



**May 7, 2014**

**Subject: Capital Investment and Transportation Work Plan Update**

Staff will present a brief synopsis of the work being accomplished by the CI/T Committee to revise the Work Plan and Application process to be more efficient and responsive to project needs, available revenues, and project selection timing and criteria. The information below was what the Committee discussed at its April 24<sup>th</sup> meeting. This will be a continuing process over the next two months.

**Introduction**

- The Committee directed staff to meet with a Sub-Committee to further explore and discuss options to develop a better defined process for evaluating and recommending proposed Capital Investment and Transportation projects to the NLTRA Board of Directors and Placer County Board of Supervisors.
- The Sub-Committee met on April 1<sup>st</sup> to discuss and provide input on the following:
  - Discuss Method and Timing of Annual Budget Process
  - Discuss Funding Request Application Process
  - Review Funding Strategy Criteria and Weighting for CI/T Projects Selection and Prioritization
  - Simplification of Multiple Spread Sheets including Work Plan Project Groupings, Cash Flow, Project Funding Needs
  - Review the Potential Project Expenditures and Probable TOT Revenues
  - Discuss Method of TOT Funding Distribution-Infrastructure, Transportation, and Maintenance/Operations for Trail Related Projects
- Comments and direction of the Sub-Committee will be prepared and presented to the full Committee at the April 28<sup>th</sup> meeting. After review and further direction, the Sub-Committee will meet again as necessary to finalize details for completion of the draft Work Plan.

### **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 30<sup>th</sup> 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

### **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
- Revise actual application to have more specific and definite information
- 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

### **Funding Strategy Criteria (weighting system)**

#### **Criteria of High Importance: (most weight)**

- Projects that support NLTRA key core function areas and strategic goals. **30 points max**
  - Human Powered Sports and Activities **30 points**
  - Regional Transportation Vision **30 points**
  - Advancement of Tourism Economy called for in Community Plans **30 points**
- Projects that within highest priority Work Plan Project Groupings **30 points max**
  - Trails (highest) **30 points**
  - Recreation Amenities **25 points**
  - Tourism-Based Redevelopment **25 points**
  - Transportation Services **25 points**
- Projects that are trail related which require maintenance/operation funding: **30 points max**
  - That TOT helped originate **15 points**
  - That substantially serve visitors **15 points**
  - That have matching funding **15 points**

#### **Criteria of Importance: (average weight)**

- Projects that support other Work Plan Project Groupings **15 points max**
  - Wayfinding Signage **15 points**
  - Museums/Cultural Centers **15 points**
  - Special Events/Regional **15 points**
  - Parks **15 points**
  - Transportation Infrastructure **15 points**
- Projects that support environmental improvement **15 points**
- Projects that have partners with matching funds in place **15 points**
- Projects that have a priority to Placer County **15 points**

#### **Other Criteria for Consideration (some weight)**

- Projects that identify alternative/additional funding mechanisms **10 points**
- Projects that develop more indoor recreation and performing/cultural arts **10 points**
- Projects that have connection to

- A better visitor experience **10 points**
- Integration of projects, programs, events, and marketing **10 points**

**Simplification of Multiple Spreadsheets**

- Many suggestions were advanced for the need to simplify the many spreadsheets for a more efficient ability to be used
- It was suggested that staff attempt to consolidate the Project Funding Needs, 5-year Cash Flow, and Projects Groupings into a single spreadsheet while separating the approved projects from the potential projects.
- Staff has revised the **attached spreadsheets under Budget Item G**, incorporating most of the Sub-Committee's recommendations.
- These now include project start dates, total project estimates, funds approved, expended, remaining, annual cash flow needs, and future estimated funding.

**Potential Project Expenditures and Probable TOT Revenues**

- Under the new proposed application process, the project place holder system will become much more limited.
- Existing project expenditures and probable TOT revenues are displayed on the revised **spreadsheets attached to the Budget Item G**.

**Method of TOT Funding Distribution-**

- Infrastructure, Transportation, and Maintenance/Operations for Trail Related Projects
- Potential Funding split in F.Y. 2013/14:
  - Infrastructure = \$2,073,000 (65%)
  - Transportation = \$ 961,000 (30%)
  - Maintenance/Operations = \$ 150,000 ( 5%)
- Based on current costs for trail related maintenance, necessary funding (which is negotiable) should be \$300,000 annual. (9%)
- Based on 2014/15 necessary funding for existing transportation with minimal changes, the transportation budget should be \$1,073,6200. (33%)
- Based on 2013/14 funding, which can vary, \$1,850,000 (58%) would be available for approved infrastructure projects
- Staff believes the 60%/30%/10% split is an appropriate starting point each year with understanding that there is a flexibility for some adjustment.

North Lake Tahoe Resort Association Capital Investment and Transportation Work Plan  
 2014-2022 Project Funding Needs and 5 Year Cash Flow

Approved/Awaiting Approval/Potential	Project Code	Lead Agency	Total Project Cost	TOT Committed \$\$	TOT Remaining	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18 inv	Potential TOT \$ FY 14/15-21/22
<b>Approved Projects</b>											
Wayfinding Signage Installation	A-3	NLTRA/DPW	\$400,000	\$150,000	\$150,000		\$150,000				\$400,000
Snow Creek Signage	A-4	DPW	\$18,000	\$12,000	\$12,000						
Tahoe XC Trails Wayfinding Signage	A-6	NLTRA/TXC SEA	\$12,500	\$11,000	\$11,000						
Lakeside Multipurpose Trail	B-1	TCPU	\$11,000,000	\$1,384,663	\$71,359		\$75,000				\$400,000
Dollar Creek Shared Use Trail	B-2	DPW	\$8,250,000	\$465,000	\$265,000		\$100,000				\$1,000,000
Northstar Community Multi-Purpose Trail	B-4	NCSD	\$12,000,000	\$1,000,000	\$2,048						\$500,000
Truckee River Corridor Access Plan	B-5	Placer Planning Dept.	TBD	\$265,000	\$175,646						
Homewood Bike Trail Design	B-6	TCPU	\$500,000	\$309,500	\$62,300						
Homewood Trail Construction	B-7	TCPU	\$1,500,000	\$600,000	\$600,000		\$200,000	\$400,000			
Tahoe Vista Recreation Area	B-8	NTPUD	\$4,000,000	\$500,000	\$80,918		\$50,000				
Performing Arts Center	D-3	Tahoe Regional Arts Foundation	TBD	\$153,900	\$112,978		\$42,000				\$250,000
Public Art Program	D-4	NTBA	\$500,000	\$25,000	\$15,000		\$15,000				\$125,000
Lake Forest Boat Ramp	F-1	TCPU	\$800,000	\$35,000	\$35,000		\$35,000				\$35,000
Community House	G-2	Tahoe Truckee Comm. House	\$20,000,000	\$400,000	\$400,000		\$200,000	\$150,000			
Kings Beach Urban Core Improvement	G-3	Placer County	\$45,000,000	\$6,750,000	\$68,439		\$68,000				
SR89/Fanny Bridge Match	G-4	TTD, Placer County, Partners	\$21,000,000	\$1,490,000	\$1,490,000		\$496,667			\$496,667	\$90,000
Signage-Mile Markers	H-1	NLTRA	\$25,000	\$25,000	\$16,412		\$2,500	\$2,500		\$2,500	
Tahoe Pedestrian Safety Program (Maintenance)	H-2	Placer County	\$90,000	\$44,000	\$4,000		\$4,000				
Ironman Traffic Management Funding	I-1	NLTRA	\$150,000	\$20,000	\$20,000						\$80,000
North Lake Tahoe Water Shuttle	J-1	TTD, TMA, NLTRA	\$600,000	\$520,000	\$154,133		\$154,000				\$1,120,000
Regional Transit System Branding	J-2	Placer County, Truckee Partners	\$100,000	\$100,000	\$100,000		\$40,000				
Coordinated Skier Shuttle	J-3 (T-4)	Placer County, Funding Partners	\$100,000	\$46,000	\$36,435		\$1,000				
<b>Approved Projects Totals</b>			<b>\$121,045,500</b>	<b>\$14,306,063</b>	<b>\$3,882,668</b>	<b>\$190,348</b>	<b>\$1,360,046</b>	<b>\$1,049,167</b>	<b>\$496,667</b>	<b>\$499,167</b>	<b>\$4,000,000</b>

Approved/Awaiting Approval/Potential	Project Code	Lead Agency	Total Project Cost	TOT Committed \$\$	TOT Remaining	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18 inv	Potential TOT \$ FY 14/15-21/22
<b>Projects Awaiting Approval</b>											
North Tahoe Parking Analysis	G-8	Placer County	\$85,000	\$60,000	\$60,000		\$40,000				\$40,000
Ironman Traffic Management	I-1	NLTRA	TBD	\$20,000	\$20,000		\$20,000				\$80,000
Ironman Marathon Bridge Project	I-2	NLTRA, TCPUD	TBD	\$25,000	\$25,000		\$25,000			\$20,000	\$25,000
Public Transit Vision Economic Analysis	J-6	NLTRA, Funding Partners	\$60,000	\$50,000	\$50,000		\$40,000				\$50,000
<b>Projects Awaiting Approval Totals</b>			<b>\$145,000</b>	<b>\$155,000</b>	<b>\$155,000</b>	<b>\$30,000</b>	<b>\$125,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$195,000</b>

North Lake Tahoe Resort Association Capital Investment and Transportation Work Plan  
2014-2022 Project Funding Needs and 5 Year Cash Flow

Approved/Awaiting Approval/Potential	Project Code	Lead Agency	Total Project Cost	TOT Committed \$\$	TOT Remaining	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18 inv	Potential TOT \$ FY 14/15-21/22
<b>Potential Projects</b>											
Signage (A)											
Wayfinding Sign Installation	A-3	NLTRA/DPW	\$400,000	\$250,000				\$100,000	\$150,000		\$250,000
Regional Park Wayfinding Signage and Kiosk	A-8	NTPUD	\$80,000	\$50,000			\$50,000				\$50,000
<b>Signage (A) Totals:</b>			\$480,000	\$300,000	\$0	\$0	\$50,000	\$100,000	\$150,000	\$0	\$300,000
<b>Trails (B)</b>											
Northstar/Morris Community Trail	B-4	NCSD	\$12,000,000	\$600,000			\$250,000		\$350,000		\$600,000
Truckee River Squaw Truckee Trail	B-5	Placer Planning Dept	\$500,000					\$130,000	\$200,000	\$270,000	\$500,000
Truckee River Trail Restoration	B-15	TCPUJ	\$880,000	\$380,000			\$380,000				\$380,000
<b>Trails (B) Totals:</b>			\$13,380,000	\$980,000	\$0	\$0	\$630,000	\$130,000	\$550,000	\$270,000	\$1,480,000
<b>Museums Cultural Centers (D)</b>											
Squaw Valley Olympic Museum	D-1	SVolympic Museum Board	\$18,000,000	\$150,000			\$80,000	\$70,000			\$150,000
TC Historic Walking Trail	D-2	Historical Society, TCDA	\$85,000	\$850,000					\$40,000	\$45,000	\$85,000
Performing Arts Center	D-3	Tahoe Regional Arts Foundation	TBD	\$250,000			\$150,000	\$100,000			\$250,000
<b>Museums Cultural Centers (D) Totals:</b>			\$18,085,000	\$1,250,000	\$0	\$0	\$230,000	\$170,000	\$40,000	\$45,000	\$485,000
<b>Recreation Amenities (F)</b>											
North Tahoe Public Ice Skating Rink/Winter Sports Park	F-2	TCPUJ	\$400,000	\$180,000			\$240,000				\$240,000
Commons Beach Sand Replenishment	F-7	TCPUJ	\$60,000	\$60,000			\$60,000				\$60,000
<b>Recreation Amenities (F) Totals:</b>			\$460,000	\$240,000	\$0	\$0	\$300,000	\$0	\$0	\$0	\$300,000
<b>Tourism Based Redevelopment (G)</b>											
Kings Beach Visitor Center	G-1	Placer County	\$200,000	\$200,000				\$100,000	\$100,000		\$200,000
West Commons Fire Station Redevelop	G-7	Placer County	TBD	\$150,000				\$150,000			\$150,000
North Tahoe Parking Analysis	G-8	Conservancy, PC, State Parks	\$85,000	\$60,000							\$60,000
Kings Beach Pier & Park Facility Plan	G-9	Conservancy, PC, State Parks	\$75,000	\$15,000			\$15,000				\$15,000
Kings Beach Pier	G-10	Conservancy, PC, State Parks	\$1,000,000	\$500,000					\$250,000	\$250,000	\$500,000
Tahoe City Golf Course Parking D&C	G-14	Placer County	\$600,000	\$500,000							\$500,000
<b>Tourism Based Redevelopment (G) Totals:</b>			\$1,960,000	\$1,425,000	\$0	\$0	\$15,000	\$250,000	\$350,000	\$250,000	\$1,425,000
<b>Maintenance/Operation Project (H)</b>											
Squaw Valley Winter Trails Snow Removal (Maintenance)	H-5	Various	\$150,000	\$70,000			\$70,000				\$1,050,000
<b>Maintenance/Operation Project (H) Totals:</b>			\$150,000	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$0	\$1,050,000

North Lake Tahoe Resort Association Capital Investment and Transportation Work Plan  
 2014-2022 Project Funding Needs and 5 Year Cash Flow

Approved/Awaiting Approval/Potential	Project Code	Lead Agency	Total Project Cost	TOT Committed \$\$	TOT Remaining	13/14 inv	14/15 inv	15/16 inv	16/17 inv	17/18 inv	Potential TOT \$ FY 14/15-21/22
Transportation Infrastructure (J)	J-4	Placer County	\$180,000	\$60,000			\$60,000	\$60,000		\$60,000	\$180,000
Tart Bus Shelter											
Transportation Infrastructure (J) Totals:			\$180,000	\$60,000	\$0	\$0	\$60,000	\$60,000	\$0	\$60,000	\$180,000
Potential Projects Totals:			\$34,695,000	\$4,325,000	\$0	\$0	\$1,355,000	\$710,000	\$1,090,000	\$625,000	\$5,220,000

North Lake Tahoe Resort Association Capital Investment and Transportation Work Plan  
2014-2022 Project Funding Needs

Transportation Services (T)	Project Code	Service Title	Lead Provider	2013/14 TOT Committed	2013/14 TOT Expended	2014/15 Budget	2014/15-2021/22 Potential \$
APPROVED 2014	T-1	Winter TART 89: North Shore Runs	TART	\$47,250	\$47,250	\$48,700	\$372,000
APPROVED 2014	T-2	Winter Transit - TART 267	TART	\$84,000	\$84,000	\$86,500	\$669,000
APPROVED 2014	T-3	Winter Skier Shuttle-Sugar Bowl	Truckee, TMA, Funding Partners	\$19,000	\$19,000	\$25,000	\$200,000
EXIST REQUEST 2014	T-4 (J-3)	Winter Reg. Coordinated Ski Shuttle	TART, Funding Partners			\$48,000	\$366,000
APPROVED 2014	T-5	Winter Hourly Nighttime Transit Service	TTD, TMA, Funding Partners	\$220,000	\$220,000	\$247,420	\$500,000
EXIST REQUEST 2007	T-6	Winter/Summer Day 30 min Squaw	TART				\$967,000
EXIST REQUEST 2007	T-7 (T-5, T-10)	Winter/Summer Night 30 min Squaw	TTD, TMA, Funding Partners				\$2,414,520
APPROVED 2014	T-9	Summer Enhanced Daytime N.S.	TART	\$156,600	\$156,600	\$164,800	\$1,370,000
APPROVED 2014	T-10	Summer Hourly Nighttime Squaw	TTD, TMA, Funding Partners	\$150,000	\$150,000	\$155,000	\$300,000
APPROVED	T-11	Year Round 89 Hourly Transit F&S	TART	\$131,250	\$131,250	\$135,200	\$1,030,000
EXIST REQUEST 2007	T-12	Year Round 267 Hourly Transit	TART				\$2,575,000
EXIST REQUEST 2007	T-13	Year Round Daytime 30 min TC to ST	TART				\$1,750,000
APPROVED 2014	T-14	NLTE Airport Shuttle Year Round	TTD, TMA, Funding Partners	\$105,000	\$105,000	\$110,000	\$720,000
APPROVED 2014	T-18	Winter Traffic Management	Pleasant County DPW, NLTRA	\$30,000	\$20,000	\$33,000	\$264,000
APPROVED 2014	T-19	Summer Traffic Management	NLTRA, California Highway Patrol	\$21,500	\$21,500	\$22,000	\$176,000
EXIST REQUEST 2009	T-20	Reg. Traffic Management/Coordination	NLTRA/Others				TBD
<b>Transportation Totals</b>				<b>\$964,600</b>	<b>\$954,600</b>	<b>\$1,073,620</b>	<b>\$13,675,520</b>

NLTRA Contract TOT Funds: \$542,000  
County TOT Funds: \$422,600

Potential 2014-15 Additions:

1. Emerald Bay Shuttle \$45,000
2. Hwy 267 Summer Service North Shore to Truckee \$45,000

**\$1,163,620**

Capital Investment/Transportation Projects Draft 2014-2015 Budget 5 Year Cash Flow

	Total	Maintenance Reserve
2013-14 Starting Funds	\$1,947,951	
2013-14 Contract C.I. TOT Funds	\$1,188,080	\$150,000
2013-14 Contract Transportation TOT Funds	\$542,000	
2013-14 County Transportation TOT Funds	\$422,600	
2013-14 Fund Balance Carryover	\$1,055,372	
2013-14 *Paid Contract C.I. Invoices	(\$3,532,046)	
2013-14 *Paid Contract Transportation Invoices	(\$532,000)	
2013-14 *Paid County Transportation Invoices	(\$422,600)	
2013-14 *Ending Available Funds	\$984,705	\$321,817

\* Subject to Year-End Adjustment

	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 *Fund Balance Carryover	\$0	
2014-15 Approved Contract C.I. Probable Invoices	(\$1,360,046)	
2014-15 Approved Contract Trans. Probable Invoices	(\$592,420)	
2014-15 Approved County Trans. Invoices	(\$481,200)	
2014-15 C.I. Project Awaiting Approval	(\$155,000)	
2014-15 Undesignated Potential Funding	\$639,664	\$471,817
	<b>AVAILABLE</b>	
2014-15 Potential TOT Fund Balance Carryover Scenarios		
2014-15 #1 - \$250,000 Total TOT Fund Balance Carryover	\$150,000	
2014-15 Undesignated Potential Funding	\$789,664	\$471,817
	<b>AVAILABLE</b>	
2014-15 #2 - \$500,000 Total TOT Fund Balance Carryover	\$275,000	
2014-15 Undesignated Potential Funding	\$914,664	\$471,817
	<b>AVAILABLE</b>	
2014-15 Potential C.I. Projects Requiring Application	(\$1,325,000)	(\$70,000)
2014-15 Potential Trans. Projects Requiring Application	(\$90,000)	

17-8

	Total	Maintenance Reserve
2015-16 Starting Funds	\$200,000	\$400,000
2015-16 Contract C.I. TOT Funds	\$1,500,000	\$150,000
2015-16 Contract Transportation TOT Funds	\$610,000	
2015-16 County Transportation TOT Funds	\$510,000	
2015-16 Approved Contract C.I. Probable Invoices	(\$1,049,167)	
2015-16 Contract Trans. Potential Invoices	(\$610,000)	
2015-16 County Trans. Potential Invoices	(\$510,000)	
2015-16 Undesignated Potential Funding	\$660,833	\$550,000
2015-16 Potential C.I. Projects Requiring Application	(\$710,000)	(\$100,000)

	Total	Maintenance Reserve
2016-17 Starting Funds	\$200,000	\$400,000
2016-17 Contract C.I. TOT Funds	\$1,600,000	\$150,000
2016-17 Contract Transportation TOT Funds	\$610,000	
2016-17 County Transportation TOT Funds	\$510,000	
2016-17 Approved Contract C.I. Probable Invoices	(\$496,667)	
2016-17 Contract Trans. Potential Invoices	(\$610,000)	
2016-17 County Trans. Potential Invoices	(\$510,000)	
2016-17 Undesignated Potential Funding	\$1,303,333	\$600,000
2016-17 Potential C.I. Projects Requiring Application	(\$1,110,000)	

	Total	Maintenance Reserve
2017-18 Starting Funds	\$200,000	\$600,000
2017-18 Contract C.I. TOT Funds	\$1,600,000	\$150,000
2017-18 Contract Transportation TOT Funds	\$640,000	
2017-18 County Transportation TOT Funds	\$550,000	
2017-18 Approved Contract C.I. Probable Invoices	(\$499,167)	
2017-18 Contract Trans. Potential Invoices	(\$640,000)	
2017-18 County Trans. Potential Invoices	(\$550,000)	
2017-18 Undesignated Potential Funding	\$1,301,833	\$750,000
2017-18 Potential C.I. Projects Requiring Application	(\$625,000)	



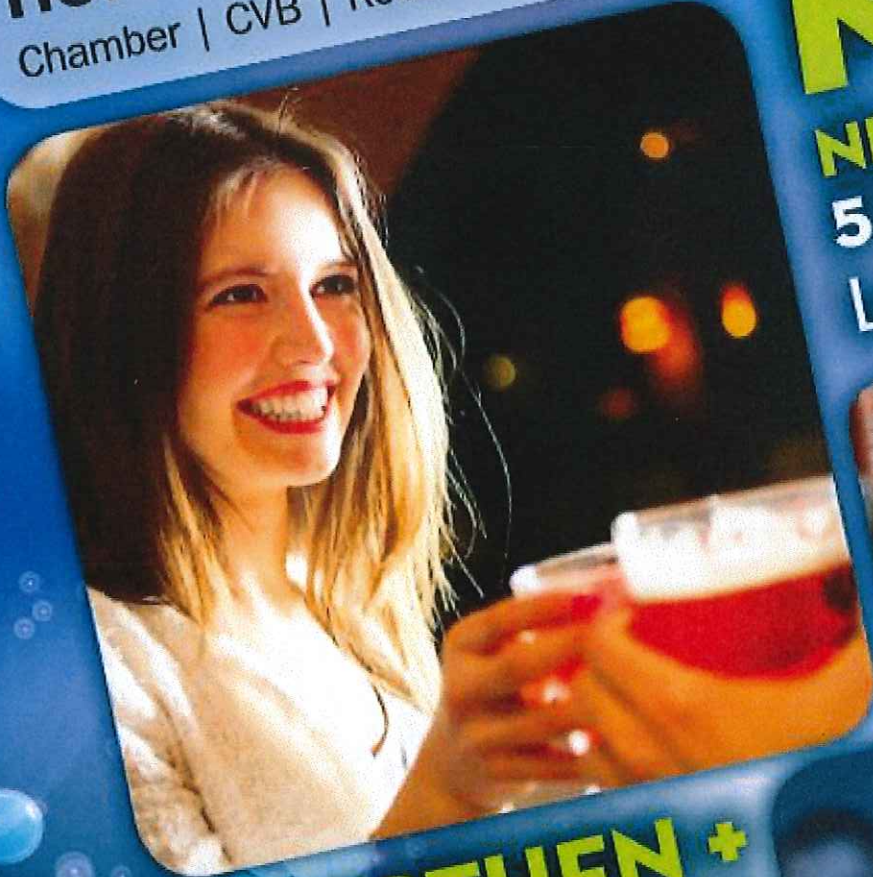


**north lake tahoe**  
 Chamber | CVB | Resort Association

# MONTHLY MIXER

**NEXT: THUR., MAY 8**  
**5 TO 7 P.M.**

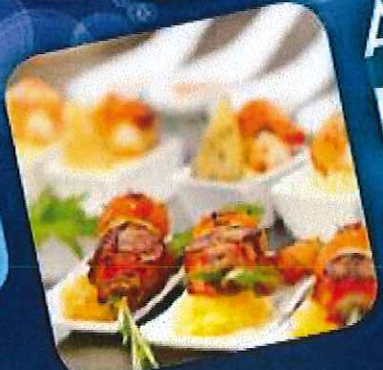
Lakeside Pizza, Tahoe City



**STRENGTHEN +  
 WIDEN  
 YOUR BUSINESS  
 NETWORK**



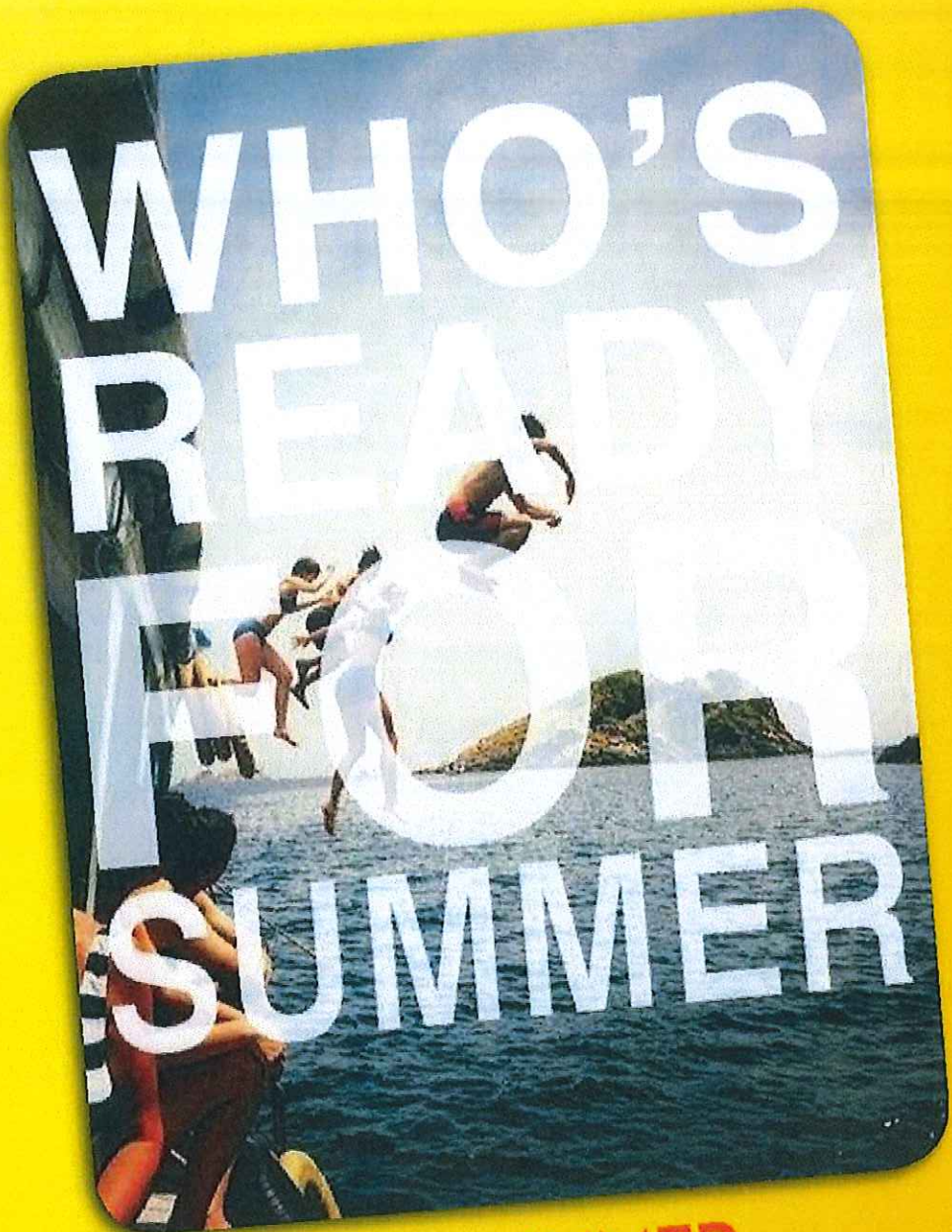
Members welcome to drop in. Non-members, consider joining! RSVP to Ginger Karl (530) 581-8764 or [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com).



**Appetizers,  
 Drinks, Music  
 + Giveaways**

18-1

# SUNNYSIDE DECK LUNCHEON



**KICK OFF THE SUMMER  
RECREATION SEASON!**

**\$20 Members | \$30 Non-Members**  
**THURSDAY, JUNE 5 AT 11:30 A.M.**



**north lake tahoe**  
Chamber | CVB | Resort Association

This event is open to the public. Pre-registration required. Info: Ginger Karl (530) 581-8764 or [ginger@gotahoenorth.com](mailto:ginger@gotahoenorth.com).

18-2

## Chamber Trek to Park City – April 2-5, 2014

### Community Overviews

#### Park City Town Government

- Team philosophy - center of high performance
- Flattened hierarchical structure
- Keeping Park City, Park City - sense of community
- Park City 2030
- Biennial strategic goals
- Regional collaboration
- 7,500 residents,
- Visitor population 3 M annually
- 2 M transit ridership
- \$95M annual revenue
- Budget for Outcomes - Board software
- Citizens Budget - park city.org

#### Park City Chamber/Visitor Bureau

- Funding – Transient Room Tax (TRT), restaurant sales tax, City, airport, grants
- Grub Crawl - Bon Appetit – new initiative to promote culinary
- NYC, Chicago, NBC 35 day TV campaign
- International - Australia largest, Mexico, Brazil, Russia, China - increased double digits during recession Meetings & Conventions - lead generator
- \$500K used for special event sponsorship
- 50K visitors to new visitor center last year
- Q1 \$3.2 M Jan- Mar – largest quarter of the year
- 75% destination business in winter, 40% destination in summer 48% average occupancy year round Daily reporting with Destimetrics next year
- 1% Summit County restaurant tax – used to fund special events and marketing – Chamber can apply for funding
- 2.8 FTE special event staff at the City, who works closely with Chamber Bureau – jointly fund one FTE
- 3% Summit County lodging tax 90% to Chamber, 10.35% total tax on lodging, \$7.5 M annual budget for Chamber/Bureau, primarily for marketing
- 1,100 Chamber members
- Olympic legacy - \$75 million profit from Olympics has been put into an endowment to be used to maintain built infrastructure from Olympics (Olympic Park, Oval, etc.)

#### North Lake Tahoe

- Unincorporated East Placer County
- Tahoma - Stateline - Truckee - Donner Pass Marketing cooperative with Incline Village in Washoe County, Nevada Ski areas: Squaw Valley & Alpine Meadows, Northstar, Homewood, Sugar Bowl, Boreal, diamond Peak, Mt. Rose, Granlibakken, Donner Ski Ranch, Tahoe Donner
- Pillows: 19,500, over 50% vacation home rentals, not much condo product Large conference hotels: The Ritz-Carlton, Resort at Squaw Creek, Hyatt Regency Two town centers: Tahoe City,

Kings Beach Other Hoods: Brockway, Tahoe Vista, Carnelian Bay, Lake Forest, Sunnyside, Homewood, Olympic Village, Northstar Village, Tahoma, West Shore

- 5 Business Associations plus one regional Chamber of Commerce North Lake Tahoe Resort Assn - Chamber, Cvb, resort assn, funded with lodging tax TOT and membership dues - 500 members  
Major cities: Reno - 1 hour east, Sacramento - 2 hours West, San Francisco & Silicon Valley 3-4 hours West Interstate 80 is the connector TOT - 10%, 8% Placer County and 2% E. Placer County for visitor amenities and transportation. 1% = \$1.1 M Q1 is largest, Q3 next, then Q2 and Q4  
Sales Tax - 7.5% - 1% back to County

#### Current programs:

- Human Powered Sports: hiking, biking, paddling, Nordic Large Events: Ironman, Tough Mudder, Wanderlust, USA Cycling
- Transportation: Water Shuttle, North Lake Tahoe Express, Night Rider, Skier Shuttle Regional Plan and Area Plans - changes, loss of redevelopment districts and agencies

#### Future Initiatives

- Redevelopment of built environment at the lake New developments at Squaw, Homewood, Northstar, Cal Neva Transit Vision Cross Lake Ferry Trail system HPSI events and amenities - high altitude training

#### Vail town

- \$54 M annual budget
- RETT in place
- \$2.5M guest service and Wayfinding budget
- \$2.4M special events budget
- \$8M in redeveloped projects over the last 3 years
- Importance of amenities, marketing, events
- 55.7% lodging occupancy, \$556 ADR
- Local Marketing District 1.4% lodging tax primarily for summer marketing
- \$913K for summer special events
- \$52M economic impact of special events
- Environmental strategic plan, funded through a 1% RETT
- Timber Ridge - affordable housing redevelopment
- Marijuana law
- 68% 2nd home owners 2nd homeowners can get additional development incentives if they provide a caretaker residence

#### Park City Tourism and Events

- Measure economic impact: key metrics - cultural, community, PR appeal, room nights, large events are asked to do their own impact studies, some charge for city services, time of year, City verifies room nights, LTVA has economic data about events economics, PC 66% said events were a strong motivator for travel, there is a focus on destination vs. regional visitation because of the proximity to Salt Lake City, regional visitors do not book overnight stays

- Grant program \$500k event grants - overnight visitation, media exposure, aligned with brand, quality of life - community events
- Sponsorship and subsidy - \$500K from Chamber Recruitment effort
- Community support - pretty good support, 3 free concerts daily
- Permit process with City - event planning guide online, application online, one - one meeting, added a small percentage on every business license to pay for event impacts, \$350K generated, 4 contracted events get cash contributions (ie: Sundance) or financial incentives to out of area teams (ie: Triple Crown Sports)
- Restaurant tax - Summit County - \$1.5M - non-profits putting on events only, generation of meals is primary criteria, Chamber is eligible to apply for events and marketing programs
- RAP - .25 sales tax, recreation arts & parks \$900K - primarily for bricks & mortar
- Utah Sports Commission - funding for events like Olympic qualifiers get money from the state and the sports commission
- Summit county restaurant tax - events can apply for funding
- Finish for Tour of Utah 3rd consecutive year, Bon Appetit – goal of showcasing restaurant offerings
- 83 events - -255 event days, \$1.6 M city budget for events, 2.8 FTE at the City for Events
- Sundance Film Festival - \$62M gross revenues in community

## Transportation and Trails

- Wasatch Mountain Accord – This is a broad regional group discussing access to ski areas in Park City, and Salt Lake City. Key is to understand that it's about a system, not routes, qualitative data is still very important in addition to quantitative data, pre EIS, looking at a preferred alternative, could look at linking ski areas - One Wasatch proposal with shared lifts connecting ski areas.
- One department team oversees transportation, parking, transit, fleet -Kent Cashell Trails, walk ability, open space
- Rider profile- 40% recreation, 48% visitors, 49% seasonal employees, 56% no car for trip
- 1976 - .25% transit sales tax, 1980 - resort tax and business licence fees, 2003 - Summit County service to a Kimball Jct, 2011 - PC -SLC
- 2M rides, \$2.72 subsidy per rider, 23 passengers per hour, 1.7 passengers per mile
- Transit Center, Transit Facilities - live units for employee housing for up to 18, shelters: 42' solar lighting, art program (public art advisory board with own budget - funded by council with capital), bus turnouts built into all capital projects
- 29 35ft low floor buses wide doors, built to load people, Main St Trolley, all have bike racks. Inner city routes have MCI coach with 45 passenger contracted - have wi-fi, reclining seats, AVL- GPS real time info, signal prioritization (working on), ITS - digital signs
- Staff - hire people who understand hospitality, not bus drivers. Excellent customer service training, don't contract for staff.
- Organization - Summit County Council (JTAB - joint transit advisory board), Park City Council (Park City City Manager, Transportation Transit Manager), UTA board (Joint Management Committee)
- Development incentives are provided for transit friendly initiatives.
- Real Estate Transfer Tax (RETT) - HOA gets half of 1% RETT, City gets other half and splits it between transit and trails.

- Transit tax, sales tax, business license, County \$8M, \$5.6M for operations and remainder for capital
- Parking 1356 spaces, time limit zones, 33 meters (200 paid spaces), pay by cell phone is available, structure is free -650 spaces. Paid parking just pays for self, not revenue generator. Maintain prime spaces for customers, also provide residential parking permits to protect residents
- Transportation planning - work closely with UDOT, good relationships with ski areas
- Objectives: corridor identification, bus rapid transit, transportation options, reduce single occupant vehicles

### **Trails**

- Urban pathways, trail heads, trails, seamless network, resorts and basin, designated use and direction, multi seasonal expansion, accolades, marketing (IMBA gold) special events - fee structure, E-bikes electric (aging community) coming
- 150 miles of single track, 15 miles of paved trail system, 300 miles of single track into the basin
- 8000 acres of open space, \$40 M in General Obligation (GO) bonds, .5% sales tax increase 2012, conservation easements with Land Trusts, removal of development rights

## **Take Aways – Debrief Session**

### **Park City Strengths**

- Regional Vision
- Willingness to invest in the future
- Clear Vision
- Olympic Legacy
- Guest Experience Focus
- Recreation Amenities Focus
- Economic Development
- Great Place to Live
- Creative Funding Mechanisms

### **Aligned Community Vision**

- Maintain a sense of community “Keep Park City, Park City”
- Pride in the area
- Free Transit – Guest Service
- Trails Investments
- Parking – structured lots, paid parking on Main St.
- Connectors, parks, pocket areas along Main St.
- Free Main St. trolley
- Local government involvement in tourism, events, investments

### **Balance of Community and Tourism**

- Infrastructure investments
- Variety of investment opportunities, supported by local citizens
- Transportation and mobility – train drivers as Ambassadors to community
- Guest Service standards high
- Investment in retaining open space
- Maintaining and pride in Olympic Legacy
- Public Art everywhere – even bus shelters
- Confidence in decisions that are made
- Events are balanced between large regional motivators and some small community
- Utilize paid parking for turnover but also provide free structured lots and transit
- Goals are aligned - City, County, Visitor Bureau



**2014 CalChamber Legislative Briefing & Host Breakfast**  
 Tuesday, May 20, 2014 10:30 AM - Wednesday, May 21, 2014 9:00 AM (Pacific Time)

**Sheraton Grand**  
 1230 J Street  
 Sacramento, California 95814  
 United States  
 Phone: 916-444-6670  
 Email: [events@calchamber.com](mailto:events@calchamber.com)  
[Email Us](#)

Personal Info    Checkout    Confirmation

**Personal Info**



**Registration ID:** 68332452  
**Registrant:** Sandy Evans Hall  
 CEO  
 North Lake Tahoe Resort Assn  
 PO Box 5459  
 Tahoe City, CA 96145  
**Registration Date:** 4/24/2014 10:25 AM  
**Registrant Type:** Option 1: Legislative Briefing, Reception & Host Breakfast  
**Status:** Confirmed  
**Work Phone:** 5305818739  
**Email:** [sandy@gotahoenorth.com](mailto:sandy@gotahoenorth.com)

**Please list any ADA requirements:** vegetarian

**Agenda**

**Host Reception**

Selection: Yes I will attend

**Host Breakfast**

Selection: Yes I will attend

**Fees**

20-1



Fee	Quantity	Unit Price	Amount
Option 1: Legislative Briefing/Host Reception/Host Breakfast	2	\$50.00	\$100.00
Subtotal:			\$100.00
Total:			\$100.00

**Transactions**

Transaction Type	Date	Amount	Balance
Transaction Amount	4/24/2014	\$100.00	\$100.00
Online Credit Card Payment (*****4925) <a href="#">Details</a>	4/24/2014	(\$100.00)	\$0.00
<b>Current Balance:</b>			<b>\$0.00</b>

**Payment Method**

**Payment Method:** Credit Card (MasterCard)

The online credit card payment for this event will be listed on your credit card statement with the name **CAL CHAMBER OF COMMERCE**.

**Additional Group Members - 1**

Doug Houston

20-2

## Sandy Evans Hall

---

**From:** CalChamber <newsletter@calchamber.com>  
**Sent:** Tuesday, April 08, 2014 10:00 AM  
**To:** Sandy Evans Hall  
**Subject:** Special Announcement - Legislative Briefing & Host Breakfast

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

If you are unable to see the message below, [click here to view](#).



Sacramento political journalists Anthony York and John Myers will be featured speakers at the CalChamber Legislative Briefing on May 20!

York and Myers, both longtime members of the Capitol Press Corps, will join Allan Zaremberg, President and CEO of CalChamber, in presenting the inside scoop about the politics behind major issues affecting California employers.

### [Register Today!](#)

#### **CalChamber Legislative Briefing (\$50 per person)**

May 20, 10:30 a.m. – 1:00 p.m.

*Location: Sheraton Grand Sacramento*

New district boundaries and the top-two primary system have changed California political dynamics. Gain insights on how the largest freshman Assembly class in recent history is handling the challenges of developing state policies and what this could mean for your community. Hear the latest on CalChamber "job killer" and job creator bills, ballot initiatives and hot legislative races. Featured speakers include CalChamber President/CEO Allan Zaremberg and longtime members of the Capitol Press Corps.

Lunch included.

#### **Sacramento Host Reception (\$0 per person)**

May 20, 5:30 p.m. – 7 p.m.

*Location: Sutter Club, Sacramento*

The Sacramento Host Reception is a networking

#### **Legislative Briefing Speakers:**



**John Myers**  
Politics and Government  
Editor  
KQED News



**Anthony York**  
Political Reporter



**Allan Zaremberg**  
President and CEO  
CalChamber

opportunity for business leaders from all industries in California to discuss key issues facing our great state. This event is a wonderful precursor to the following morning's Host Breakfast.

**Sacramento Host Breakfast (\$0 per person)**

May 21, 7:30 a.m. – 9 a.m.

*Location: Sacramento Convention Center*

The Sacramento Host Breakfast provides a venue at which California's top industry and government leaders can meet, socialize and discuss the contemporary issues facing businesses, the economy and government.

This event helps to develop an atmosphere of good will and understanding around a common table. Your presence will provide an important voice to the dialogues that shape our state.

We are pleased to announce that the Governor of California, Chair of the CalChamber Board of Directors and Presiding Justice of the Third District Court of Appeal are confirmed to speak on current issues facing employers in California. Leaders from business, agriculture, the administration, education, the military and legislators from throughout the state are invited to join the discussion of matters that concern you most.

The Sacramento Host Committee and CalChamber invite you to participate in this event.

**Register Today!**

***Registration Deadline – Friday, May 9***

**Option 1: Legislative Briefing/Host Reception/Host Breakfast: \$50**

(Fee for Legislative Briefing; Reception/Breakfast are free)

**Option 2: Host Reception/Breakfast: \$0**

(you attend as our guest)

**Option 3: Host Breakfast Only: \$0**

(you attend as our guest)

You are receiving this e-mail because you are a CalChamber member. To unsubscribe, please [email us](#).

**Sacramento Host Breakfast Speakers:**



**Edmund G. Brown Jr.**  
Governor of California



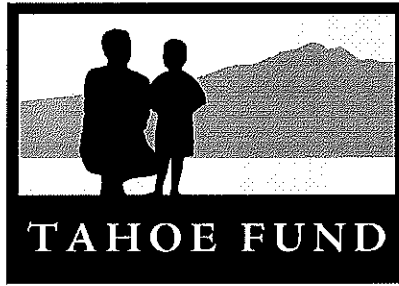
**Anne Buettner**  
CalChamber Chair



**The Honorable Vance Raye**  
Presiding Justice  
Third District Court of Appeal

1215 K Street, Suite 1400  
Sacramento, CA 95814  
(916) 444-6670  
[www.calchamber.com](http://www.calchamber.com)

20-4



# TAHOE FUND DAY AT ACES BALLPARK

**GAME INFORMATION:** Sunday, June 8th @ 1:05

## JOIN US TO HONOR ALL THE GREAT WORK YOU DO FOR LAKE TAHOE!

Join us on Sunday, June 8, to enjoy a day at the ballpark. We'll have special score board messaging to recognize each agency in attendance, one lucky group member will throw the 1st pitch, and the Aces will host a fun activity post game to engage fans in the work being done at Lake Tahoe. Kids welcome!

AGENCY NAME \_\_\_\_\_

YOUR NAME \_\_\_\_\_

### TICKETS

To purchase tickets to the game, please fill out the information below:

- Right Field reserved (\$9 each) [ ]
- Left field reserved (\$10 each) [ ]
- Infield reserved (\$13 each) [ ]

**TYPE OF TICKET      # OF TICKETS**

\_\_\_\_\_

### PAYMENT INFORMATION

[ ] Credit Card    [ ] Check

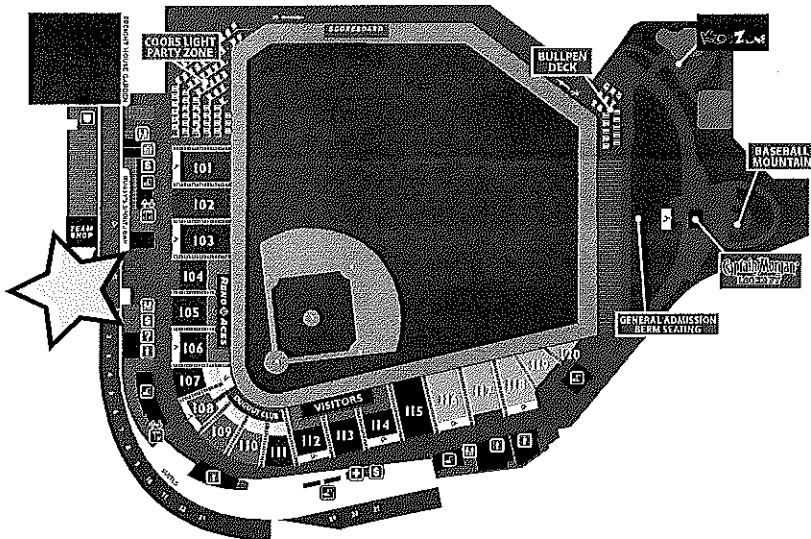
Check number \_\_\_\_\_

Card number \_\_\_\_\_

Expiration \_\_\_\_\_ CARD ID \_\_\_\_\_

Name on card \_\_\_\_\_

Signature \_\_\_\_\_



\*Please pick up tickets at will-call (yellow star on map above)

To order your tickets, please e-mail this sheet to Emily Jaenson at [emily@renoaces.com](mailto:emily@renoaces.com) or fax it to her at (775)-334-4701, or mail it to 250 Evans Avenue, Reno, NV 89509

## **Mountain Travel Symposium – April 11-15, 2014**

### **Destination Marketing Trends – DMAI**

- 79% receive lodging tax
- Membership based
- Average of 13 staff
- Organizational and financial profile study, Average \$3 M – increasing by 3%
- 1-5 room nights are influenced by DMO – 39 M room nights
- Consumer behavior – easy access to products, active creators of content
- Value proposition – economic value through tourism
- Futures study – need to check out and participate Destination arena – resort filter?

### **Year-round Community Development – Chris Romer-Vail Valley Partnership; Aaron Huckstep-Mayor of Crested Butte**

- Boulder – working with CU to be a high altitude training center
- No snow DMAI event impact calculator – need calculator that measures other than beds

### **Marketing – Jay Salyers-Miles; Shaun Aukland-Google; Bernie Yu-Adara; Julie Walker-Montana office of tourism, Dept. of commerce; Sylvia Weiler-Sojourn**

- Most growth in Mobile, Tablet
- Ibeacon program and Google Wallet product – these are local GPS driven programs, possibly better for Main St., vs DMO
- Google field trip – free app, provides more interpretive materials specific to location – geotag or blog to add content
- Lift or Sidecar – mobile programs that help with mobility, similar to NextBus
- Call Center transforming into Engagement Center – with social media with new training
- Universal Analytics - new free Analytics to see all paid and unpaid channels - see, think and do criteria, available from Google
- March towards privacy - impact to marketing to consumers
- Google trends - free - look at key word popularity
- Look at privacy laws in Europe which is much tighter than USA
- Google.com/ad/preferences - to see what preferences have been tied to you
- Funnel evolving to Engagement pyramid
- Video - work on expressing the why and how people will feel when they are here
- Banner ads should be measured on engagements vs. CPM

### **Vacation Rentals – Pete Comeau-PhoCus Wright; Tim Gagen-City of Breckenridge; Larry Mashaw; Carl Shepard-HomeAway**

- Info on HomeAway is private, protecting the client, and use of the sight for other than intended purpose (auditing) is illegal
- VRBO are not business people, like HomeAway, so municipalities use these sites for searching for non-compliance
- Provide tax information via DMO website - how to get a license and remit tax
- Send info to all tax accountants
- Consumer is neutral between property managed vs. owner managed homes according to HomeAway survey
- 85% prefer owner managed
- Air B & B is partnering with Portland to capture lodging tax
- HomeAway is just a publishing business and are not collecting funds
- Average owners are renting 22 weeks per year, 80% through HomeAway - much more sophisticated
- STRAC - tracking economic impact of VRBOs

### **Creating a data driven destination – Miles**

- Metrics that Matter - measure against at least 3 Goals or Signals of intent to travel
  1. Agile Advertising - test, review and refine based on Analytics
  2. Market Performance - market measures matched to campaign activity
  3. Competitive Intelligence - track, review, and benchmark competitors
  4. Stakeholder Participation -shared vision of success
  5. Workflow - resources and who does what, when
  6. Centralized Reporting-key reporting is accessible, clear, and comparable in 1 location
  7. What does it mean, why is it important, and what are you going to do with the information? This is most important.
- Mobile, guide orders, web visits, open rates and clicks, virtual VG downloads
- Conversion research - how do we do that?
- Fort Collins - does conversion studies using people who requested Visitor Guides
- Boulder - consistent 65% conversion
- Miles - people checking availability and pricing 37% conversion
- Signals of intent to travel - most important group Business listing, ordered VG, business website referrals, email sign ups, check pricing and availability
- Which goals are we using through Google Analytics?
- Goal conversion rate and cost of conversion - Important to measure
- Each campaign should put a stake in the ground and clearly define a goal - i.e.: we want the campaign to generate a 2 minute stay on our website
- Step one - channel mix, optimizing your market mix
- Trackable phone data! Building on mobile
- Planning .....leading indicators.....lagging indicators .....external factors
- Google double click - sees ad, doesn't click, but eventually goes to website
- Need to spend time to educate board, constituents, county, etc. - about value of metrics

#### **Visitor Services – Troy Thompson-Travel 2.0 Consulting Group**

- Visitor center should replicate web site and advertising brand
- "Ask me about \_\_\_\_\_, I live here".
- How to Aspen/Snowmass, provided to freshman class of new employees Star of the moment - poker chip, month, year
- Gypsy.gps -great app

#### **On the snow- North American audience 5.5M; NY - 1.1M**

- Uniques can be targeted via social, internet radio, over yahoo and other platforms

#### **Facebook's mobile strategy - Eric Hawkins US Group Leader, Facebook**

- 5B mobile phones
- 45% world population will have smart phones in 2016
- Travel is the biggest vertical on FB
- 42% Dreaming - looking at photos from friends
- 53% say it gets them to start dreaming
- 74% will only book when they know exactly what they are going to get
- 95% are active on FB when planning vacation
- 97% are active during vacation
- 99% promote trip after reflecting on the trip
- Targeted reach 101M on mobile FB every day, targeted campaign will reach 89% of targeted audience
- Match CRM database with FB securely to research and re-target 3x - 15x spend
- ROI mobile app install - mobile app integration - book now button
- Prioritize Facebook first for targeted marketing channel, second for engaging that market - can track to conversion
- Should do email marketing, but low open rate

- 100k email addresses matched to FB will generate 50-70% target group which is better than average 20% open rate
- Future - better and clearer ways to track FB results
- Provide pixel to FB to track conversion
- People who produce content, own page, have budget, and are aligned - best companies