expenditures by out of area attendees (per capita):
Hotel: N/A.
Restaurant:
Other:
5. How will the project improve or enhance service to the visitor?:
The planning efforts intend to result in enhancing parking opportunities which will enable visitors to more easily patronize the local businesses.

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?:
Enhanced parking facilities and updated ordinances to make it easier to park.
3. Will local resources be used to create, design, construct this project?
N/A.
4. What types of businesses will receive the greatest economic impact?:
Restaurants, retail shops, and lodging all will benefit from having improved parking conditions.
Are they supportive of this project?:
Yes, as documented through public feedback during the community plan update process.
5. Will the project require the addition of governmental service?:
Potentially, based on results of study.
How will these costs be funded?: To be determined.

6. Document the community support for the project:
2013 Community Plan Update meeting feedback, and the golf course workshop of 2013 that showed community support for providing additional parking facilities.

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 plan, mention of improved parking facilities in North Lake Tahoe communities is often stated as a high priority.

OTHER

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

Benefits: Existing parking ordinances are outdated and they require businesses on-site parking levels that are often unattainable. Updated ordinances and future parking projects will enhance the vitality of North Shore communities.

Leveraging of Outside Funding: This funding will ensure receipt of new funding coming from TRPA's "On Our Way Community Grant Program to Enhance Streets and Neighborhoods" (see attached grant award letter). That grant application expressed that County, TOT and TCPUD matching funds would be available for similar mobility planning.

Use of Resources: DPW has negotiated a scope with LSC Transportation Consultants, Inc., a firm experienced in parking program at the North Shore and many other resort destination communities. The proposal to carry out the work is attached.



**TAHOE
REGIONAL
PLANNING
AGENCY**

Mail
PO Box 5310
Stateline, NV 89449-5310

Location
128 Market Street
Stateline, NV 89449

Contact
Phone: 775-588-4547
Fax: 775-588-4527
www.trpa.org

April 11, 2014

Peter Kraatz
Assistant Director
Placer County Public Works Department
PO Box 336
Kings Beach, CA 96143

Dear Peter,

Congratulations on your successful grant application to Round 1 of the Tahoe Regional Planning Agency's "On Our Way Community Grant Program to Enhance Streets and Neighborhoods." The Review Committee decided to award Placer County \$73,469 in grant funds to support the "Tahoe City Mobility Improvements" component of your project. The Review Committee ranked both parts of your project, "North Tahoe Shared-Use Trail and Tahoe City Mobility Improvements" as a high priority for receiving funding, however the Review Committee felt that the "Tahoe City Mobility Improvements" component most closely supported the On Our Way program goals of creating walkable, mixed use centers, encouraging biking, walking, and transit use, supporting economic vitality, and reducing impacts to the environment.

As the "North Tahoe Shared-Use Trail" component of the project was also ranked highly by the committee, it has been placed on a waiting list. This component of the project may be funded if the TMPO and TRPA receive other grant funding we are seeking. We should have additional information regarding these funds in June.

As your project proposal indicated that your project would start July 1, 2014, we plan to begin working with you as soon as possible on finalizing grant agreement documents. Please look for correspondence from TRPA staff regarding the grant agreement. Congratulations again and we look forward to working with you.

Sincerely,

Joanne S. Marchetta
Executive Director

imagine. plan. achieve.

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**EXHIBIT A
SCOPE OF WORK, QUALIFICATIONS,
PAYMENT FOR SERVICES, AND
PROPOSED SCHEDULE**



**TRANSPORTATION PLANNING AND
TRAFFIC ENGINEERING CONSULTANTS**

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Tahoe City, California 96145
(530) 583-4053 FAX: (530) 583-5966
info@lsctahoe.com
www.lsctrans.com

March 20, 2014

Peter Kraatz, Assistant Director
Placer County Dept. of Public Works
P.O. Box 336 (7717 North Lake Boulevard)
Kings Beach, CA 96143

RE: Placer County Lake Tahoe Communities
Parking Analysis & Management Plan

Dear Mr. Kraatz:

With this letter and accompanying materials, LSC Transportation Consultants, Inc. is pleased to present our quotation and qualifications to conduct a parking analysis and prepare a parking management plan for the Lake Tahoe communities in Placer County. The focus of this work will be to develop parking strategies that best address local conditions and help to attain the goals of the Regional Plan Update and the ongoing Tahoe Community / General Plan update process. In particular, this work will focus on the Kings Beach and Tahoe City commercial cores.

Scope of Work

For each of the tasks below, we have expanded on the scope presented in your letter of January 17, and present additional points for discussion in order to define our approach and scope of work.

Task A: Project Management and Meetings

In general, this task includes work needed to lead, direct, monitor, and communicate with the project team. LSC will attend up to six public meetings, including making presentations and addressing comments. These meetings, organized by County staff, will include meetings with community members, the North Tahoe Regional Advisory Council (NTRAC), and the Placer County Board of Supervisors (BOS). The structure will consist of three community committee meetings, one NTRAC meeting, and one BOS meeting.

In addition, as part of this task LSC will attend up to five meetings with County staff (DPW and Planning) to kick off the study, review the course of the study as it progresses, and organize the public meetings. The kickoff meeting will address the following items:

- Review of desired study outcomes

- Review of study scope, including the geographic extent of the commercial core study areas
- Review of available resources, including existing land use inventories
- Initial review of existing County parking ordinances
- Discussion of coordination with other planning processes
- Discussion of possible "peer" resort communities for comparison
- Discussion of the future buildout land use scenarios, and LSC's requirements for analysis
- Review of the public input process

Task B: Review of County Parking Standards/Ordinances

This task includes review of Placer County's parking standards and ordinances and comparison and contrast to standards and ordinances in similar jurisdictions with a high tourist-driven economy.

The review of peer community parking management strategies will include the following:

- A summary of adopted parking demand rates
- A review of other elements of parking ordinances, such as shared parking agreements, adjustments to parking demand rates reflecting non-auto travel modes, in-lieu fee parking programs, etc
- An overview of public parking supply, including number of spaces, location (structure vs. lot, intercept vs. internal), management (timed parking limits, paid parking, meters vs. pay-and-display vs. staffed booths, etc.), staffing and costs
- A summary of existing parking design standards, including stall length/width, aisle width (for 90-degree parking) and acceptability of compact spaces
- A review of parking financing.
- Telephone and/or email correspondence with planning and engineering staff, to discuss their experience with parking issues and satisfaction with current parking ordinances.

In addition to summarizing and reviewing the current Placer County parking strategies, LSC will contact Planning and Public Works staffs to discuss experience in applying the standards/ordinances over recent years. LSC will also compare current Placer County standards with recent parking data, such as that presented in the Institute of Transportation Engineer's *Parking Generation Manual*, the Urban Land Institute's *Shared Parking* and parking studies conducted in peer resort communities. Recent literature regarding parking strategies to support mixed-use development will also be reviewed for potential applicability in the study area.

This task will be summarized in a series of tables with supporting text. This document will be provided to staff and the steering committee for review and discussion.

Task C: Review of Existing Studies

This task includes reviewing previous studies on parking conditions, including but not necessarily limited to:

- Update of Tahoe City Public Parking Facilities Construction Development Program, April 2003, by Gordon H. Chong & Partners Architecture and Walker Parking Consultants
- Tahoe/Placer County Parking Improvement District Study, Public Draft Report, May 6, 2006, by LSC Transportation Consultants, Inc.
- Economic & Redevelopment Strategies for Kings Beach and Tahoe City California, Final Report June 2007, by Economic & Planning Systems, GDeS Architecture & Planning, Hansford Economic Consulting, and Denise Duffy & Associates
- Tahoe City Golf Course Public Meeting Notes, Summer 2013
- Kings Beach Commercial Core Parking Study, 2000, by LSC

This review will yield a summary of parking conditions, based on the most recent available information.

Task D: Parking Analysis Examination

With the existing information and LCS staff expertise, the following parking issues shall be examined:

1. Parking Inventory – LSC staff will inventory all public and private (non-residential) parking spaces in the Tahoe City and Kings Beach commercial core areas, including any limitations on use. These counts will be modified to reflect the parking supply that will be provided after completion of the Kings Beach Commercial Core Improvement Project.
2. Parking Accumulation Counts – Over Saturday in July (the 12th, 19th, or 26th, to avoid the unusual conditions around the 4th), LSC staff will conduct hourly parking accumulation counts from 10 AM till 7 PM. Any conditions impacting parking supply will be identified, such as parking closed for construction purposes, or all-day parking by commercial vehicles. In addition, the location and extent of illegal parking will be tracked.

This data will be summarized by sub-area, and evaluated to identify areas of parking shortages and surpluses. This information will then be used to revisit other parking analyses already conducted based on historic data. We believe that these counts are important in validating the results of the overall study, given that comprehensive parking counts have not been conducted since 2000 in Kings Beach and 2002 in Tahoe City.

3. Parking Duration Counts – While not in the requested scope of services, we would propose to also conduct a limited data collection regarding parking duration. Specifically,

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one staffer would record license plates each half-hour in a limited section of the state highway parking areas in both Tahoe City and Kings Beach, in order to identify long-term parking (such as employees) versus short-term parking (such as customers). This would be very useful information to guide decisions regarding strategies such as timed parking regulations and provision of off-street parking for employees, and is necessary to address the issue of timed parking violations in subtask D.6, below.

4. Existing Parking Demand Analysis – LSC will first develop a summary of estimated existing land use quantities, based on available information augmented by site visits and aerial photo review. The existing parking standards will then be applied to identify the demand generated under these standards. By comparing the “by code” demand with observed parking, the correspondence between the standards and actual demand will be identified. This information, along with the review of peer community standards and observed rates, will be used to identify recommended changes in parking standards. It will also be used to identify specific areas and land uses where shared parking strategies could be particularly beneficial, as well as areas currently underutilized that may accommodate additional parking with appropriate management strategies.
5. Future Parking Demand Analysis – Using land use scenarios provided by County staff, LSC will apply the spreadsheet developed in the previous sub-task to assess parking demand for up to two “build out” scenarios, in both Tahoe City and Kings Beach. This will be evaluated both for each commercial core in total, as well as by sub-areas, and will reflect changes in parking demand by time of day. This analysis will be used to discuss long-term parking supply needs, and the ability of management strategies (such as shared parking strategies) to help maintain adequate parking conditions while minimizing necessary public investment.
6. Other Parking Issues – Under this subtask, LSC will complete the following:
 - Prepare a discussion of common parking financing mechanisms, addressing both capital funding as well as ongoing maintenance/management funding. In addition to a literature review, this subtask will draw upon the information regarding peer communities developed in Task B.
 - Develop recommendations regarding parking design standards, based upon current practice and experience in other mountain resort communities.
 - Determine potential public parking improvements, such as existing public lot locations and rights-of-way near the commercial cores where additional parking could be provided.
 - Review how public parking can best support transportation alternatives including transit and bicycling. This will include a qualitative discussion of park-and-ride needs for transit and cycling, as well as recommendations for additional bike parking.

Task E: Report Preparation/Presentation

Based on the analyses and results of the previous tasks, LSC will prepare a report with the following sections:

1. Summary of existing conditions, including data collected as part of the study. Forecast of future potential parking demand.
2. Case studies detailing existing parking standards and creative parking plans in recreational destination communities.
3. A parking management plan that considers the following:
 - Strategies to support transit-oriented development, including incentives and design options
 - Modifications to existing parking requirements, including changes in ratios/standards and opportunities for flexibility. This will include assessment of parking standards "tighter" than industry standards in order to avoid overbuilding in an environmentally sensitive environment and making more efficient use of overall parking supply.
 - Parking pricing, assessing the feasibility and ramifications of paid parking
 - Parking districts, such as assessment districts, revenue districts, and potential residential permit parking
 - Parking financing, such as in-lieu fees, parking district revenues
 - Parking design, including parking space dimensions, angled parking, opportunities for small lots, mixed-use parking structures
 - Applicability of incentives for converting private to public spaces
 - A Draft Ordinance to implement the recommended revisions to parking standards and management strategies.
4. Strategies for parking improvements in Tahoe City and Kings Beach, including preliminary drawings of potential parking facilities
5. Discussion of the engineering and permitting feasibility of potential parking facilities, including developing list of permits, entitlements and challenges with delivering project.

An Administrative Draft Report will first be prepared, for review by County staff (and others at your discretion). A pdf version will be provided along with up to five paper copies. A Public Draft Report (pdf version, and up to ten paper copies) will next be prepared, distributed, and used as the basis for both committee and NTRAC presentations. Following any necessary modifications, this Draft Report will be presented to the Board of Supervisors for their consideration. A Final Report will then be prepared, with a pdf version and up to 20 paper copies prepared. All files developed as part of the study will be provided to Placer County.

Subsequent Tasks

The Request for Quotations also identified two additional potential subsequent tasks, for

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Information only, focusing on environmental analysis and on preliminary engineering services. While LSC can undertake portions of these tasks, they are better conducted with another firm or firms in the lead. The work conducted in the scope presented above would be directly applicable to these subsequent tasks, and LSC would be available under a separate agreement to help take the results of the Initial study forward in these subsequent tasks.

Study Cost

As shown in Table A, attached, this work scope will require a total fee of \$67,500 consisting of \$66,600 in professional fees and \$900 in project expenses. Note that this reflects reductions from our standard 2014 rates for the Principal and Count Technician positions, to reduce costs to the County. We would propose to conduct this work on a time-and-materials basis, at the rates identified in the attached table.

Study Schedule

A proposed study schedule is shown in Table B, assuming project initiation in mid-February. As shown, we would start off with an initial meeting of the study committee. Tasks A, B and C would be initiated simultaneously, with a second committee meeting to review and discuss the results of Tasks B and C. An initial parking demand analysis would then be conducted as part of Task D in April, with these results revisited and calibrated against observed conditions once the parking accumulation counts are completed in July. Incorporating the products of previous tasks, Task E could then be initiated, with a public draft report completed by late August. Public review and finalization of the report would then occur over September and early October.

LSC Qualifications

With both extensive experience in the Tahoe Region as well as other mountain resort communities, LSC Transportation Consultants, Inc. is uniquely qualified to conduct this work. Key parking and transportation planning projects that LSC has conducted in the study area include the following:

- Kings Beach Commercial Core Parking Study (2000)
- Kings Beach Urban Improvement Project (2006-2012)
- North Tahoe Community Plans (1992)
- Tahoe City Urban Improvement Project (1993)
- Tahoe City Parking Study (2000)
- Tahoe Vista Recreation Parking Analysis (2000)
- Placer County Tahoe Basin Community Plans (ongoing)

LSC has also conducted a myriad of specific parking analyses for institutional and commercial proposals in the area, as well as numerous studies for the Tahoe Regional Planning Agency.

In addition, LSC (and the staff proposed to work on the upcoming study) have worked on parking and related transportation studies for a wide range of other mountain resort communities, including the following:

Mr. Peter Kraatz,
Placer County DPW

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March 20, 2014

- Aspen, Colorado
- Cle Elum, Washington
- Lincoln, New Hampshire
- Mammoth Lakes, California
- Park City, Utah
- South Lake Tahoe, California
- Sun Valley, Idaho
- Telluride, Colorado
- Truckee, California
- Vail, Colorado

We would be happy to provide additional materials regarding our qualifications and experience, if desired.

▲ ▲ ▲

We would be happy to discuss any changes to the scope or contractual arrangements that you feel would be proper. Thank you for the opportunity to make this proposal. We look forward to your reply.

Respectfully Submitted,

LSC Transportation Consultants, Inc.

by


Gordon R. Shaw, PE, Principal

Enclosure: Table A. Table B

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TABLE A: Cost Proposal

Placer County Lake Tahoe Communities Parking Analysis and Management Plan

	Personnel and Hourly Rates										Hours	Costs
	Total Rate											
	Principal \$180.00	Project Planner \$95.00	Project Engineer \$95.00	Graphics Technician \$65.00	Count Technicians \$30.00	Support Staff \$55.00						
Task A: Project Management and Meetings												
Public Meetings	30	20	0	4	0	0					54	\$7,560
Staff Coordination Meetings/Management	15	10	0	0	0	0					25	\$3,650
Subtotal	16	80	0	0	0	0				4	100	\$11,210
Task B: Review of County & Peer Parking Standards/Ordinances												
Task C: Review of Existing Studies	8	24	8	0	0	0				0	40	\$4,480
Task D: Parking Analysis Examination												
Task D.1: Parking Inventory	0	0	12	0	8	0				0	20	\$1,380
Task D.2: Parking Accumulation Counts	2	0	24	0	44	4				4	74	\$4,180
Task D.3: Parking Duration Counts	1	0	12	0	22	4				4	39	\$2,200
Task D.4: Existing Parking Demand Analysis	12	12	16	0	0	0				0	40	\$4,820
Task D.5: Future Parking Demand Analysis	8	4	8	0	0	0				0	20	\$2,580
Task D.6: Other Parking Issues												
Financing Mechanisms	8	4	0	0	0	0				0	12	\$1,820
Design Standards	4	4	0	0	0	0				0	8	\$1,100
Potential Improvements	16	0	12	16	0	0				0	44	\$5,060
Coordination with Transportation Alternatives	4	4	0	0	0	0				0	8	\$1,100
Subtotal	40	24	0	16	0	12				12	92	\$11,180
Task E: Report Preparation/Presentation												
Administrative Draft Report	8	8	0	0	0	6				6	22	\$2,530
Public Draft Report	8	4	0	0	0	8				8	20	\$2,260
Final Report												
Subtotal	180	198	92	36	74	38				38	618	\$15,970
TOTAL HOURS												
TOTAL PERSONNEL COSTS	\$32,400	\$18,810	\$8,740	\$2,340	\$2,220	\$2,090						\$66,600

Additional Expenses		Total
Travel		\$400
Printing/Copy Costs		\$300
Phone/Postage/Delivery/Advertising Costs		\$200
Subtotal: Other Expenses		\$900
Total Cost		\$67,500





north lake tahoe

Chamber | CVB | Resort Association

**SPECIAL EVENT TASK FORCE
GRANT FUNDING RECOMMENDATIONS**

**FISCAL 2013-2014
ROUND 2 FINAL**

The Special Event Grant Task Force met on April 25th and interviewed seven grant applicants requesting a total of \$19,300 in grants. A total of \$9,000 plus a small amount of unspent funds from the first round was available. Present were: Christy Beck, Kali Kopley, Julie Maurer, Sandy Evans-Hall, Andy Chapman and Judy Laverty. Michael Gelbman submitted his recommendations in writing prior to the meeting and Phil Gilanfarr called in. Kevin Hickey was not available for family reasons.

Tahoe Forest Health Foundation – Gene Upshaw Memorial Golf Tournament

Headquarters hotel is The Ritz-Carlton. This is a no spectator event with 25 out of town players plus their families. The goal is to grow the spectator base. Event was granted \$5,000 in 2011/2012 and was declined funding in 2012/2013. This year Sirius XM radio is doing a radio contest where NLTRA/GoTahoeNorth.com can specifically be promoted. Excellent media value. Additionally, Comcast will be doing a live TV broadcast. Event is held July 13-14 (Sunday-Monday).

Amount Requested: \$2,500

Amount Recommended \$1,500

Recommended amount to be dedicated to the Sirius radio contest with sponsorship by the NLTRA

North Tahoe Arts “Detours: Kings Beach 2014”

Detours is an art-based event and attraction whose theme is the stories of the Lake Tahoe Basin. Guests will be given a map and embark on a self-guided tour of the Kings Beach area for this art “treasure hunt.” There will be 10-12 art installations. Detours will help draw people to Kings beach when they might otherwise avoid the area due to the KBCCIP construction. Event date is August 22-October 1, a strike-zone.

Amount Requested: \$2,500

Amount Recommended: \$1,500

PR Entertainment Concert Series – North Tahoe Regional Park

In partnership with the NTPUD, PR Entertainment plans to bring 3 live concerts to the Regional Park. Dates are Thursday, July 17th, Saturday, July 19, and Wednesday, August 13th. Total projected attendance is 19,500 for the series. Has a significant

transportation/shuttle plan. Revenues will be used for park maintenance. Producer was requesting \$2,500 per show in grants. Task force recommends \$2,500 for the July 17th and August 13th dates as it fits into a midweek strike zone where the other concert occurs on a weekend.

Amount Requested: \$7,500
Amount Recommended: \$2,500

O'Neill Tahoe SUP & Paddleboard Race Series

The dates for the race series are May 24, Donner Lake; July 12, Commons Beach to Watermans Landing; and September 14, El Dorado Beach, SLT, to Kings Beach (22miles.) This event has been funded once in 2009-10 for \$500. Event producer is incorporating a Ukulele Event into the Kings Beach event and will be developing new markets through a relationship with the Susan G. Komen Foundation. The task force recommends funding the July 12th race which is traditionally a soft weekend after the 4th of July and occurs in Placer County. Task force declines to fund the Donner Lake and SLT events as they occur out of Placer County. Additionally, NLTRA events staff will work with producer and the conference department to send out lodging leads to book and track lodging for the events.

Amount Requested: \$2,500
Amount Recommended \$1,250, plus in-kind through HPSI initiative

Homewood Days Festival July 12th

The inaugural event is targeted to draw 700 local and Tahoe wide ticketed guests for a Dead Winter Carpenters concert, plus 1500-2000 flow through the vendor fair during the day. The task force felt the marketing could be targeted through the DW Carpenters fan database and possibly through the Jam from the Dam SUP race. Task force also commented there is so much traffic on the West Shore during the summer that a well-signed festival would most likely draw traffic off the highway.

Amount Requested: \$1,000
Amount Recommended -0- Support through in-kind, High Notes, calendar, etc.

Copas de la Sierra Soccer Tournament August 29-September 1

This Barcelona NorCal Soccer Club tournament was funded last year and unfortunately, cancelled due to smoke from the forest fires. Event is held at Riverview Park in Truckee but has generated tracked lodging at Squaw Valley Lodge in the amount of 225 room nights in 2012. Projected attendance is 4,000 including the teams for a three night minimum stay. Squaw Valley Lodge and the Village at Squaw will both be host hotels and lodging leads will go out through our conference department. This event perfectly fits our HPSI strategy and fits in to a traditional strike zone.

Amount Requested: \$2,500
Amount Recommended \$2,500

Sierra State Parks Foundation, Summer 2014

The State Parks Foundation applied for funding for the promotion (brochure printing) of their Summer Programming which has been funded for the past three years for various summer programs and Living History Day. Task force recommended support through in-kind services including event calendars and inclusion in summer promotional pr efforts.

Amount Requested: \$800

Amount Recommended \$ -0- In kind



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of March 31, 2014

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Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,542 Units ("DestiMetrics Census"*)

		2013/14	2012/13	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (March) changed by (-19.3%)	Occupancy (March) :	42.9%	53.2%	-19.3%
North Lake Tahoe Average Daily Rate for last month (March) changed by (2.9%)	ADR (March) :	\$243	\$236	2.9%
North Lake Tahoe RevPAR for last month (March) changed by (-17.0%)	RevPAR (March) :	\$104	\$126	-17.0%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (April) changed by (38.9%)	Occupancy (April)	26.3%	18.9%	38.9%
North Lake Tahoe Average Daily Rate for next month (April) changed by (-5.8%)	ADR (April) :	\$173	\$184	-5.8%
North Lake Tahoe RevPAR for next month (April) changed by (30.8%)	RevPAR (April) :	\$46	\$35	30.8%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (-6.9%)	Occupancy	41.0%	44.0%	-6.9%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (6.9%)	ADR	\$259	\$243	6.9%
North Lake Tahoe RevPAR for the prior 6 months changed by (-0.5%)	RevPAR	\$106	\$107	-0.5%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (5.6%)	Occupancy	26.2%	24.9%	5.6%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (3.2%)	ADR	\$224	\$217	3.2%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (9.0%)	RevPAR	\$59	\$54	9.0%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Mar. 31, 2014 vs. Previous Year				
Rooms Booked during last month (March, 2014) compared to Rooms Booked during the same period last year (March, 2013) for arrival March to August has changed by (-13.9%)	Booking Pace (March)	5.3%	6.2%	-13.9%

* **DestiMetrics Census:** Total number of rooms reported by participating DestiMetrics properties as available for short-term rental in the reporting month. This number can vary monthly as inventories and report participants change over time.

DESCRIPTION: The Reservation Activity Outlook Report tracks occupancy, average daily rate (ADR), and revenue per available room (RevPAR); the key metrics most of interest to lodging properties. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

The Reservation Activity Outlook Report is generated on a monthly basis, usually for a 12 month subscription period, and is created from data provided by a group of properties participating in a cooperative manner, and representing a valid set of data as a result.

Report results are provided only to those properties who participate by submitting their data. Additionally, participating properties can order (on an a-la-carte basis) an individual report which shows the reservation activity of their property, measured against an aggregated set of competitive properties that they choose from amongst DestiMetrics's other participants.

As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

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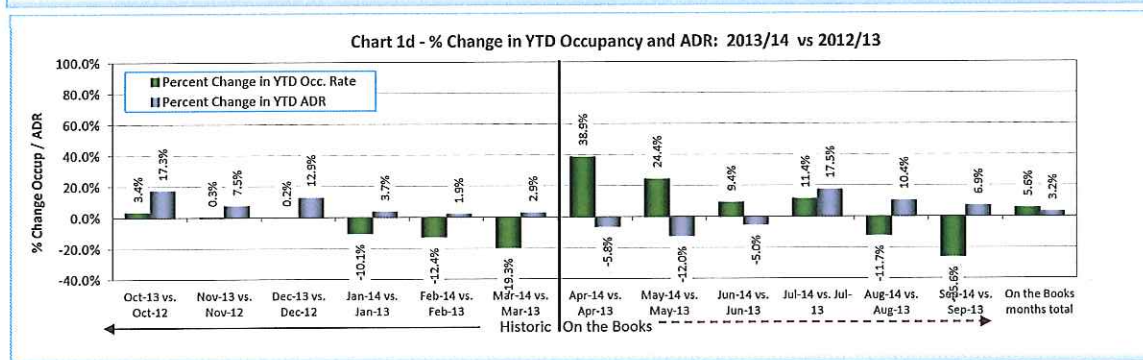
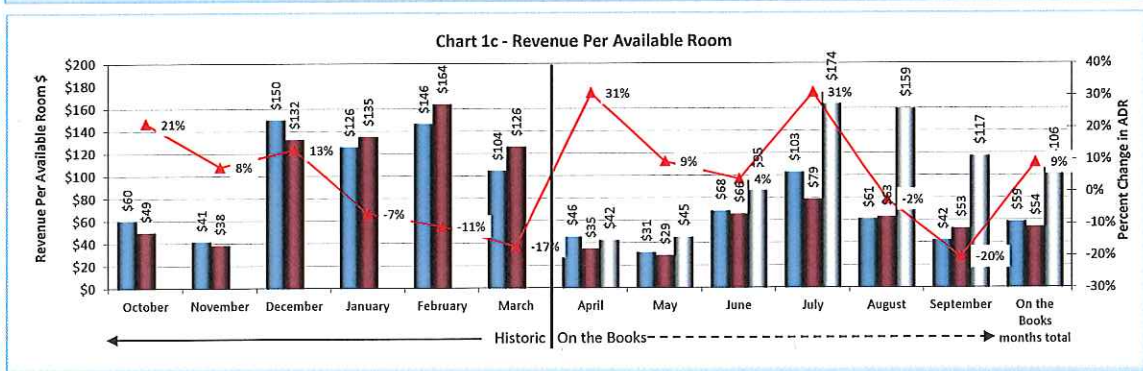
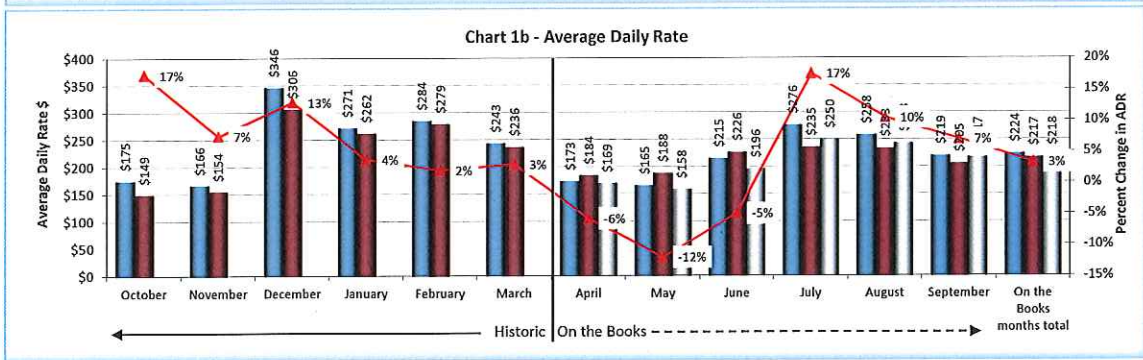
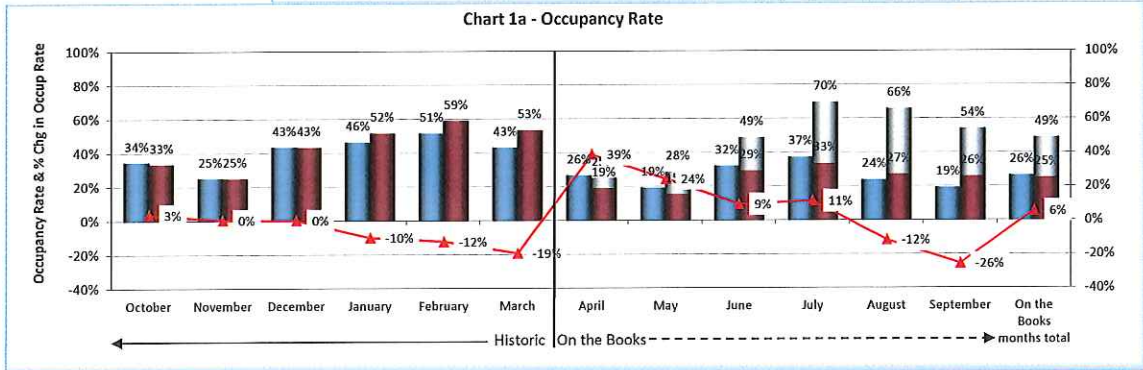


RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2013/14 YTD (as of March 31, 2014) vs. 2012/13 YTD (as of March 31, 2013) vs. 2012/13 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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■ Historic Actual (2012/13 season) ■ Data as of March 31, 2014 (2013/14 season)
■ Data as of March 31, 2013 (2012/13 season) — Percent Change



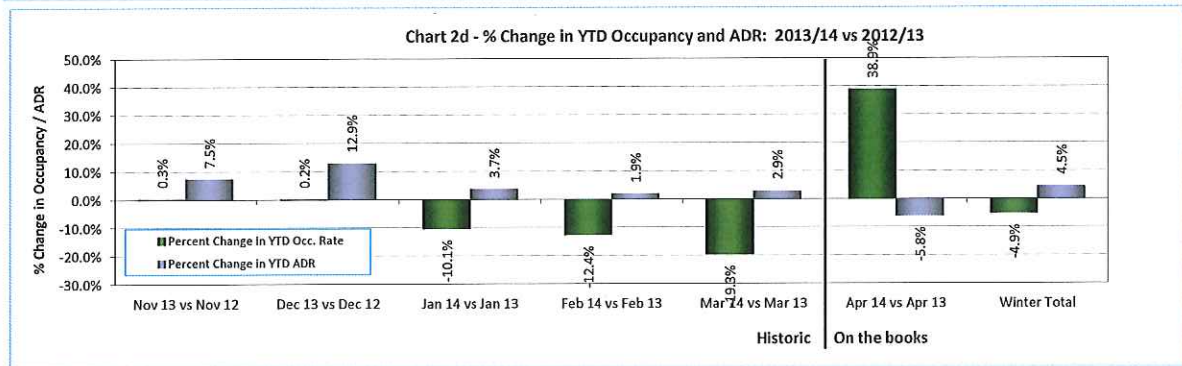
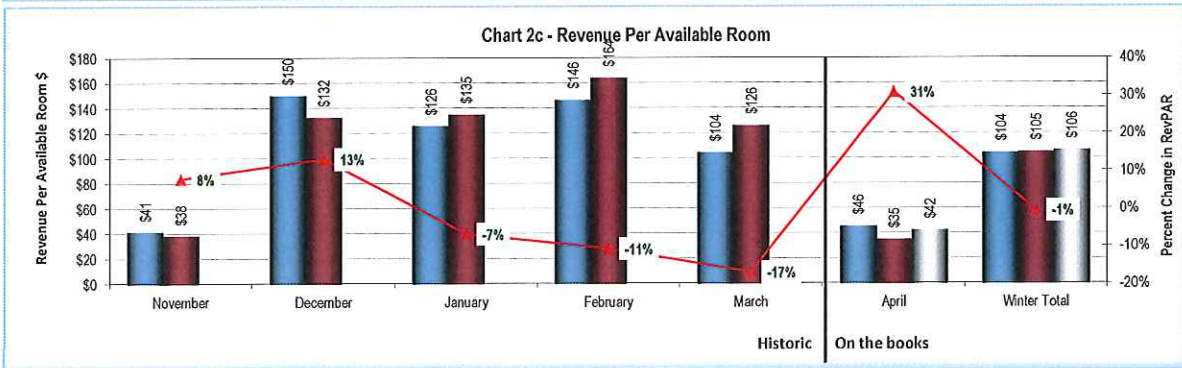
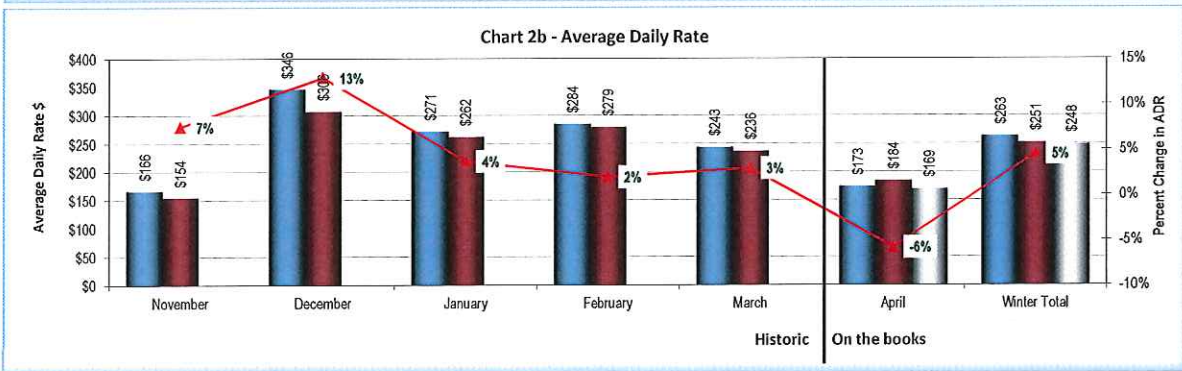
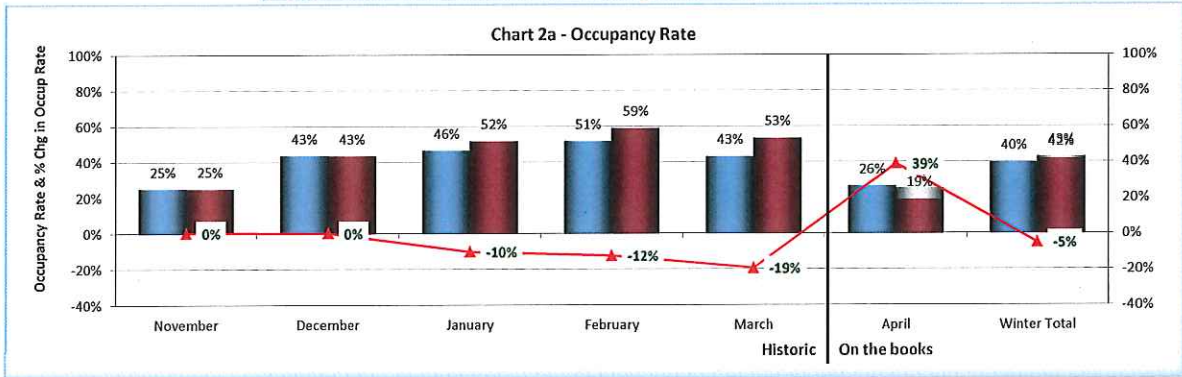
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RESERVATIONS ACTIVITY REPORT SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2013/14 YTD (as of March 31, 2014) vs. 2012/13 YTD (as of March 31, 2013) vs. 2012/13 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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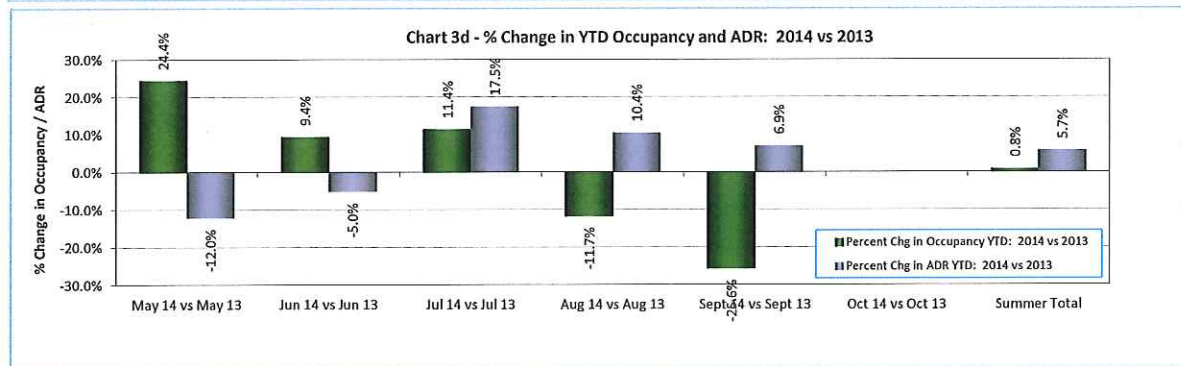
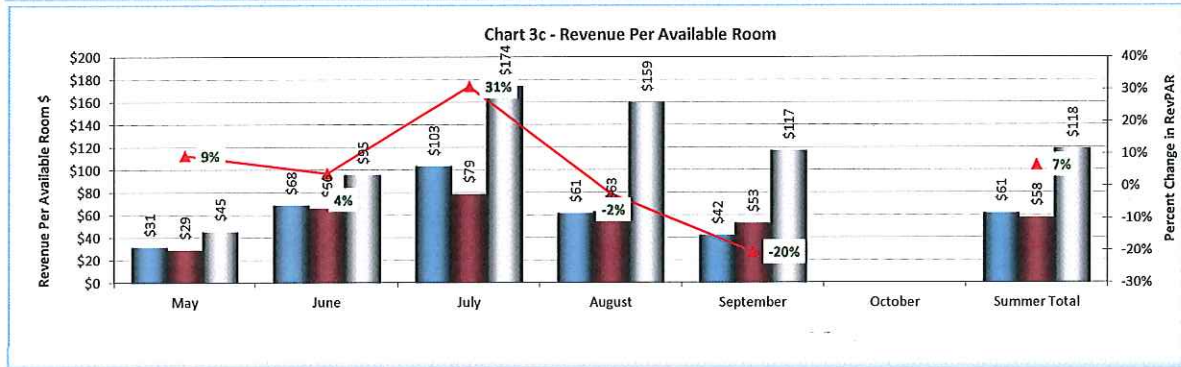
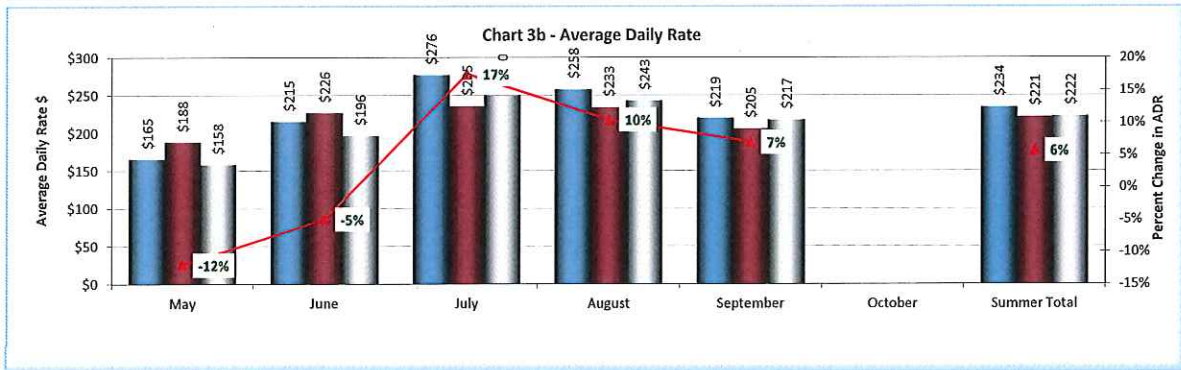
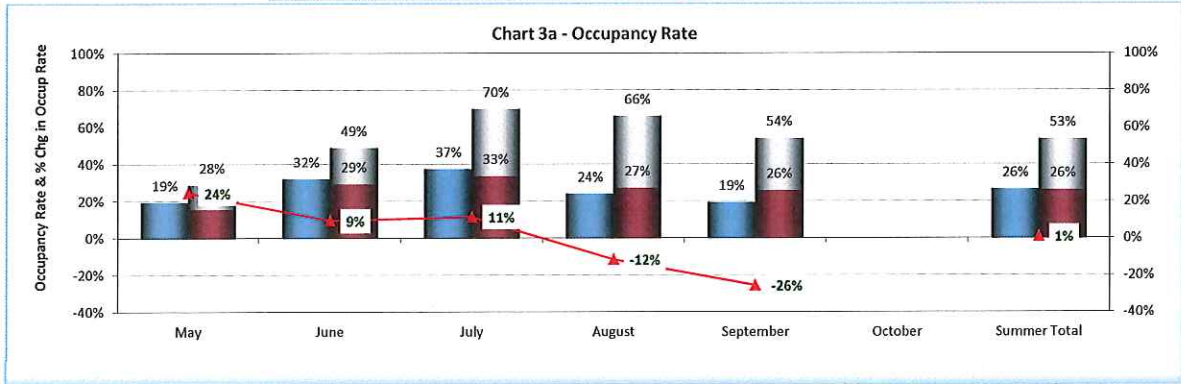


RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2014 YTD (as of March 31, 2014) vs. 2013 YTD (as of March 31, 2013) vs. 2013 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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Historic Actual (2013 season) Data as of March 31, 2014 (2014 season)
 Data as of March 31, 2013 (2013 season) Percent Change



Kle-4



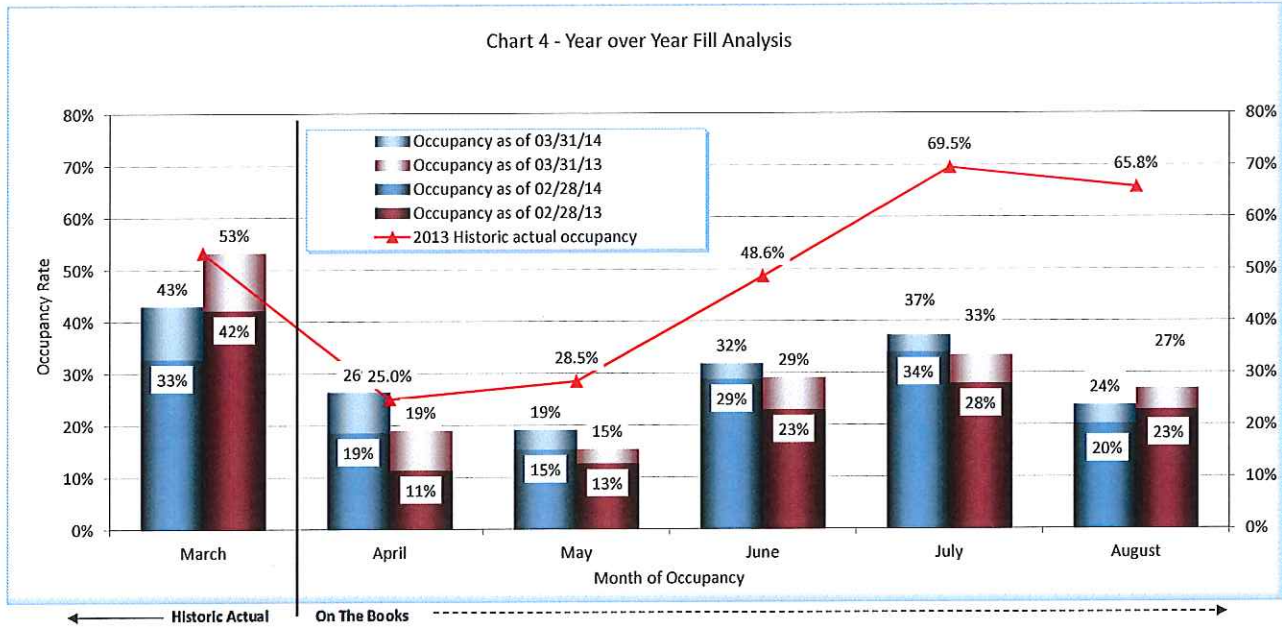
RESERVATIONS ACTIVITY REPORT

SECTION 4 - FILL ANALYSIS

2014 Occupancy Pace (as of March 31, 2014) vs. 2013 Occupancy Pace (as of March 31, 2013) vs. same period 2013

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF MAR 31			OCCUPANCY AS OF FEB 28			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2013 Historic actual occupancy
	Occupancy as of 03/31/14	Occupancy as of 03/31/13	Absolute Change	Occupancy as of 02/28/14	Occupancy as of 02/28/13	Absolute Change	Incremental occupancy booked during Mar. 2014	Incremental occupancy booked during Mar. 2013	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
March	42.9%	53.2%	-10.3%	32.8%	42.2%	-9.4%	10.1%	11.1%	-0.9%	-8.4%	53.2%
April	26.3%	18.9%	7.4%	18.6%	11.3%	7.3%	7.8%	7.6%	0.1%	1.6%	25.0%
May	19.0%	15.3%	3.7%	15.3%	12.6%	2.7%	3.8%	2.7%	1.1%	39.0%	28.5%
June	31.8%	29.1%	2.7%	28.8%	22.9%	5.9%	3.0%	6.1%	-3.2%	-51.6%	48.6%
July	37.2%	33.4%	3.8%	33.9%	27.9%	6.1%	3.3%	5.5%	-2.2%	-40.8%	69.5%
August	23.7%	26.9%	-3.1%	20.2%	22.9%	-2.7%	3.6%	4.0%	-0.4%	-10.4%	65.8%
Total	30.3%	29.5%	0.8%	25.0%	23.3%	1.6%	5.3%	6.2%	-0.9%	-13.9%	48.6%

**Based on providing complete pacing data within a given month of occupancy only. Results may differ from those presented elsewhere in report if property set differs."

**Results for "percent change in incremental fill" indicate how room nights booked during the month just ended compare to room nights booked during the same month in the prior year, for occupancy in the month just ended and for the upcoming five months (as well as the six-month period in total). These results provide an indication of the degree to which booking activity occurring during the month just ended was greater or less than booking activity occurring in the same month a year ago -- i.e. a measure of the strength of booking activity occurring during the month just ended.



RESERVATIONS ACTIVITY REPORT
SECTION 5A - SUPPORTING DATA TABLES
 Bookings as of March 31, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13			Historic Actual Occup. Rate (2012/13 season)	# of Properties in Sample
	Occup. Rate as of: March 31, 2014 (2013/14 season)	Occup. Rate as of: March 31, 2013 (2012/13 season)	Percent Change in YTD Occ. Rate		
Month of Occupancy (2013/14 & 2012/13)					
October	34.4%	33.2%	3.4%		11
November	24.9%	24.8%	0.3%		11
December	43.3%	43.2%	0.2%		11
January	46.3%	51.5%	-10.1%		11
February	51.5%	58.8%	-12.4%		11
March	42.9%	53.2%	-19.3%		11
April	26.3%	18.9%	38.9%	25.0%	11
May	19.0%	15.3%	24.4%	28.5%	11
June	31.8%	29.1%	9.4%	48.6%	11
July	37.2%	33.4%	11.4%	69.5%	11
August	23.7%	26.9%	-11.7%	65.8%	11
September	19.0%	25.6%	-25.6%	53.8%	11
Grand total	33.5%	34.4%	-2.4%	46.3%	11
Historic months total	41.0%	44.0%	-6.9%	44.0%	11
On the Books months total	26.2%	24.9%	5.6%	48.6%	11

AVERAGE DAILY RATE	ADR: YTD 2013/14 VS. YTD 2012/13			Historic Actual ADR (2012/13 season)	# of Properties in Sample
	ADR as of: March 31, 2014 (2013/14 season)	ADR as of: March 31, 2013 (2012/13 season)	Percent Change in YTD ADR		
Month of Occupancy (2013/14 & 2012/13)					
October	\$175	\$149	17.3%		11
November	\$166	\$154	7.5%		11
December	\$346	\$306	12.9%		11
January	\$271	\$262	3.7%		11
February	\$284	\$279	1.9%		11
March	\$243	\$236	2.9%		11
April	\$173	\$184	-5.8%	\$169	11
May	\$165	\$188	-12.0%	\$158	11
June	\$215	\$226	-5.0%	\$196	11
July	\$276	\$235	17.5%	\$250	11
August	\$258	\$233	10.4%	\$243	11
September	\$219	\$205	6.9%	\$217	11
Grand total	\$245	\$233	5.2%	\$230	11
Historic months total	\$259	\$243	6.9%	\$243	11
On the Books months total	\$224	\$217	3.2%	\$218	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2013/14 VS. YTD 2012/13			Historic Actual RevPAR (2012/13 season)	# of Properties in Sample
	RevPAR as of: March 31, 2014 (2013/14 season)	RevPAR as of: March 31, 2013 (2012/13 season)	Percent Change in YTD RevPAR		
Month of Occupancy (2013/14 & 2012/13)					
October	\$60	\$49	21.3%		11
November	\$41	\$38	7.8%		11
December	\$150	\$132	13.1%		11
January	\$126	\$135	-6.8%		11
February	\$146	\$164	-10.7%		11
March	\$104	\$126	-17.0%		11
April	\$46	\$35	30.8%	\$42	11
May	\$31	\$29	9.4%	\$45	11
June	\$68	\$66	3.9%	\$95	11
July	\$103	\$79	30.9%	\$174	11
August	\$61	\$63	-2.5%	\$159	11
September	\$42	\$53	-20.4%	\$117	11
Grand total	\$82	\$80	2.7%	\$106	11
Historic months total	\$106	\$107	-0.5%	\$107	11
On the Books months total	\$59	\$54	9.0%	\$106	11



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of March 31, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual Occup. Rate (2012/13 season)
	Occup. Rate as of: March 31, 2014 (2013/14 season)	Occup. Rate as of: March 31, 2013 (2012/13 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2013/14 & 2012/13)				
November	24.9%	24.8%	0.3%	
December	43.3%	43.2%	0.2%	
January	46.3%	51.5%	-10.1%	
February	51.5%	58.8%	-12.4%	
March Historic Actual	42.9%	53.2%	-19.3%	
April On the books	26.3%	18.9%	38.9%	25.0%
Winter Total	39.7%	41.7%	-4.9%	42.7%

AVERAGE DAILY RATE	<u>ADR: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual ADR (2012/13 season)
	ADR as of: March 31, 2014 (2013/14 season)	ADR as of: March 31, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$166	\$154	7.5%	
December	\$346	\$306	12.9%	
January	\$271	\$262	3.7%	
February	\$284	\$279	1.9%	
March Historic Actual	\$243	\$236	2.9%	
April On the book	\$173	\$184	-5.8%	\$169
Winter Total	\$263	\$251	4.5%	\$248

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2013/14 VS. YTD 2012/13</u>			Historic Actual RevPAR (2012/13 season)
	RevPAR as of: March 31, 2014 (2013/14 season)	RevPAR as of: March 31, 2013 (2012/13 season)	Percent Change in YTD ADR	
Month of Occupancy (2013/14 & 2012/13)				
November	\$41	\$38	7.8%	
December	\$150	\$132	13.1%	
January	\$126	\$135	-6.8%	
February	\$146	\$164	-10.7%	
March Historic Actual	\$104	\$126	-17.0%	
April On the books	\$46	\$35	30.8%	\$42
Winter Total	\$104	\$105	-0.6%	\$106



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of March 31, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above

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OCCUPANCY RATE	<u>OCCUPANCY RATE: YTD 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
	Occup. Rate as of: March 31, 2014 (2014 season)	Occup. Rate as of: March 31, 2013 (2013 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014 & 2013)				
May	19.0%	15.3%	24.4%	28.5%
June	31.8%	29.1%	9.4%	48.6%
July	37.2%	33.4%	11.4%	69.5%
August	23.7%	26.9%	-11.7%	65.8%
September	19.0%	25.6%	-25.6%	53.8%
October				
Summer Total	26.2%	26.0%	0.8%	53.3%

AVERAGE DAILY RATE	<u>ADR: YTD 2014 VS. YTD 2013</u>			Historic Actual ADR (2013 season)
	ADR as of: March 31, 2014 (2014 season)	ADR as of: March 31, 2013 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)				
May	\$165	\$188	-12.0%	\$158
June	\$215	\$226	-5.0%	\$196
July	\$276	\$235	17.5%	\$250
August	\$258	\$233	10.4%	\$243
September	\$219	\$205	6.9%	\$217
October				
Summer Total	\$234	\$221	5.7%	\$222

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2014 VS. YTD 2013</u>			Historic Actual RevPAR (2013 season)
	RevPAR as of: March 31, 2014 (2014 season)	RevPAR as of: March 31, 2013 (2013 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2014 & 2013)				
May	\$31	\$29	9.4%	\$45
June	\$68	\$66	3.9%	\$95
July	\$103	\$79	30.9%	\$174
August	\$61	\$63	-2.5%	\$159
September	\$42	\$53	-20.4%	\$117
October				
Summer Total	\$61	\$58	6.5%	\$118