



north lake tahoe

Chamber | CVB | Resort Association

Agenda and Meeting Notice The North Lake Tahoe Resort Association Board of Directors

Wednesday June 25, 2014 – 8:00 a.m. – 12:00 p.m.

Moe's BBQ (across from Christy Hill Restaurant in Tahoe City)

NLTRA Mission

"To promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area."

2013 Board Members

Wally Auerbach
(Chair)
Auerbach Engineering

Eric Brandt
Tahoe TV

Phil GilanFarr
CB's Pizza & Grill

Kali Kopley (Vice-Chair)
Uncorked/Petra/Soupa

Brendan Madigan
Alpenglow Sports

Joseph Mattioli
The Ritz-Carlton

Valli Murnane
(Secretary)
Tahoe XCountry

Ron Parson
(Treasurer)
Granlibakken

Bill Rock
Northstar

David Tirman
JMA Ventures, LLC

Jennifer Merchant
Placer County

Kristi Boosman
TRPA
(Ex-officio)

Items may not be heard in the order they are listed

A. CALL TO ORDER - ESTABLISH QUORUM – Chair

B. AGENDA AMENDMENTS AND APPROVAL - MOTION

1. Agenda Additions and/or Deletions
2. Approval of Agenda

C. PUBLIC FORUM

Any person wishing to address the Board of Directors on items of interest to the Resort Association not listed on the agenda may do so at this time. It is requested that comments be limited to three minutes, since no action may be taken by the Board on items addressed under Public Forum.

D. CONSENT CALENDAR – MOTIONS (5 minutes)

All items (in bold) listed under the consent calendar-motions are considered to be routine and/or have been or will be reviewed by committee, and will be approved by one motion. There will be no separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar-motions.

1. Board Meeting Minutes – June 4, 2014

All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

2. Capital Investment/Transportation Committee – June 23, 2014

3. Marketing Committee – No Meeting in June

4. Business Association and Chamber Collaborative – June 11, 2014

5. Lodging Committee – Meeting is June 25

6. Conference Sales Directors Committee – No Meeting in June

7. Finance Committee – June 24, 2014

8. Executive Committee Report – June 17, 2014

9. Financial Reports - May

1. Dashboard and project reports

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any board member

10. Conference Sales Reports

11. Capital Investment/Transportation Activity Report – June

12. CEO Report - June

E. ACTION ITEMS *(45 minutes)*

- 13. 2014-15 Placer County Contract and Scope of Work Approval – Sandy Evans Hall, Jennifer Merchant **MOTION**
- 14. 2014-15 NLTRA Budget Approval – Sandy Evans Hall, Marc Sabella **MOTION**
- 15. Lake Forest Boat Ramp \$83,000 Funding Approval – Ron Treabess, Cindy Gustafson **MOTION**

F. RETREAT DISCUSSION ITEMS *(2.5 hours)*

- 16. Strategic Goals Review – Progress Reports – NLTRA Staff (30 minutes)

MORNING BREAK *(15 minutes)*

- 17. Master Plan Update: Goals and Outreach Plan – Sandy Evans Hall, Seana Doherty (1 hour)
- 18. Funding Priorities: Capital Investments, Transportation, and Marketing – Sandy Evans Hall (1 hour)

G. DIRECTORS' COMMENTS *(10 minutes)* Golf Course Oversight Letter to TRPA (Ron Parson)

H. MEETING REVIEW AND STAFF DIRECTION *(5 minutes)*

I. CLOSED SESSION (if necessary)/RECONVENE TO OPEN SESSION

J. ADJOURNMENT

This meeting site is wheelchair accessible.

Posted and e-mailed, , 2014

Lunch will be served on the deck downstairs. You may order off the menus that will be passed around during the meeting. Please plan to join us!



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THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, June 4, 2014 – 8:30 am – 11:00 am

Tahoe City Public Utility District-Board Room

MINUTES

COMMITTEE MEMBERS IN ATTENDANCE: Wally Auerbach, Kali Kopley, Brendan Madigan, Valli Murnane, Ron Parson, Bill Rock, David Tirman, Jennifer Merchant, Kristi Boosman

COMMITTEE MEMBERS NOT PRESENT: Eric Brandt, Phil GilanFarr, Joseph Mattioli

RESORT ASSOCIATION STAFF: Sandy Evans Hall, Ginger Karl, Marc Sabella, Andy Chapman, Judy Laverty, Kalie Ceglia

OTHERS IN ATTENDANCE: David Boesch, Amy Berry, Stacie Lyans, Pam Pokorny, Lisa Wallace

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:31 am by Chair Wally Auerbach and a quorum was established.

B. AGENDA AMENDMENTS AND APPROVAL

1. Agenda Additions and/or Deletions
2. Approval of Agenda

M/S/C (Parson/Kopley) (8-0-0) to approve the agenda, with items taken out of order if necessary.

C. PUBLIC FORUM

1. All on the agenda

D. CONSENT CALENDAR – MOTIONS (5 min)

1. Board Meeting Minutes – May 7, 2014
2. Capital Investment/Transportation Committee – May 27, 2014
 1. Funding for Transit Vision Economic Analysis by EPS of \$45,900;
CIT approved 13-0-0
3. Marketing Committee – May 27, 2014
4. Business Association and Chamber Collaborative – April 9, 2014
 1. Tahoe City Business Assn. Marketing Grant \$10,000;
BACC approved 10-0-0
5. Lodging Committee – May 29, 2014
6. Conference Sales Directors Committee – No meeting in May
7. Finance Committee – May 22, 2014
8. Executive Committee Report – May 20, 2014
9. Financial Reports April
 1. Dashboard and project reports

The following reports are provided on a monthly basis by staff and can be pulled for discussion by any Board Member

D-1.1

10. **Conference Sales Reports**

11. **Capital Investment/Transportation Activity Report – May**

M/S/C (Parson/Kopley) (7-0-1) to approve the Consent Calendar as presented. Jennifer Merchant abstained.

E. STRATEGIC DISCUSSION

12. Placer County – Revenue/Expense and Priorities for E. Placer County – David Boesch

- David handed out a packet regarding Placer County 2014-2015 Budget as it stands, it included a profile of the County and a spotlight on critical issues, see attached
- Dave let the committee know that Placer County Budget 2014 passed as of June 3, 2014
 - Placer has posted a Multi-Year Capitol Plan ,comprehensive approach
 - Wally asked for a brief synopsis on Squaw Valley Inc.
 - Dave is hoping that the LAFCO board can meet to find out if Squaw can exclude themselves, before proceeding with the analysis
 - Wally asked David about the road funds given the poor condition they are in
 - David said that the Board is concerned with the conditions of the roads and in September when Final Budget is adopted, carryover funding will be allocated for road maintenance projects
 - Wally asked about whether a county jail/court is in the Capital Facilities Budget
 - David said they are hoping to find a place in South Placer County, it is in the current Capital Facilities Budget
 - P.C. will be moving in to top floor at Customs House
 - Placer's –Webolution (internet)- will be trying to create a more robust page that will have more direct Tahoe links on it
 - P.C. hiring EPS to do an analysis for investment strategy for further investment planning in the area
 - David said he will continue working on the Tahoe Budget (informational) and bring back to the Board when it is completed

13. Tahoe Fund Green Bucks Program – Amy Berry

- Amy and Lisa (Truckee Watershed Council) explained the purpose, intent, process of The Tahoe Fund Green Bucks Program, where businesses can engage consumers financially with sustaining the environment at Lake Tahoe

F. ACTION ITEMS (see consent agenda)

G. STAFF AND/OR COMMITTEE REPORTS

14. Destimetrics Report and Winter Marketing Wrap Up – Andy Chapman

- Occupancy is holding relatively flat, ADR is up 5.6%
- Increase the FB fan page- purpose is to have engagement, which we did in 'likes' and engagement
- Andy passed out a 6 month Status of Work report
- Andy to finalize where the Construction materials will go during Ironman

15. Membership/BACC Report – Ginger Karl

- Chamber Facebook page – 'likes' are up to 1,245 from 420
- Upcoming mixers: Sunnyside Deck Luncheon on June 5th, Tuesdays Bluesdays on June 17th, and Bilty's Brew and Q Hospitality Night on June 25th
- 26 new members, 201 renewing, 67 write-offs
- Ginger will be working on getting the write-offs back

16. Snowfest Report – Pam Pokorny

- Pam addressed the strategic goals of SnowFest and outlined the actions taken to make SnowFest successful

D-1.2

- Pam to forward presentation to Sandy
- Judy to get together with Andy and Pam to work on next year's SnowFest

17. CEO Update – Sandy Evans Hall

- Save the Date for June 25th, meeting with Moe's BBQ 8am-12pm, on the agenda will be Strategic Plan and the Master Plan Update, Final Budget approval
- No Board meeting in July
- Discussed the following items, which are included in the packet
 - G-17.1 CEO Update
 - G-17.4 Tahoe Prosperity Center

H. DIRECTORS' COMMENTS

- Jennifer – Board authorized David Boesch and herself to move forward with appraisals and purchase to be done for one or more motel properties; 1 in Placer County, 3 are not and 2 are in sensitive lands
- Jennifer said they are also looking at retaining ownership of properties and then leasing for the long term
- Kristi pointed out that affordable housing built in Kings Beach received a National HUD award
- Kristi noted that the Lake Tahoe Summit will be at Valhalla with Senator Feinstein
- Kristi said her goodbyes as she is leaving TRPA and let the B.O.D. know that there will be a TRPA representative on the board in the future

I. MEETING REVIEW AND STAFF DIRECTION

J. CLOSED SESSION (if necessary)

K. RECONVENE TO OPEN SESSION

L. ADJOURNMENT

The meeting adjourned at 10:32am.

Submitted by
Kalie Ceglia
Executive Assistant
NLT Chamber/CVB/Resort Association

D-1.3



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: May 29, 2014

BOARD MEMBERS PRESENT: Kaliaope Kopley

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Ginger and Amber to collaborate on a new spend for High Notes/Peak Your Adventures
- Committee has decided to end High Notes at the end of August and to visit the possibility of a Shop/Dine campaign in September/October
- Committee to review Special Events Criteria Process before July 9, 2014 meeting
- Judy Lavery to bring suggestions, comments, and questions regarding the Special Events Criteria Process to July 9, 2014 meeting

MOTIONS MADE/VOTE:

M/S/C (Ross/Burke) (9-0-0) Approval of Peak Your Adventures 30K Grant

D-4.1



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NLTRA Executive Committee

Tuesday, June 17, 2014

7:30 a.m.

NLTRA Offices

Report

A. Open Session

Present: Wally Auerbach, Ron Parson, Kali Kopley, Ron Treabess

1. Items for Board Retreat Agenda – June 25
An action item to approve funding for the Lake Forest boat ramp of \$83,000 was added. Length of time for the retreat discussion items was determined to be 30 minutes for the progress report on the Goals and Action Items, 1.5 hours for the Master Plan discussion of layout, goals, and outreach plan, and 1 hour for the departmental funding priority discussion.
2. Additional Requests for Board Agenda:
 - a. **Placer County (TOT Audit – Jerry Gamez) requested by Jennifer Merchant (she’s looking into the appropriate time and will get back to me)**
3. Master Plan Update
 - a. **Task Force meeting June 17**
 - b. **Scope of Work from Seana Dougherty (Fresh Tracks) for Outreach Plan and Facilitation**
 - c. **Maja Thaler (Sandbox) layout and design**
4. Transit Vision Outreach –
 - a. **Nevada Legislative Committee – June 20**
 - b. **Environmental Groups – July 10**
 - c. **Business Groups – July 23 – Sandy reported that the Truckee Donner Chamber, Truckee Downtown business association and our Chamber/Resort Association along with representation from the Placer business associations would be invited to attend a presentation and discussion on the Transit vision followed by a social. Tentatively scheduled for the afternoon of July 23.**
5. Staffing Changes – Kim Lambert, VIC seasonal

D-8.1

We are still looking for a replacement for Kim Lambert in our accounting dept. and a seasonal part-time person for our Visitor Center in Tahoe City.

6. Contract Discussion – hopefully will have something on Tuesday from Jennifer for meeting Thursday morning
We still don't have any information from Jennifer regarding the contract or budget. She anticipated that we would have it by Tuesday or Wednesday before our Thursday meeting with David and her.
7. Golf Course Oversight Committee – request from partners to sign letter to TRPA
The Oversight Committee decided to write a letter to TRPA and Placer County expressing their goals and advice to study various alternatives in the EIR/EIS, thus allowing these to be noticed in the NOP
8. Annual Report – What should be added/deleted
Overall there was good feedback on the first draft of the Annual Report, designed by Maja Thaler. Some comments were to highlight the impact of tourism on Placer County with data, increase the prominence of the Capital Investments made in North Lake Tahoe with TOT and emphasize the ability to leverage those funds
9. Tahoe Summit – use of Water shuttle to take 11 VIPs to ValHalla, Riva Grill
Everyone thought this was a good idea to target people that might be potential supporters of continuation of the Water Shuttle to provide transportation to the Lake Tahoe summit. Might want to shorten the boat ride by starting further down the west shore.
10. Lake Forest Boat Ramp – potential \$83K request
It was determined that we have time to place this on the Board agenda for June 25. It will go before the CI/T committee on Monday, June 23.

D-8.2



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June 25, 2014

Subject: Monthly Activity Report—June, 2014

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The Summit Coalition Partners are now moving forward pursuing short term solutions including outreach, service enhancements, plan funding evaluation, and economic analysis of the plan, as well as further evaluation of more costly long term solutions.
- An RFQ was released for circulation on April 17th to solicit a qualified consultant to prepare an economic analysis of the transportation vision. One proposal was received at NLTRA. A work plan has been negotiated with EPS, Inc. and a funding request for up to \$49,900 was recommended at the May CI/T Committee meeting.
- The analysis will be underway as soon as the Placer County Board of Supervisors approves the TOT funding request
- The Coalition did not meet at its usual time following the June 4th TNTTMA meeting. Agenda included Outreach Committee report, status of economic analysis RFQ, and a brief report on the Park City Tour attended by more than 24 Tahoe Basin transportation advocates
- There will be the normal monthly Coalition meeting in July.

2. North Lake Tahoe Express

- After agreeing to continue support for the NLTE for the remainder of this FY, the funding partners met to plan for the F.Y. 14/15 service.
- It was agreed to negotiate a new contract starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This would be up to \$110,000 of TOT depending on final negotiations with the contractor.
- Several meetings have been held with the contractor and all funding partners to assure agreement of all participants.

D-11.1

- The amount of service that can be provided for the previously agreed upon subsidy has been determined and the best schedule is now being finalized.
- A decision has also been made not to keep leasing the Reno Airport Welcoming Center and perhaps redirect the rent funds elsewhere to market North Lake Tahoe at the airport.
- The funding partners met June 16th and all agreed to sign the Funding Agreement and Contract as prepared.

3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- The Board Committee reviewed the draft and directed staff to make revisions.
- Consultant, Freshtracks Communications, has been hired to assist in organizing the written material and public outreach.
- The revised draft will be sent back to the Committee for comment before an outreach public process is initiated.
- The draft has also been distributed to the CI/T Committee for comments

4. North Lake Tahoe Water Shuttle

- A \$140,000 funding request for 2014 was approved by the Board and the Board of Supervisors, which will allow operation of the shuttle in 2014.
- All permits and contracts are in place to begin service on June 21st and run daily through September 21st.
- The lower lake level this summer is reducing the number of existing docks that can be utilized.
- The water shuttle 2014 program will provide service between Carnelian Bay and Homewood this season
- The reduced number of stops will allow more frequent service, which has been a desire expressed by shuttle patrons.

5. SR28/Fanny Bridge Community Revitalization Project

- A Federal Lands Access Program (FLAP) funding request has been approved by the FHA in the amount of \$25,508,000 for projects located on the north and west shores of Lake Tahoe.
- These funds will be used to extend the West Shore bike trail down to Meeks Bay, construction of the SR89/Fanny Bridge Community Revitalization Project, once alternative selection is agreed upon, and to construct the Dollar Creek bike trail from the top of Dollar Hill east through Cedar Flat.
- The Tahoe Transportation District is the lead agency for the Meeks Bay and Fanny Bridge projects, while Placer County Department of Public Works is preparing the Dollar Creek Trail project.
- The goal of the Access Program is to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands.
- The NLTRA Board and Board of Supervisors approved TOT funds in the amount of \$1,775,000 as a share of local funds required to receive the FLAP funds.

D-11.2

6. Performing Arts Center

- At its October 28th meeting the Capital Investment/Transportation Committee unanimously recommended funding of up to \$153,000 for the first stage project planning for the Center.
- The Board did approve (5-1-2) a motion to fund \$83,900 of the application and allow the Tahoe Regional Arts Foundation to return to request the rest of the funds after the first steps of stage one can substantiate the probable success of the Center.
- The Placer County Board of Supervisors approved the up to \$153,000 with the stipulation that the County and the NLTRA would review the initial work (\$83,900) before continuing the remaining work as proposed in the \$153,000.
- To date, \$87,238 of the approved funding has been expended

7. Homewood Bike Trail and Dollar Creek Bike Trail

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).

8. North Tahoe Parking Study

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners will lead the study preparation.
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe

9. Kings Beach Commercial Core Improvement Project.

- KBCCIP is progressing extremely when under the management of Placer County Dept. of Public Works.
- As of June 30th, the contractor will suspend work on Hwy. 28 for the summer and move its efforts into the neighborhood streets, returning to the Hwy. after Labor Day.
- The NLTRA allocation of \$6.75 million has all been invoiced by Placer County for project expenditures.
- This has been the largest single project allocation of TOT funds,

D-11.3

10. Capital Investment and Transportation Work Plan

- The Draft of the 2014/15 Work Plan was presented at the June 23rd CI/T Committee meeting for review and recommendation.
- One of the main items being reviewed is the proposed new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.
- After Committee review, the Work Plan will be distributed to the Board and then be ready for broader distribution.
-

11. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting will be on Monday, **June 23rd, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- NLTRA Board of Directors Meeting
- Tuesday Morning Breakfast Club
- Tahoe City Property Owners Meeting
- Capital Investment/Transportation Sub-committee
- Tahoe Transportation District Board Meeting
- Transit Vision Economic Analysis Work Plan w/Consultant
- Tahoe City Golf Course Oversight Committee
- North Lake Tahoe Express Partners Strategy Meeting
- Master Plan Revision Review Meeting
- North Tahoe Transit Branding Committee
- Donner Summit Winter Ski Shuttle Meeting

D-11.4



CEO Update – June, 2014

Here are a few projects that I have been involved with during the past month:

Tahoe Prosperity Center

- Created a board development plan
- Worked with ED on fiscal policy development
- Finalized collateral materials and prospective donor list

Resort Triangle Transit Vision Coalition

- Gave presentations to TMA and Nevada Legislative Committee
- Developing contact list and planning forum for environmental groups in the basin – July 10 tentative
- Planning a business organization presentation and social for Truckee and Placer business and chamber organizations – July 23 tentative

Legislative Issues

- Oppose SB 564 – Ski Resorts: Accident Reports – approved by Allison Carlos. Sent letter to Doug Houston to begin working the floors in Sacramento. This bill made it out of committee and is now headed to the Assembly. CalChamber has also taken this one on as bad for business.

2014 Lake Tahoe Summit Planning Meeting

- Attended the meeting at ValHalla with Senator Feinstein staff, John Murray, to discuss the planning of the 2014 Summit
- Working to coordinate a water shuttle to the event for potential future support of the shuttle

Master Plan Review

- Contracted with Seana Doherty with Freshtracks to help with coordination of information in the Master Plan and Community Outreach
- Scheduling the community meetings in late August

Annual Report

- Working with Maja Thaler on the layout and design of an Annual report to talk about the positive contributions and programs of our organization

D-12.1

Golf Course Oversight

- Will be seeking approval of a letter to TRPA and Placer County from the Golf Course partners, authored by TCPUD, to encourage exploring all options on the land use that will maximize the redevelopment possibilities in the commercial core.

D-12.2



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Budget Goals and Assumptions For the Budget Fiscal Year 2014/15

Overall Summary

The NLTRA uses a hybrid budgeting system incorporating a top to bottom approach to obtain an expected revenues amount and then completing the expense side of the budget by combining a priority-based and a zero-based system to net the overall budget to zero. The process involves all departmental supervisors in collaboration for a final budget. With this approach there is insight, communication and buy-in to the ultimate final budget numbers. The NLTRA will continue to operate using seven separate department budgets including General and Administrative (G&A) expenses it its own department. The only revenue budgeted and recorded in the G&A department is investment or interest income. All other departments have operational income that is budgeted and recorded in their perspective departments. Transient Occupancy Tax (TOT) revenues will be recorded in all departments other than in Membership and General and Administrative.

Revenues

The 2014/15 NLTRA budget is being built using one of three possible revenue funding scenarios of TOT funds. Initially, going through the budget process these three revenue scenarios were calculated (flat base, flat base + \$250,000 and flat base +\$500,000). After reviewing third quarter TOT collections recorded by Placer County, scenario 3, the flat base + \$500,000 revenue amount can be supported and will be used as a preliminary budget amount. It is possible with the way the collections are coming in the current quarter that there could be some additional amounts in the 2014/15 fiscal year for fund balance carry-forward.

It is assumed that Infrastructure revenues through TOT will be held by the Placer County Administrative offices and will be available for the NLTRA to draw down when a project needs payment.

D-14.1

The following is a list of assumptions used for the revenue budget:

- Conference Commissions are expected to come in at the same rate as the re-forecasted amount of 13/14 (\$115,868). Use average commission rate of 5.5%. Ironman commissions are not included in this number.
- Visitor Information Center Merchandise Sales are projected to increase 12.1% over the re-forecasted amount of 13/14 (\$108,864).
- Infrastructure funds held by Placer County will be close to \$785,000 lower than in the 13/14 year.
- In the Membership/Chamber area, membership fees and activity revenues are anticipated to be \$23,697 higher than the re-forecasted amounts of 13/14. This represents a 15.75% increase year over year. This budgeted number can be achieved by aggressively selling to the list of non-paying members who left the Chamber in the past year and to obtain new memberships with the newer businesses of the area or businesses that never were members in the past. Sponsorship revenue is expected to increase 65% to \$8,100 in the 14/15 year.

Expenses

Total NLTRA expenses will match the budgeted TOT revenues (net of investment and interest revenues).

The overall material changes and assumptions of the expense side of all departmental budgets are highlighted here:

- Salaries and benefits are budgeted to increase by \$107,909 or 8.25% over the 13/14 budget. This is due to all employees eligible for a 5% (for non-supervisory employees) or 10% (for managers and supervisors) incentive increase, being budgeted for that increase in November. It also assumes all employees will receive a 2.4% merit increase on average and those amounts have been budgeted in September. Certain employee salaries are allocated in various departmental budgets. There are no changes to the health and welfare insurance policies or coverage the NLTRA has, however the projected increase in cost for the organization is 13.68% as per the analysis from the insurance broker. 401(k) payments, H.S.A. payments and gym reimbursements are expected to be paid at the same rates as the 13/14 year.
- Rent for the 100 North Lake Boulevard building is increasing for a 2.4% CPI adjustment (based upon the Bay area CPI through February 2014) and includes a 19.3% CAM charge to the overall rent.
- Utilities are expected to increase 2-3% in rates year over year.
- Depreciation expense (which is a non-cash item to the organization) is expected to decrease as more NLTRA assets become fully-depreciated in the current year.

Overall changes and assumptions for departmental expenses are highlighted here:

Marketing

- The organization's share of Marketing Cooperative payments decreased \$139,500 or 15% from the re-forecasted 13/14 amounts.

D-14.2

- Special Events/Sponsorships increased \$54,862 or 12% from 13/14 Re-forecast due to the expected cost of the Ironman event in September based upon last year's results.
- No amounts budgeted for Market Study Reports for 14/15.
- Marketing is allocated 48.5% of total G&A or \$209,916 for the 14/15 year.

Conference

- Marketing Cooperative Expenditures budgeted at \$10,000 per month over 11 months.
- Conference is allocated 11% of total G&A or \$47,751 for the 14/15 year.

Visitor Information

- Cost of Goods sold is budgeted at 53.55% of sales which is very close to the historical rate of COGS/Sales in the past two years.
- Salaries and Wages includes additional non-benefited part-time salaries of \$15,000 per annum to cover labor for the Kings Beach and Tahoe City visitor centers.
- Rent paid at the Reno Tahoe International Airport for marketing and visibility at the shuttle desk is budgeted for the months of July and August and is split 83% with Visitors Information/17% with the Transportation budget. A total of \$5,644 is budgeted for the year versus \$33,864 for the 13/14 year.
- Visitor Information is allocated 10% of total G&A or \$43,410 for the 14/15 year.

Transportation

- Rent paid at the Reno Tahoe International Airport for marketing and visibility at the shuttle desk is budgeted for the months of July and August and is split 17% with Transportation/83% with the Visitors Information budget. A total of \$1,156 is budgeted for the year versus \$6,936 for the 13/14 year.
- Total G&A expenses of \$62,392 in budget detail match the Attachment C detail of the Placer County Contract.
- Transportation is allocated 9.5% of total G&A or \$41,078 for the 14/15 year.

Infrastructure

- Infrastructure projects to be paid by Placer County-held funds are budgeted to be \$1,348,650.
- Research and planning expense is expected to be \$55,000 for the year versus \$98,553 from the 13/14 re-forecast.
- Total G&A expenses of \$72,201 in budget detail match the Attachment C detail of the Placer County Contract.
- Infrastructure is allocated 12% of total G&A or \$52,946 for the 14/15 year.

Membership

- Membership activities expense is reduced for efficiencies in the repeated events to be held in the 14/15 budget year.
- Membership is allocated 9% of total G&A or \$39,078 for the 14/15 year.

D-14.3

Administration

- Total General and Administrative costs of the organization to be allocated over all of the departments is \$434,100.

Reserves

- A repayment of Marketing reserves from the Marketing Department is budgeted at \$1,750 per month or \$21,000 for the year to cover half of the reserves drawn in the 13/14 year for Emergency Marketing related to the winter campaign.
- Infrastructure Maintenance reserves are budgeted for the year at \$150,000.

D-14.4

DRAFT

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NITRA
Preliminary Consolidated Budget 2014-15 (at June 11, 2014)
Assumes Baseline + \$500,000 Approval

Ordinary Income/Expense	Marketing	Conference	V/C	Transportation	Infrastructure	Membership	Administration	Consolidated	Final 13/14 Budget	Variance
Income										
4050-00 - Placer County TOT Funding	2,055,945	320,580	285,500	788,442	222,406	0	0	3,672,873	3,226,360	446,513
Capital Improvement Funding - Placer Held	0	0	0	0	1,498,650	0	0	1,498,650	1,168,080	330,570
4200-00 - Membership	0	7,690	0	0	0	121,827	0	129,517	123,432	6,085
New Member Fees	0	0	0	0	0	7,350	0	7,350	4,800	2,550
Membership Activities	0	0	0	0	0	45,150	0	45,150	53,750	-8,600
Tuesday Morning Breakfast Club	0	0	0	0	0	9,600	0	9,600	9,228	372
Sponsorships	86,500	0	0	0	0	8,100	0	8,100	2,500	5,600
Special Events	0	0	0	0	0	0	0	86,500	0	86,500
Non-retail V/C Sales	0	0	10,644	0	0	0	0	10,644	7,000	3,644
4600-00 - Commissions	0	115,868	0	0	0	0	0	115,868	190,360	-74,492
46000 - Merchandise Sales	0	405,008	108,864	0	0	0	0	108,864	87,500	20,964
Total Income	2,142,445	444,138	405,008	788,442	1,721,056	192,027	0	5,693,116	4,873,410	819,706
Cost of Goods Sold	0	0	58,306	0	0	0	0	58,306	46,587	-11,719
Gross Profit	2,142,445	444,138	346,702	788,442	1,721,056	192,027	0	5,634,810	4,826,823	807,987
Operating Expenses										
5000-00 - Salaries & Wages	327,128	251,219	185,338	98,630	95,205	99,824	357,884	1,415,228	1,307,364	-107,864
5100-00 - Rent	23,750	11,898	8,138	10,737	9,581	8,427	23,740	169,522	186,344	16,822
5310-00 - Telephone	10,608	3,372	6,240	2,700	2,400	3,720	8,596	37,636	37,274	-362
5420-00 - Mail - USPS	1,152	792	792	50	50	792	658	4,286	3,837	-449
5510-00 - Insurance/Bonding	2,892	2,676	3,456	672	480	1,392	3,288	14,856	15,064	208
5520-00 - Supplies	3,312	924	4,524	636	872	684	3,428	14,380	14,528	148
5530-00 - Visitor Communications - Other	0	0	460	0	0	0	460	0	408	-52
5700-00 - Equipment Support & Maintenance	2,400	1,656	2,100	565	660	565	3,728	11,635	11,635	-39
5710-00 - Taxes, Licenses & Fees	720	180	1,116	60	372	720	809	3,977	4,053	76
5740-00 - Equipment Rental/Leasing	2,640	2,256	6,000	1,740	1,552	3,976	3,064	21,228	21,494	266
5800-00 - Training Seminars	2,334	0	1,400	0	0	200	550	4,484	1,005	-3,479
5900-00 - Professional Fees	0	0	0	0	0	0	18,350	18,350	19,250	900
Community Marketing Programs	100,000	0	0	0	0	0	0	100,000	100,000	0
6420-00 - Special Events/Sponsorships	511,500	0	0	0	0	0	0	511,500	305,000	-206,500
6423-00 - Membership Activities	0	0	0	0	0	17,855	0	17,855	30,482	12,627
6437-00 - Tuesday Morning Breakfast Club	0	0	0	0	0	8,844	0	8,844	8,844	0
6730-00 - Marketing Cooperative/Media	785,500	110,000	0	0	0	0	0	895,500	795,000	-100,500
6740-00 - Media/Collateral/Production	0	0	826	0	0	0	0	826	1,574	748
Non-NIT Co-Op Marketing Programs	121,000	0	1,596	0	0	0	0	122,596	100,469	-22,127
7253-00 - Conference - PUD	0	8,000	0	0	0	0	0	8,000	8,000	0
8200-00 - Employee Relations	200	438	300	125	125	250	1,250	2,688	2,165	-523
8300-00 - Board Functions	0	0	0	0	0	0	4,604	4,604	4,604	0
8500-00 - Credit Card Fees	193	0	2,856	0	0	2,400	0	5,449	5,346	-103
8700-00 - Automobile Expenses	2,196	1,080	2,700	2,304	1,216	900	371	10,767	9,301	-1,466
8750-00 - Meals/Meetings	1,579	372	720	109	372	720	350	4,221	3,547	-674
8810-00 - Dues & Subscriptions	2,600	600	0	90	0	720	160	4,170	5,518	1,348
8910-00 - Travel	6,213	0	628	0	0	390	1,433	8,664	6,934	-1,730
Public Outreach	0	0	950	1,000	0	179	0	2,129	3,776	1,647
Research & Planning	0	0	0	5,000	0	0	0	5,000	5,000	0
Research & Planning	0	0	0	33,000	55,000	0	0	88,000	82,000	-6,000
Transportation Projects	0	0	0	589,420	0	0	0	589,420	542,000	-47,420
Infrastructure Projects	0	0	0	1,348,650	0	0	0	1,348,651	1,018,080	-330,571
Infrastructure Maintenance Reserve	0	0	0	150,000	0	0	0	150,000	150,000	0
Miscellaneous Expense	0	0	0	0	0	0	0	0	366	366
Depreciation	3,612	924	851	576	576	571	1,785	8,894	14,421	5,527
Total Operating Expenses	1,911,529	395,387	303,292	747,364	1,668,110	152,949	434,227	5,613,858	4,824,683	-789,175
Net Ordinary Income	230,916	47,751	43,410	41,078	52,946	39,078	-434,227	20,952	2,140	18,812
Other Income/Expense										
Additions to Marketing Reserve	-21,000	0	0	0	0	0	-21,000	-21,000	0	-21,000
Allocated Expenses from G&A	-209,916	-47,751	-43,410	-41,078	-52,946	-39,078	434,179	0	0	0
Investment Income/Interest	0	0	0	0	0	0	48	48	0	48
Net Other Income/(Expense)	-230,916	-47,751	-43,410	-41,078	-52,946	-39,078	434,227	-20,952	0	-20,952
Net Income	0	0	0	0	0	0	0	0	2,140	-2,140

D-14.5



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June 25, 2014

Subject: Lake Forest WBC Boat Ramp Supplemental Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Request:

- The NLTRA Board approve Infrastructure funding of up to \$83,000 to the Tahoe City Public Utility District to supplement the previously approved \$35,000 allocation for the Lake Forest Boat Ramp Rehabilitation Project.
- This request will be pending Capital Investment/Transportation Committee recommendation at its meeting on Monday, June 23rd.

Project Description and Background: (See attached Infrastructure Funding Application)

- The Board of Supervisors approved an Infrastructure allocation of \$35,000 in October, 2013
- At that time, the estimated total cost was approximately \$800,000.
- The project includes design, permitting, and construction of a new concrete boat ramp and the dredging to return the lake bottom to the original design elevations, which will be four feet deeper than the lake's natural rim.
- The new ramp will continue to provide three launching lanes that will be widened to 15 feet to meet current safety standards for high volumes of use.
- It has been designed to prevent any future undermining of the new ramp.
- After completing the bid process, the total project cost is now \$1,075,066, an increase of more than \$250,000 (See attached project budget)
- California Wildlife Conservation Board is to fund 75% or \$806,300.

Design Considerations:

- The 50 year old Lake Forest Boat Ramp provides for the greatest amount of visitor boat launches at North Lake Tahoe.
- The TCPUD will contribute \$150,766
- The request is for NLTRA to recommend an additional up to \$83,000 bringing the TOT total to \$118,000
- Securing the funding at this time will enable the project to be started and completed during 2014, with no ramp closer necessary for the 2015 boating season.
- This year-round ramp will attract 97,200 annual visitors; 81% out of area visitors
- There will be very positive economic and community impacts as a result of project.
- TCPUD General Manager, Cindy Gustafson will be at the Board meeting to present the project funding request.

E-15.1

Tourism Master Plan/Strategic Goals:

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.

By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.

By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13.

Funding Strategy Guidelines and Criteria 105 out of 120 (does not include Maintenance points)

- Human Powered Sports and Activities (high importance) 30 points
- Within Highest Priority Work Plan Project Groupings (high importance) 30 points
 - Recreation Amenities
 - Transportation Services
- Projects Supporting other Work Plan Project Groupings (important) 15 points
 - Special Events/Regional
- Projects that have All Other Funding Sources in Place (important) 15 points
- Other Considerations 15 points
 - Percentage of Project Budget to be Provided by TOT (consideration)
 - TOT request necessary for 'gap' funding (consideration)



E-15.2

INFRASTRUCTURE COMMITTEE
REQUEST FOR TOT CAPITAL INVESTMENT INFRASTRUCTURE FUNDING

DEFINITION

“A capital investment infrastructure project is defined as a physical improvement that will directly enhance the visitor experience and the tourism economy in North Lake Tahoe. Infrastructure projects may also include programs that will stimulate the community rehabilitation, as well as those providing maintenance and operational needs of tourist-serving infrastructure projects envisioned in the NLTRA Master Plans and 5-year Strategic Goals. Funding requests for projects other than those specifically identified in the Master Plans, must achieve the objectives of the Plans and the Strategic Goals. It is our purpose to enhance and not compete with, or replace, private enterprises.”

APPLICATION CRITERIA

- Project is consistent with the goals of the North Lake Tahoe Resort Association Master Plans. (www.nltra.org/documents)
- Project is consistent with the NLTRA 5-year Strategic Goals (www.nltra.org/documents)
- Projects must strengthen overall tourism economy.
- Projects that will stimulate weekday and shoulder-season business.
- Increase in overnight stays in North Lake Tahoe
- Demonstrated need for infrastructure program or project.
- Enhanced visitor experience and economic value for North Lake Tahoe.
- Support for overall of tourism core function areas of North Lake Tahoe-downhill skiing, boating, culinary arts, music, hiking, biking, non-motorized water sports, and Nordic skiing
- Integration of capital investment projects, programs, events, and marketing
- Level and availability of funding from other sources.
- Clear description of how public funds will be used and enough data provided for measurable results and benefits.
- Sound financial plan and managerial and fiscal competence.
- Quantifiable goals and objectives.
- Support of funding requirements for future maintenance or ongoing operating expenses.
- Measurable economic return on investment.
- Project should reflect a balance of funding throughout the North Lake community.
- Importance of this project compared to other projects that are being considered.
- Feasibility under current regulations
- Project does not directly compete with, or replace private enterprises

E-15.3



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

PROJECT INFORMATION

1. **Project/program name** Lake Forest Boat Ramp Rehabilitation Project
2. **Brief description of project/program**

The Lake Forest Boat Ramp Rehabilitation project includes the design, permitting and construction of a new concrete boat ramp and the dredging of the ramp's fairway to return the lake bottom to the original design elevations.

The existing boat ramp at Lake Forest was constructed in 1963, over the last 50 years there has been significant structural deterioration and the ramp is nearing the end of its useful life.

The primary components of the boat ramp (the boat ramp layout, lane width, the head of ramp, the toe of ramp and the slope) will be constructed according to California Department of Boating and Waterway's (CDBW) Handbook design criteria. The new ramp will continue to provide three launching lanes but they will be widened from their current width (under 12 feet each) to 15 feet each to meet current standards to safely handle the high volume of launches and retrievals at Lake Forest. It will be designed with robust side cutoff walls for erosion control to prevent any undermining of the new ramp.

The project includes maintenance dredging. Removal of the accumulated sediment to the previous dredging elevation of 6219' will enable boating operations at lower lake levels.

FINANCIAL INFORMATION

1. **Total project cost** \$1,075,066 (see attachment)
2. **Total TOT funds requested** - \$ 118,000 (\$ 83,000 new plus \$ 35,000 originally approved). The project costs have increased by over \$250,000. Some of these costs are permitting and mitigation fees, but the majority are increased costs for construction. The WCB can fund 75% of the total cost for the project. Based on the high visitor usage, we are requesting an additional contribution from NLTRA of \$83,000. If granted the cost shares indicated would be:
75% State, TCPUD 14%, and NLTRA 11%
3. **Other funding sources** Wildlife Conservation Board - \$ 806,300, Tahoe City Public Utility District \$150,766
4. **Will the project require future financial funding?** No, this is the final budget based on a contractor's bid, plus a 10% contingency.
What is the source of the future financial support? If needed, TCPUD.
Will this include maintenance needs? Yes.
5. **Provide project proforma and implementation schedule.**
6. **How will project cost overruns or operating cost shortfalls be funded?** See above.

E-15.4

QUALIFICATIONS OF PROJECT SPONSOR

1. **Name/address**

Tahoe City Public Utility District, Box 5249, Tahoe City, CA 96145

2. **Financial Capability**

For 2013, TCPUD has an \$8.7 million operating budget and manages over \$5.5 million in capital projects annually.

3. **Experience with projects of similar nature**

TCPUD has over 50 years of experience successfully constructing parks and utility infrastructure projects such as the Lake Forest Boat Ramp Rehabilitation Project. TCPUD has completed multiple projects at this facility including pier rehabilitation in 1985, maintenance dredging in 1989 and the construction of a new pier, parking lot and drainage facilities in 2002.

TCPUD manages a multi-million dollar annual budget and oversees an average of \$4 million in capital improvement projects annually. Capital projects include construction of new bike trails, park improvements, sewer system upgrades and water system replacements for the District

4. **Objectives of project sponsor**

TCPUD's objective is to eliminate the public safety hazard that currently exists due to the failing boat ramp and ensure continued public boat access at this heavily-used facility. The replacement of the 50 year-old concrete boat ramp will improve public safety, increase capacity for accessing recreation, retail, restaurants, wildlife, and enhance the user experience. Without this project, portions or the entire ramp will need to be closed.

ECONOMIC IMPACT OF PROJECT

1. **Estimated number of users**

120,000 users annually

2. **Time of year**

The Lake Forest Boat Ramp is open and used year-round. The vast majority of use occurs between April and October.

Weekends 65%

Weekdays 35%

3. **Number of visitors to be attracted as a result of project/program:** 97,200

% Local – 29%

% Out of area - 81% (Location of visitors includes the SF Bay Area, Sacramento, Reno, Southern California, as well as destination visitors.)

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

Hotel - Standard North Tahoe visitation expenditures

Restaurant - Standard North Tahoe visitation expenditures

Other - Bicycle rentals, sporting goods rentals and retail sales

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

E-15.5

The Lake Forest Boat Ramp provides visitors' access to recreation on Lake Tahoe including boating, waterskiing, kayaking, sailing, fishing, dining, camping, retail and transportation. The Rehabilitation project ensures that this popular public boat launch can continue to operate and increase its capacity and availability during low water years.

Providing visitors convenient and affordable access to Lake Tahoe to recreate greatly enhances their overall experience and enjoyment of Lake Tahoe.

COMMUNITY IMPACT

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

The entire region benefits from this project as the Lake Forest Boat Ramp provides the greatest launch capacity in the area. It is the busiest public boat launch at Lake Tahoe and has the most operating hours/days. Currently it is the only public launch facility operational due to the low water conditions. Additionally, with the completion of this renovation, the public ramp offers the greatest depth of water for public use within Placer County, allowing visitors to access Lake Tahoe in drought conditions.

2. **What region-wide tourism benefits will be created?**

There is great value to the entire North Lake Tahoe region for this project. Access to public launch facilities in North Lake Tahoe has become increasingly limited due to a number of environmental factors and regulatory restrictions. This facility has longer daily operating hours than any other North Lake Tahoe facility and provides year-round service for the region. It offers visitors region-wide, safe and convenient access to Lake Tahoe where they can boat, swim, fish, view wildlife and recreate.

3. **Will local resources be used to create, design, construct this project?** Two local firms have completed the design and permitting: Auerbach Engineering Corporation and Oglivy Consulting. The law requires us to take the lowest competitive bid for construction. The construction firm with the low bid is located in Marin but is closely tied to several individuals in Squaw Valley.

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

Restaurants, retail shops, lodging, marinas, campgrounds, and resorts all benefit from the visitation that the boat ramp encourages.

Are they supportive of this project? Yes

5. **Will the project require the addition of governmental service?** Yes

If yes, describe- The ongoing maintenance costs will be the responsibility of the TCPUD.

How will these costs be funded? TCPUD ad valorem property taxes and user fees.

6. **Document the community support for the project**

There is wide support from the community for the Lake Forest Boat Ramp Rehabilitation Project including from the NLTRA, the Department of Fish and Wildlife and season pass holders of the Lake Forest Boat Ramp.

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

The 2004 North Lake Tahoe Tourism and Community Investment Master Plan stated a goal of environmental stewardship and building economic sustainability. It also identified that opportunities for public recreation are elements that attract residents and visitors to the region. This project provides public access and recreation to Lake Tahoe which enhances the visitor's experience and contributes to the area's economic sustainability. Visitors enjoy boating on Lake Tahoe and use the boat ramp for transportation to shopping and dining as well as recreation. Additionally, the master plan states that "investments should be made in projects that improve the functionality and appearance of our community and visitor amenities and services". The Lake Forest Boat Ramp Rehabilitation Project improves the safety and functionality of the public boat ramp ensuring safe access for visitors to Lake Tahoe.

OTHER

E-15.6

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

The benefits of the Lake Forest Boat Ramp Rehabilitation Project include:

- ✓ Allowing visitors increased access to the recreational opportunities in Lake Tahoe
- ✓ Increasing capacity for access to Lake Tahoe
- ✓ Improving public safety
- ✓ Providing visitors of North Lake Tahoe the ability to safely travel on Lake Tahoe by boat to dine, shop, fish and recreate
- ✓ Providing the best, and often the only access to Lake Tahoe during drought years

Funding Strategy Criteria currently being discussed.

- **Human Powered Sports and Activities:** While this facility primarily serves motorized boats, there are a large number of sail and kayak launches annually. Many of the large sailing events stage from this facility for the Trans-Tahoe Race and other sailing events. Every Monday evening there are a fleet of Laser sail boats that launch at this location. Many recreational kayaks and sail boats are launched throughout the year. The Lake Forest Boat Launch (adjacent to the US Coast Guard Station) is also the location for launching of many of the safety vessels and rescue equipment that serve all users on the water at Lake Tahoe.
- **Projects that are within highest priority Work Plan Groupings:**
 - **Recreation Amenities** – As mentioned previously, the Lake Forest Boat Ramp is the busiest public boat launch at Lake Tahoe. TCPUD has maintained the longest hours of operation and the most days of the year, to ensure access year-round.
 - **Transportation Services** – Many of the users of this facility use their watercraft as transportation to visit sites all around the Lake including: Emerald Bay, East Shore, South Shore, restaurants such as Gar Woods, Sunnyside, Chambers Landing, West Shore Café, and Tahoe City. These water-based trips are preferable to automobile traffic around the Lake.
- **Projects that Support other Work Plan Project Groupings – Special Events/Regional:**

As mentioned above, this facility serves many of the special sail and boating events that occur at Lake Tahoe. It provides access for either entrants and/or required safety and support boats for: the Concours d'Elegance; the Trans Tahoe Sail; the Olympic Club's Trans-Tahoe Swim event; variety of paddleboard and kayak events; and the Monday Night Laser Races.

E-15.7

EXHIBIT A

Lake Forest Boat Ramp Rehabilitation Project
 TCPUD P/N 8630
 Design and Construction Budget Estimate
 June 13, 2014

Design Phase			
Consultant Services		\$	113,951 15.1%
<i>AEC Design Contract (Original 8/17/12)</i>	\$ 93,876		
<i>Task Order No. 2</i>	2.7% \$ 20,075		Permitting Issues
TCPUD Design Administration		\$	27,341 3.6%
<i>TCPUD Payroll (Thru 4-30-14)</i>	3.0% \$ 23,341		
<i>Additional Payroll</i>	1% \$ 4,000		Estimate
Other Design Phase Costs		\$	46,828 6.2%
<i>Permits Paid to Date (Thru 5/29/14)</i>	1.7% \$ 13,110		TRPA, Cal F&G, Lahontaon, CEQA, Army Corps.
<i>SEZ Restoration Coverage Purchase (Paid 3/31/14)</i>	\$ 24,050		
<i>TRPA Coverage Mitigation Fee</i>	\$ 7,674		Per Ogilvy Consulting 6/12/14
<i>Legal Expenses</i>	\$ 480		
<i>Atomic Printing</i>	\$ 352		
<i>Other Misc.</i>	\$ 662		
<i>Additional Permit, Legal, Other Misc.</i>	0.1% \$ 500		Estimated
Total Design Phase Budget		\$	188,120 24.9%

Construction Phase			
Cost of Construction		\$	756,938 100.0%
<i>Construction Cost (Bid Results Salt River Construction 6/12/14)</i>	\$ 688,125		
<i>Dredging Cost (incl. above)</i>			
<i>Construction Contingency</i>	10% \$ 68,813		
Construction Administration and Management		\$	107,301 14.2%
<i>Auerbach Engineering Construction Admin, Testing, and Inspection</i>	\$ 84,593		Task Order No. 3
<i>TCPUD Payroll</i>	3% \$ 22,708		Including Grant Administration
Other Construction Expenses		\$	22,708 3.0%
<i>Permits, Legal, Other Misc.</i>	3% \$ 22,708		
<i>Mitigation Measures</i>			
Total Construction Phase Budget		\$	886,947

TOTAL BUDGET \$ 1,075,066

WCB (Sport Fishing Restoration Grant) - Project Cost @ 75%	\$ 806,300
<i>Local Funding</i>	
North Lake Tahoe Resort Association (Planning Grant)	\$ 35,000
Under (Over) Funded	\$ 233,767
Proposed Additional Funding	
Proposed TCPUD Contribution	\$ 150,767
Proposed NLTRA Additional Contribution	\$ 83,000
	\$ 233,767

<i>Other Related Parks Capital Project</i>	Lake Forest Dock Repairs	\$ 40,000	Replace deck boards/boat bumpers
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E-15.8

EXHIBIT A

Lake Forest Boat Ramp Rehabilitation Project
 TCPUD P/N 8630
 Design and Construction Budget Estimate
 June 13, 2014

Design Phase			
Consultant Services			
<i>AEC Design Contract (Original 8/17/12)</i>	\$	93,876	113,951 15.1%
<i>Task Order No. 2</i>	2.7%	\$ 20,075	Permitting Issues
TCPUD Design Administration			
<i>TCPUD Payroll (Thru 4-30-14)</i>	3.0%	\$ 23,341	27,341 3.6%
<i>Additional Payroll</i>	1%	\$ 4,000	Estimate
Other Design Phase Costs			
<i>Permits Paid to Date (Thru 5/29/14)</i>	1.7%	\$ 13,110	TRPA, Cal F&G, Lahontaon, CEQA, Army Corps.
<i>SEZ Restoration Coverage Purchase (Paid 3/31/14)</i>		\$ 24,050	
<i>TRPA Coverage Mitigation Fee</i>		\$ 7,674	Per Ogilvy Consulting 6/12/14
<i>Legal Expenses</i>		\$ 480	
<i>Atomic Printing</i>		\$ 352	
<i>Other Misc.</i>		\$ 662	
<i>Additional Permit, Legal, Other Misc.</i>	0.1%	\$ 500	Estimated
Total Design Phase Budget		\$	188,120 24.9%

Construction Phase			
Cost of Construction			
<i>Construction Cost (Bid Results Salt River Construction 6/12/14)</i>	\$	688,125	756,938 100.0%
<i>Dredging Cost (incl. above)</i>			
<i>Construction Contingency</i>	10%	\$ 68,813	
Construction Administration and Management			
<i>Auerbach Engineering Construction Admin, Testing, and Inspection</i>	\$	84,593	107,301 14.2%
<i>TCPUD Payroll</i>	3%	\$ 22,708	Task Order No. 3 Including Grant Administration
Other Construction Expenses			
<i>Permits, Legal, Other Misc.</i>			
<i>Mitigation Measures</i>	3%	\$ 22,708	22,708 3.0%
Total Construction Phase Budget		\$	886,947

TOTAL BUDGET \$ 1,075,066

WCB (Sport Fishing Restoration Grant) - Project Cost @ 75%	\$	806,300
<i>Local Funding</i>		
North Lake Tahoe Resort Association (Planning Grant)	\$	35,000
Under (Over) Funded	\$	233,767
Proposed Additional Funding		
Proposed TCPUD Contribution	\$	150,767
Proposed NLTRA Additional Contribution	\$	83,000
	\$	233,767

<i>Other Related Parks Capital Project</i>	Lake Forest Dock Repairs	\$	40,000	Replace deck boards/boat bumpers
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E-15.9



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Strategic Goals 2013 – 2016 2013/14 Action Plan

Key Initiative Areas – Opportunities to develop across all core function areas in addition to existing initiatives of downhill skiing, boating, culinary arts, music, and hiking

1. Biking
2. Paddle boarding/kayaking
3. Nordic Skiing

Core Function: Marketing/Sales

Chief Marketing Officer/Marketing Committee/Coop/ Lodging Committee/Marketing Team

By 2016, the North Lake Tahoe Region will dominate the California market as a destination for alpine and Nordic skiing, biking, and paddle boarding/kayaking and in the top 5 for nationwide winter alpine destination choice according to visitor surveys and NSAA statistics.

ACTION PLAN 2013/2014

- Work with marketing team to achieve action plan goals within strategic goals. This will be accomplished through weekly agency meetings as well as bi-weekly staff meetings and individual employee meetings **DONE**
- Work closely with Ski Lake Tahoe and Sierra Ski Marketing Council to ensure the North Lake Tahoe message and brand position is well represented in the international and destination markets, resulting in increased web referrals from the Ski Lake Tahoe website **DONE – Referrals from Ski Lake Tahoe website are number 2 behind our own cooperative site (VisitingLakeTahoe.com) with over 5600 visits to our consumer website.**
- Execute appropriate recreation amenity consumer research to support our human powered sports **position IN Progress. Working with RRC on summer intercept survey with additional HPSI questions. Working with SMG on summer recreation research. Completion: September 2014**
- Market the region as a premier adventure/endurance race location for both amateur and professional athletes with large scale events and sales and marketing efforts targeted at both consumer and operators of such events and activities **DONE – Ironman Lake Tahoe, USA Cycling National Championships, Triple Crown Sports, PDGA Tier A Disc Golf Tournament, Lake Tahoe Lacrosse Summit**
- Promote the region as a high altitude training center. **DONE & IN PROGRESS – Ironman, Ironman 70.3, USA Cycling, US Orienteering.**

F-16.1

- Re-position Learn to Ski Program to January, National Learn to Ski month, which results in driving more participation by and to area resorts and creating a larger message to a broader base of consumers. Build a XC Learn to Ski program to coincide with Nat. Learn to Ski. **DONE – Snow report updated to reflect all XC areas, worked with agencies to establish the January NLTS month region wide. LTS web page updated to reflect XC inclusion. Held Nordic summit with interested parties.**
- Build social campaign to promote cross country skiing thru the annual Olympic XC Trails/Olympic Heritage Week, The Great Ski Race, the availability of back country XC trails at Squaw, Northstar, Royal Gorge, Tahoe XC, Spooner and Sugar Bowl. **DONE and IN PROGRESS. Meetings planned over summer 2014 for fall/winter 2014/15 implementation.**
- Continue to actively work with social and PR to reinforce the message of Tahoe being the largest flat water paddle venue that also hosts the oldest, largest SUP race in the country, as well as a renowned kayak and outrigger paddle venue **DONE**
- Maintain strong presence on website and establish a paddle event specific calendar to send out through social and PR **DONE Paddle specific PR effort launched to highlight all paddle events over summer 2014 including OC-1 outrigger canoe events.**
- Continue to support and sponsor on a cash and in-kind basis, major televised ski events such as the 2014 US Alpine Championships and the 2014 US Grand Prix **DONE – Sponsorship activities with US Alpine Championship to be conducted through event in March. US Grand Prix was moved from Northstar to Breckenridge due to conditions. Promotion of Alpen Glow Mountain Festival and Adventure Sports Week.**
- Create a short and powerful winter video highlighting North Lake Tahoe as home of the most concentrated region of ski resorts in North America **DONE**
- Host newspapers, specialty, lifestyle and travel publications to highlight the human-powered sport initiative **DONE and IN PROGRESS**
- Forward all relevant press releases, photos and videos to the Abbi Agency, travel trade, Visit CA's international offices and international media **DONE**
- Share self-generated photos and video on North Lake Tahoe, Visit CA, travel trade and personal social sites **DONE and ONGOING – Weekly posts and shares**
- Increase the amount of human-powered sport “activities” offered and sold by the travel trade **DONE and IN PROGRESS – Paddle sport, mountain bike, ski/snowboard and snowshoe outfitters introduced to travel trade when hosting fams for future contracting, Working with Tahoe Trips and Trails on travel trade strategy getting ready for future contracts to be obtained at POW WOW and MTS leads sent out to partners. New activity partners are now contracting with the travel trade including Tahoe Trips and Trails, Tahoe Adventure Company, Tahoe City Kayak and Reno-Tahoe Helicopters**
- Incorporate human-powered sports into every FAM itinerary where time allows **DONE and ONGOING – all FAMs with sufficient time allotted for activities are given the opportunity to paddle, hike, bike, ski, snowboard, cross country ski and snowshoe. Incorporated Treetop Adventure Park into United Airlines UK travel agent incentive FAM. All relevant travel trade and media FAMs contained human**

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powered sport activities. The fiscal is to end with a Sun Herald – Australia media visit to include SUP, kayaking and mountain biking

- Promote the North Lake Tahoe XC Map resort challenge ONGOING – promotions have been delayed due to low/no snow and many resorts not being open. Hoping for a February kick off as snow flies and resorts open/reopen. Meeting with Nordic Council over summer in anticipation of fall/winter launch of Nordic initiative. The next North Lake Tahoe Nordic Summit is to take place on July 11th where a subcommittee will be formed
- Create the foundation for a future cross county interchangeable ticket to be sold direct to consumer and through interested wholesale tour operators PENDING NEXT YEAR – Initial discussions conducted at the Nordic council meeting with general strong support. Nordic sub-committee to take up this item this summer for implementation in the fall/winter. The next North Lake Tahoe Nordic Summit is to take place on July 11th where a subcommittee will be formed and this topic continues to be discussed as a group
- Target groups that host meetings or produce events related to alpine/Nordic skiing, biking, paddle boarding and kayaking. DONE - Events staff markets to all sports rights holders for their annual meetings in addition to their major sports events. Staff conducted a site visit with Black N LA and their annual Blackout program. This is an annual event for black professionals from mainly the Los Angeles area. Program has the potential to generate 400 room nights and bring 700 people to the region. Staff will be working with Tom Whitman Presents to generate the lead for their Elevation Lake Tahoe program. Elevation is the largest LGBT ski/snowboard event brand in the country. Program has the potential to generate over 450 room nights and bring 500 people to the region.
- Continue to target the Tough Mudder Norcal Event in August to secure room blocks at North Lake Tahoe properties. For September 2013 we are working to secure as many as 500 room nights for this event and the same amount for August 2014. For future years, our organization should look into a sponsorship role in exchange for control over lodging reservations DONE – TM only holding one event in Tahoe this year in August.
- Continue to build strategic partnership with Triple Crown Sports. Staff has secured large bookings for softball/baseball tournaments in 2013/2014 and there is potential for a large number of similar events in the future. DONE - Event staff is developing very close ties with TCS Executive Director and his partner for the opportunity to bid on future events other than baseball, targeting mid-week competitions. Developing relationships with USA Softball for future Girls Fastpitch tournaments. Staff met with TCS in March for the 2015 TCS USA Nationals to be in the Reno-Tahoe area. This program should generate over 800 room nights.
- Prospect potential ski clubs that book properties direct without the assistance of Tour Operators. These clubs include Northwest Ski Club Council, Los Angeles Singles Ski Club and Conejo Ski & Sports Club that have annual ski trips to Lake Tahoe DONE – Participated in MTS MICE Exchange and Group Exchange. Participated in IPW. Staff met with 25 ski clubs at MTS. Leads generated for the Capital Ski Club and Sno Joke Ski Club for the 2014/15 season.

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- Target TravelBound and Ski Bound and other ski tour operators who have large number of potential future programs **DONE**
- Target companies that produce products related to human power sports such as kayaks, outdoor clothing manufacturers, equipment, paddleboards, bicycles. **DONE and ONGOING – Staff has been in contact with meeting planners from Patagonia, Columbia, Helly Hansen, Specialized Bicycles, TREK and others.**
- Prospect associations related to human powered sports such as U.S. Ski & Snowboard Association, International Mountain Bicycling Association. **DONE- Staff booked the 2013 Bay Area Orienteering Club. Staff booked the 2015 & 2016 World Senior Golf Association World Championships. Staff assisted with booking USA Cycling. ONGOING – Staff is in contact with the International Mountain Bicycling Association regarding the possibility of hosting their World Summit in Tahoe in 2016 as well as other events. Staff, on a regular basis, is prospecting associations related to human powered sports.**

By 2016, Transient Occupancy Tax collections will have increased by 20% over 2010/11 adjusted for inflation.

ACTION PLAN 2013/2014

- Ensure a regional public relations focus, delivering messaging to all partners on a regular basis to create alignment **DONE – Held winter PR Summit with summer PR Summit pending.**
- Create a comprehensive social media plan with clearly aligned goals that can be lead or complement key partner plans **DONE – FB fans increased from approximately 12,000 to over 58,000 at the end of year.**
- Work closely with other NLTRA departments to ensure a cohesive delivery of vacation product in North Lake Tahoe **DONE and IN PROGRESS**
- Extend the average length of stay by .5 nights during summer months **TBD based on intercept surveys. Completion September 2014.**
- Attend two sports tradeshow, December 2013 and April 2014, meet with a minimum of 15 rightsholders at each show who produce sports events that fit our venues, room rates and seasonality **DONE – Participated in US Sports Congress and NASC which resulted in high interest from USA Canoe/Kayak to host an event in Tahoe, and an invitation to bid on the next US Orienteering Championships.**
- Secure a minimum of four site visits with qualified rightsholders **annually DONE - Three site visits complete: Winter Wondergrass, USA Cycling, Tahoe Lacrosse Summit. Upcoming: PDGA, USA Canoe/Kayak in the first quarter of fiscal 2014**
- Write a minimum of three rooms contracts annually **DONE - Event staff has written four to date: USA Cycling (2) Tahoe Lacrosse (1), PDGA (1) and is working with conference staff on room blocks for the upcoming Tahoe Fall Classic SUP Race and North Lake Tahoe Ukulele Festival (September.)**
- Develop North Lake Tahoe programs with the travel trade in new and emerging markets (ex: France, Latin America, Asia) **DONE and IN PROGRESS – Built a new North Lake Tahoe program with Comptoir des Voyages out of France, Hosted 4 leading receptive tour operators on a Visit CA fam and have added increased lodging**

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product available worldwide as a direct result, have 70 appointment requests at IPW in April – a portion of which with tour operators from Mexico, Brazil, France, China, South Korea, Japan, India and Russia. NLTRA came off of the most successful IPW in many years and is working with more international receptive tour operators and wholesalers than ever

- Continue to add lodging product offerings with domestic and international travel trade **DONE** and **ONGOING** – will update in detail at end of fiscal. More NLT lodging partners are contracting with the OTAs and domestic and international tour operators than ever. The Ritz Carlton, Hyatt Regency, Granlibakken, Truckee Tahoe Hotel, Squaw Valley Lodge, Resort at Squaw Creek, Village at Squaw, Mourelatos Lakeshore Resort and Donner Lake Village have all increased the number of travel trade contracts this fiscal. Also, after strategic meetings with staff, the Tahoe Biltmore has reentered contracting with third parties.
- Continue to increase the number of lodging partners contracting with OTAs, wholesalers and receptive tour operators **DONE**– Working very closely with Booking.com who have been in market once a month to obtain new lodging contracts and have landed 6 new NLT hotel accounts and aim for more to compete with Expedia who have also signed 2 new contracts this fiscal and currently carry the most NLT product of any OTA. Hosted successful receptive tour operator FAM. Working with City Tours on building a new North Lake Tahoe ski program for Spanish-speaking markets (Mexico, Argentina, Brazil).
- Work with the lodging properties currently contracting with international ski wholesalers on a collective North Lake Tahoe savings deadline message for winter 2014-15. To have in place in early spring, prior to Mountain Travel Symposium and POW WOW **PENDING** – Due to winter snow issue, partners requested to delay this program to next fiscal year. This is a topic for discussion in Q1 of the next fiscal.
- Continue to focus sales and marketing efforts in markets with a high propensity to meet in North Lake Tahoe. (Bay Area, Sacramento, Chicago, Washington DC, Southern California)) **DONE**: Sales staff attended trade shows and conducted sales calls in Los Angeles, Sacramento, and Chicago. NLTRA continues to have “in market” sales staff in Chicago and Washington DC. DC representation will end in January. Staff conducted sales calls and attended MPI North California Chapters Annual Conference and Expo. Attended Plan Your Meetings Live in San Francisco and attended the Meetings Industry Council of Colorado’s Annual Conference and Trade Show. Staff also attended MPI of Southern California’s Annual Trade Show.
- Leverage NLTRA “in market” sales staff in DC and Chicago to generate new business through organized sales calls and customer events. **DONE** Sales staff in conjunction with Chicago sales staff coordinated a series of sales calls in Chicago in December. In market staff also coordinated a small client event in December. Chicago sales staff prospects for business and meets with Chicago based clients on a regular basis. Both the Chicago and DC sales staff attended a number of industry events on our behalf and generated a number of new leads and bookings. Chicago staff has been instrumental in assisting staff with closing two large programs that had a planner based in the area. Having an NLTRA representative able to personally visit customers is tremendously beneficial.

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- Increase the number of site visits to North Lake Tahoe by 20% to a total of 32 **DONE** - Staff has hosted a total of 37 site visits this year.
- Increase sales trips to the bay area by 50% to a total of 4. (ADR of corporate groups showed the biggest increase in FY 12/13 and we want to be sure we are focused on generating more corporate business.) **DONE** – Staff conducted sales calls and attended MPI Northern California, Plan Your Meetings Live, Destination California, Smart Meeting. Around all events staff conducted sales calls with corporate clients.
- Continue to develop sales/marketing synergies with RSCVA. RSCVA receives a number of leads for North Lake Tahoe each year which previously were not sent to NLTRA. Our current relationship ensures that those customers are directed to NLTRA when appropriate. **DONE** – Conference sales continues to participate in the Reno-Tahoe Meetings Marketing coop which leverages our marketing dollars into a \$200,000 media buy. Staff also regularly meetings with the RSCVA management team and sales staff to ensure that leads that they uncover for North Lake Tahoe are forwarded to NLTRA sales staff. Conference Sales staff attended ASAE Annual Trade Show with RSCVA. By attending with RSCVA North Lake Tahoe had a much larger presence for a much lower cost than had they participated on their own. Events staff meets regularly with RSCVA Sports Commission staff and co-ops efforts in sports marketing through lead sharing, booking strategies and strategic approach in trade show appointments.
- Continue to evaluate trade show schedule and remove poor performing events (IMEX, SmartMeetings) and increase exposure at high performing events (ASAE, MPINCC, Collaborate) **DONE** - Staff continuously evaluates the trade show schedule to ensure they are generating the most business from investment. This year staff decided to drop the underperforming HSMA Meet West and allocate resources to direct sales and more effective shows. Attended Plan Your Meetings Live and conducted over 25 one-on-one appointments.

By 2016, occupancy during identified strike zones will be 20% greater than 2011 and annual occupancy for all lodging will be increased by 10% over 2011.

ACTION PLAN 2013/2014

- Actively promote human powered sports initiatives through all distribution channels **DONE**
- Promote and support events with brand alignment targeted at key strike zones periods **DONE** – USA Cycling 1015-16 contract, Winter Wondergrass Bluegrass Festival (booked at Squaw for January) Ironman Triathlon and Ironman 70.3 Half Triathlon (booked for 2014) Pro/AM disc golf tournament, Tahoe Lacross Summit, World Senior Golf Federation. Currently working with USA Canoe/Kayak on a new race series, US Orienteering National Championships and in discussions for a 2017 USA Cycling Cyclo-Cross Event (January).
- Actively seek out major events that align with the North Lake Tahoe vision and will generate incremental overnight stays **DONE** – USA Cycling, Winter Wondergrass, Tahoe Lacrosse Summit, PDGA, World Senior Golf Federation, Ironman, Ironman 70.3

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- Push lodging and ski resort partners to offer aggressive early season and spring ski packages (Easter is late falling on April 20, 2014) **DONE and IN PROGRESS** – Helped push early season offer messaging with travel trade, some partners have special spring rates being promoted domestically and internationally, will evaluate snow levels in March in hope of making a big spring offer push in Latin America who tend to travel over Easter and book semi last minute. Partners were hesitant to push spring packages due to low snow levels but staff has worked with them on already getting out their early bird pricing for the 14-15 Season to the international markets and will also help get the message out to domestic trade in the fall along with spring deals at that time.
- Expand fly-drive offerings highlighting spring and fall visitation, speaking to couples without children, empty nesters and retirees **DONE** – Expanded summer fly-drive program with TUI, Trailfinders and Scott Dunn Travel in the UK, currently building North Lake Tahoe into TravalCo and Agen Tours' Western US fly drive itineraries as a direct result of hosting the Visit CA receptive tour operator FAM, Meeting with additional receptive tour operators and wholesalers at POW WOW and MTS to further increase spring, summer and fall fly-drive destination business. Met with most top receptive and wholesalers as well as new operators to sell North Lake Tahoe.
- Highlight/promote events falling within strike zones **DONE**
- Capitalize on our membership with the High Sierra Visitors Council and expanding product and press exposure in France, mainly highlighting fly-drive vacations, making sure that North Lake Tahoe is on the itinerary. Historically, Tahoe was omitted from almost all of the travel trade driving itineraries. **DONE**
- Continue to focus efforts on market segments which have shown positive results, primarily national associations. **DONE & ONGOING** Sales staff attended trade shows and conducted sales calls in Los Angeles, Sacramento, Chicago, San Francisco, and Denver. NLTRA continues to have "in market" sales staff in Chicago but DC representation ended in January. We are hopeful we can once again fill the position in FY 2014-2015. Both the Chicago and DC sales staff are focused on generating business from national associations. Bookings have included, California Park & Recreation Society, Electrostatic Discharge Association, Precision Metal Forming Association, American Council of Engineering Companies, Incentive Manufacturers & Representatives Alliance, Takeda Pharmaceuticals, Society of Gynecological Oncologists.
- Focus national sales efforts on markets that have non-stop air service to Reno-Tahoe International (Chicago, Dallas, Phoenix, etc) **DONE** – staff attended trade shows and conducted sales calls in Chicago, Dallas, Los Angeles and San Francisco. Attended MPI Northern California Annual Conference and Trade Show, Plan Your Meetings Live, Meetings Industry Council of Colorado's Annual Conference and Trade Show, MPI Southern California's Annual Trade Show, Destination California, Smart Meetings and Collaborate.
- Increase the number of site visits to North Lake Tahoe by 20% to a total of 32 (provide funding to pay for visits) **DONE: Sales staff has hosted 37 site visits this year.**

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- Continue to prospect high end corporate and association groups with established history of paying high rates in resort destinations. **DONE**– Staff specifically targets trade shows, sales trips that give us access to high end corporate and association planners. These efforts are primarily focused in destinations with favorable air service such as Denver, San Francisco, Los Angeles, Chicago and Dallas.

By 2016, the destination visitors segment of our visitor market will have grown by 3% over 2012/13

ACTION PLAN 2013/2014

- Actively engage Destination taskforce in the development and implementation of an integrated destination growth strategy to include air service lift, ground transport, advertising, group sales and International growth tactics **ONGOING Completed initial meeting of committee in December. Staff will focus on growing the committee participation from specific sectors of our tourism area and will develop the next series of committee meetings in summer 2014.**
- Implement budget resources as appropriate to support destination program **DONE - \$250,000 of fund balance carry-over targeted at Southern California winter destination consumer. Social media campaigns targeted at southern California and expanded destination markets. Public Relations efforts targeted at destination media outlets. Continued target of San Diego and Los Angeles for summer 2014.**
- Sponsor, support and market to consumers through event sponsorships such as Wanderlust, Grand Prix, US Alpine Championship **DONE – Grand Prix moved from Northstar to Breckenridge; CARVE Tahoe, Autumn Food & Wine, SnowFest!, US Alpine Championships**
- Utilize special events, package cool deals, and actively promote through all channels **DONE. Event staff schedules calls for cool deals to wrap around events; communicates regularly with agency for pr and social; includes major events in monthly dbase blasts with SOT**
- Continue to contract with Black Diamond (Visit CA and Brand USA in the UK/Ireland) **DONE**
- Continue to contract with Gate 7 (Visit CA and Brand USA in Australia/NZ) **DONE**
- Continue to take the lead role of the Sierra Ski Marketing Council's domestic trade shows (destination markets only) **DONE**
- Attend Visit CA's Outreach Forum in order to keep regular contact and close relations with all of the international offices **DONE**
- Attend Mountain Travel Symposium and POW WOW **DONE**
- Assist partners with their international sales and media missions (introductions, sales call and call center training scheduling, media support) **DONE - Assisted KSL with their UK sales and media mission helping line up sales calls, call center trainings and media appointments**
- Work with airlines, Visit CA and the travel trade on hosting FAM product manager and call center, agent, travel agent FAMs to expand lodging product offerings and overall product knowledge which directly results in increased sales **DONE**
- Work with airlines, Visit CA and the media on hosting press visits highlighting the region, GoTahoeNorth.com, and third parties packaging North Lake Tahoe **DONE**

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- Conduct online trainings with wholesale call centers and OTA customer support staff
DONE – Winter trainings have taken place and summer/fall trainings are currently being scheduled for spring. Summer training in northern hemisphere are taking place and winter trainings will be conducted by Gate 7 account manager in Australia in May, June and July.
- Continue to focus sales and marketing efforts in destination markets with a high propensity to meet in North Lake Tahoe. Chicago, Washington DC, Southern California. **DONE**
- Leverage NLTRA “in market” sales staff in DC and Chicago to generate new business. **DONE – DC and Chicago sales staff generated 8 leads which converted in to 4 bookings.**
- Partner with “in market” sales staff to produce client events in DC and Chicago.
DONE - Sales staff in conjunction with Chicago sales staff coordinated a series of sales calls in Chicago in December. In market staff also coordinated a small client event in December. Staff was in the process of coordinating a client event in DC with “in market” staff but that has been postponed since the departure of NLTRA’s DC sales representative.
- Attend trade shows such as ASAE, Holiday Showcase, Connect Market Place and MPI which attract customers from destination markets. **DONE**

Core Function: Capital Investment/Transportation

**Director of Community Partnerships and Planning/Capital Investment/
Transportation Committee/CEO**

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

ACTION PLAN 2013/2014

- By end of 2013, complete a Vision for an integrated transportation system through a regional executive leadership team that includes funding alternatives and governance that has the support of partners to move forward. **Draft Vision Completed**
- Work with Transit Vision Coalition to do economic analysis of Vision scenarios. **Scope of Work and Consultant selected. Awaiting BOS funding approval**
- Work with Transit Vision Coalition to do voter polling for Vision scenarios. **Will commence pending results of economic analysis and outreach meetings**
- Continue implementation of identified improvements/enhancements to existing transit services (TART, Nighttime, NLTE, Water Shuttle). **New NLTE agreement in place for FY 14/15**
- Continue to develop basin transit services to lessen dependence on the automobile. **DONE – Night Rider, Skier Shuttle and vouchers, Water Shuttle, NLTE**

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By 2016, the lodging and commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.

ACTION PLAN 2013/2014

- Develop Infrastructure and Transportation projects that will lead to a higher quality experience along the lake. **Area Plans are progressing. Advocating TCGC assets be flexible for improving Town Center.**
- Interview all existing lodging properties around the lake to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent. **Placer County has or is compiling lodging list and existing TAUs**
- Work with Placer county Business Development and Economic Development staff to proactively encourage redevelopment of identified properties as well as other programs. **Continue work with PC (lead) to encourage incentive program. BOS has approved moving ahead.**

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

- **Bike path system including paved multi recreation trails, bike lanes, and unimproved backcountry trails**
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking**
- **Trail development and signage for providing Nordic skiing throughout the region.**
- **20 new amenities for human powered sports initiative such as racks, tool stations, transportation access**
- **Marketing of completed infrastructure assets**

ACTION PLAN 2013/2014

- Continue to explore Tahoe Fund and other funding sources for assistance with trail development. **TF assisting East Shore now. Encouraging more FLAP funding, TTD funding for North Shore. Document sources and application timing**
- Work with partners to incorporate recommendations of American League of Bicyclists (Bicycle Friendly Community award) **Sponsoring Bike Coalition maps**
- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit, rent-a-bike program). **Meeting scheduled with biking advocates.**
- Meet with focus groups to include businesses and individuals (residents and visitors) that are active in the human powered sports and identify amenities that would further promote North Lake Tahoe as a destination for these sports **(see above)**

By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and 50 by 2016.

ACTION PLAN 2013/2014

- Receive approval of initial request for installation from review and permitting agencies. **PC DPW contracted to permit and install initial 18 signs along roadways**

F-16.10

- Implement construction process of signs with allocated funding in fall, 2014
- Continue to distribute approved guidelines and provide incentives for others to construct signage. **Being installed at Snow Creek, TVRA, TCGC, TahoeXC**
- Work with communities to identify phase II of signage for 2014, and convene local groups of stakeholders to verify language and placement. **Tahoe City in 2014, Kings Beach when appropriate during 14/15**

Other areas for consideration:

- Create a “Green” brand to everything we do
- Identify alternative funding mechanisms wherever possible
- Provide a convenient rent-a-bike system with stations throughout the region
- Develop more indoor recreation and cultural centers. **Performing Arts Phase 1 nearing completion; Site selection pending for SV Olympic Museum**

Core Function: Membership Services/Economic Development/Business Advocacy
Membership Manager/Business Association Collaborative/CEO

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

ACTION PLAN 2013/2014

- Review and Update the 1995 Tourism Development Master Plan by early 2014- **There will be a push to get this done by July 1- Delay in research , still need outreach component in Fall 2014**
- Work closely with county departments and Board of Supervisors on any development projects to fully understand and support their position **DONE- TEA proposal, Conservancy Livable Communities Initiative, Commodities Allocation Task Force, Tahoe City Golf Course**
- Cooperate with County to participate in Kings Beach and Tahoe City redevelopment efforts wherever needed- **Working on Fanny Bridge project, catalyst projects such as Henrikson property, Golf Course, KBCCIP**
- Participate with County and agencies to complete and obtain adoption of the Placer County Area Plan **DONE – sent letter to Board of Supervisors encouraging acceleration of the Area Plans**

By 2016, the organization will be the recognized business leader with public and private partners in the regulatory environment.

ACTION PLAN 2013/2014

- Meet with TRPA and Placer County staff quarterly or as needed to discuss barriers and issues with redevelopment- **Have met with both parties more than twice to discuss specific issues such as land use, TAU allocation, Regional Plan messaging, Tahoe Prosperity Center role and involvement in commodities allocation changes**

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- Meet with contractors association and County staff to develop list of potential ways to eliminate or streamline permitting processes- Have not met with CATT yet, just discussed with Pat Davison, ED.
- Participate in TRPA regional plan issues, Placer County Community Area Plan, Tahoe Summit, and other collaborative programs, taking the lead where appropriate **DONE- Area plan meetings, Tahoe Summit, Lake Tahoe Partnership, Tahoe Conservancy, Name the Bikeway, Environmental Stewardship messages for visitors, Tahoe Prosperity Center Broadband initiative and Indicator Project**
- Meet with other coalitions that support environmentally sensitive development to strengthen voice and support where possible- **Business Associations, TCPOA, Placer County ED group, Tahoe Prosperity Center**

By 2016, the organization will be the recognized voice of business for legislative issues as they impact tourism in E. Placer County.

ACTION PLAN 2013/2014

- Strengthen legislative voice by working with County staff and lobbyist with regular reporting (quarterly or as needed) to the board and membership on issues impacting business in North Lake Tahoe- **Met with Doug Houston to better understand business legislation, transportation funding opportunities; also Brian Dahle and Ted Gaines have been kept in the loop especially about transportation projects and trail project funding; Oppose SB 584, impact to ski areas**
- Develop agreed upon legislative platform for county contract process- **working with the same platform as last year**
- Engage more business members at committee level by attending business association meetings and sharing issues and positions **DONE**
- Poll members monthly or as needed about issues for stronger representation- **Members are being polled weekly through Biz Bytes- the participation is not great, member survey in June**
- Hold an annual legislative luncheon presenting changes of laws, and the impact to our area- Looking for a good date with local legislators
- Communicate state legislation issues and changes to North Lake Tahoe businesses in Biz Bytes weekly- **DONE**
- Add the Membership Manager to the mailing list for CalChamber advocacy mailings- **DONE**

By 2013, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development, and will be the B.O.S. authority through required organization endorsement or consultation.

ACTION PLAN 2013/2014

- Continue to participate on The Tahoe Prosperity Center Board and support all initiatives of the plans that align with our tourism mission- **Am working on Broadband infrastructure and Health and Wellness initiatives as they impact our visitors**
- Work with County staff to ensure trust in our involvement and inclusion in all future plan discussions or implementation through consistent communication and

F-16.12

inclusion on committees and distribution lists- **All supervisors and departmental staff supervisors have been added to our distribution lists, meet regularly with agency leaders and County CEO team**

- Participate on boards of NTBA and TCDA to assist and consult on economic development projects -**DONE**
- Collect relevant data to be able to accurately assess economic vitality in E. Placer County **Working on the Tahoe Prosperity Center committee for Economic Indicators**
- Distribute economic data through a semi-annual report – **Working on an annual report to go to our members that will share key numbers for our organization. This report is scheduled for distribution in July 2014. Have also prepared a Dashboard for the Board and Finance Committee. Have not produced a semi-annual report with the Economic data**

By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership. At this time the board will evaluate whether to retain the Chamber of Commerce as a component of the organization.

ACTION PLAN 2013/2014

- Effectively communicate to members membership benefits, generating \$5,000 in revenues by enhancing membership levels and exposure **Work in progress: higher membership levels are beginning to sell as there is seen value, social media has increased drastically from 400+ Facebook Likes to 1300+ with engaged users, effective marketing of events and their business hosts has increased attendance at all events and helped to sell memberships**
- Develop programs and education for the tourism industry, generating \$10,000 through participant fees and sponsorships
Not Done: regaining this focus for events and the importance of soliciting and maintaining ongoing successful partnerships within North Lake Tahoe/Reno region to gain monetary donations of sponsorships of our events
- Increase our membership base by a net \$10,000 through enhanced benefits in Visitor Center, Visitor Guide, Business Directory and other programs that have value to the tourism industry **Continued work in progress: Membership sales have increased for the Visitor Guide Business Directory; the Visitor Center and Membership work closely together whenever possible to produce events, gain more members and expose members for advertising**
- Put in place a strong membership retention plan that has multiple touch points to include timely collection on receivables **A Chamber Survey was successfully completed, working to enhance Business Directory Listings for more value-add and increased membership sales, Membership Manager concentrates on maintaining good relationships and constantly trying to reach out to members to see how we can help promote their business**
- Establish an annual dues increase of 2 – 4 % to keep up with cost of business
DONE

F-16.13

- Evaluate and recommend a membership cost structure that more closely aligns with other resort communities **DONE**
- Develop one fundraising event, possibly in conjunction with another existing membership event that can generate \$10,000 in additional revenue. **Efforts were made with Community Awards Banquet to add a silent auction, also a Derby Day event was added at the TCGC. These did not generate the desired revenue.**

Other areas for consideration:

- Provide opportunities for businesses to package products for promotion. **Social media presence has increased so online member presence has increased, provide creative opportunities for members to expose their business at events, Bridal Faire was a success and turned into a bi-yearly event**
- Be an advocate for business education either through our organization on a regional basis or through business associations on a more localized basis **Business Association Chamber Collaborative has made great strides in its efforts and produced programs to promote the region in-market. BACC committee is proving to be successful at this time and all members are a team working well together to place the money provided this committee appropriately. Business education seminars will be a focus in the Fall of 2014.**

Core Function: Visitor Information

Visitor Information Director/Visitor Center Task Force/Lodging Committee/Visitor Center Staff

By 2013, create and begin to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information strategy.

ACTION PLAN 2013/2014

- Continue the Customer Service Road Show offered to business as part of their staff training. Conduct the Road Show throughout the region bi-annually (November, May) in a fun and inventive way to train front line staff on how to improve the level of customer service in North Lake Tahoe. **Completed in fall and Continue this spring.**
- Add additional level of Customer Service Road show focused on Lodging Front Desk staff to be trained in fall and spring. **Done in Fall Continue for spring.**
- Develop a rewards and recognition program to honor exceptional service. **Created the Super Star Program and have recognized 5 Customer Service Super Stars thus far.**

By 2013, the organization will have assessed regional needs for Visitor Information distribution via virtual or physical locations and by 2016, will have implemented plans.

ACTION PLAN 2013/2014

F-16.14

- Conduct visitor and business surveys on information distribution needs. Conducted Lodging Survey and garnered 45 responses. **Participating on the Discover Lake Tahoe Leadership Team and created a Visitor survey to be conducted summer 2014.**
- Continue to monitor new visitor information centers and provide seasonal (2X/yr) metrics to include visitation, sponsorship sales, retail sales, and costs incurred. **DONE and Continued.**
- Create a Volunteer Program to assist with staffing Visitor Centers thus reducing staff costs **DONE, 20 hours of Volunteering per week.**
- Determine new visitor information locations or service enhancements as appropriate for Kings Beach, Squaw Valley, and Northstar
 - Review new Kings Beach location data to ensure it is the right location for Summer/2014 **DONE, increased visitation by 78 % from previous location in 2012.**
 - Research the possibility of adding Visitor Information to the proposed Squaw Valley Olympic Museum. **In Progress.**
 - Research plausibility of a mobile Visitor Center. **Not financially feasible at this time.**
- Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee Research gateway presence in Sacramento Airport with Marketing Department to see what marketing piece should be utilized. **DONE utilizing Neighborhood map and Visitors Guide in Truckee, Auburn and downtown Reno Visitor Centers. Sacramento is not feasible at this time.**
- Research possibility of incorporating Visitor Information on modes of Transportation such as, The Water Shuttle, The Airport Shuttle, TART and in the Transit Center. **Information is on the Water Shuttle; staff has been trained and provided with guides for the Airport Shuttle. Currently working on getting signage with our website on TART. Guides are available for Visitors in the Transit Center.**
- Continue to work with Transportation Department to help promote seasonal Transportation efforts such as; The Water Shuttle and the Ski Shuttle. **Marketing through lodging meetings, continued e-blasts, Biz Bytes and the Visitor Centers.**
- Assist the Marketing Department with the creation of a Wedding Task Force and related efforts towards promoting Weddings in North Lake Tahoe. **In progress.**
- Research the possibility to having a functional Wedding Guide section in the Official Guide with lodging details and location information. **Working with the Chamber to increase # of Wedding related Chamber Members for section of guide.**
- Create the Visitor Information Task Force to ensure that the Visitor Information Department is benefiting the community, local businesses and visitors. **In Progress.**
- Research the possibility of adding an educational aspect to the Tahoe City Visitor Center. **Continue to work with the UCD TERC to have a Tahoe related educational program for our guests.**

F-16.15

By 2016, the organization will have increased net promoter scores by 20% over 2011/12 or up to 85, whichever is lower.

ACTION PLAN 2013/2014

- Implement an expanded intercept survey (provided budget resources are available) throughout the summer of 2014. Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions. **DONE.**
- Leverage technology for increased use of distribution of North Lake Tahoe visitor information by re-printing the Mobile In-Market marketing pieces. **DONE.**
- Have a twice a year outreach plan to collaborate and train all lodging on activities, events, packaging potential, and key initiative marketing/promotions **Done also successfully revised Lodging Committee adding an Educational aspect open to all lodging members.**
- Work with local entities to assist in the accuracy of quality recreation-specific guides/maps for new and existing key initiative areas. **Worked with the Tahoe Bike Coalition to ensure North Lake Tahoe was updated, the TC VIC is a distribution center and we have logo inclusion on their map, worked with 5 business associations to ensure information in Visitor Guides was accurate for winter and summer editions.**
- Continue efforts to ensure the GTN events calendar for the region on both web and mobile platforms are distributed broadly to all lodging, retail, and dining partners. **DONE and in Progress.**
- Continue providing a “concierge” or personal “guide” service as a call to action for marketing through the Tahoe City Visitor Center. **Done and continued with the goal of 10 businesses per season.**
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to all nightly and seasonal lodging in North Lake Tahoe. **DONE- Need to work with TQ on editorial, to better promote North Tahoe businesses and events.**
- Leverage North Lake Tahoe Chamber-CVB-Resort Association communications and programs as additional resources for distribution and dissemination. **DONE.**

Core Function: Community Relations

CEO/Board of Directors

By 2013, the organization will have developed and executed a comprehensive communications plan that utilizes all available mediums with consistency and frequency.

ACTION PLAN 2012/13

- Survey Key Partners and Members about communication pieces to identify what works and what should be changed-**Membership Survey completed June 2014**

F-16.16

- Develop an Annual Report to be distributed to Key Partners, membership and community in Sept/Oct-Annual Report near completion, plan to distribute in July, 2014
- Monitor open rates on digital communication and work to increase by 5%-Open rate has been increased from initial 28% to 30%
- Members: Continue weekly communication that is bulleted, concise and valuable-ONGOING, planning a refresh of the Biz Bytes format and information in 2014/15 fiscal year
- Citizens: Work with local media to deliver a monthly communications plan using appropriate mediums-DONE- monthly page in the Sierra Sun and trade with Moonshine Ink
- County Staff and Elected Supervisors: add to all Member and Committee distribution lists, develop a frequent CEO communiqué-DONE
- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group-DONE
- Celebrate successes with notification to all groups, recognition to County-ONGOING
- Leverage business associations for delivery of information to their members-Attend all board meeting of Business Associations and have restructured the BACC to extend the reach
- Leverage non profit and philanthropic groups for delivery of information to their members-Have reached out to the Community Foundation and Community Collaborative as well as the Environmental groups in the basin, primarily around the Transit Vision and Transit Summit

By 2016 (ongoing), the organization will have built trust, confidence and leadership with key partners through accountability, transparency, and frequent and consistent communication following a key partner communication plan.

ACTION PLAN 2012/13

- Key Partners: Develop a distribution list for key partners to include PUDs, TRPA, Tahoe Fund, CTC, Business Association Directors, etc., communicate once monthly to this group; meet with area managers 6 times-Have met with area managers at monthly or bi-monthly County CEO meetings
- Meet quarterly with County CEO, meet monthly with CEO Analyst-Have met with Jennifer 6 times, with County CEO 4 times
- Coordinate a joint board meeting with the County once annually to align goals-Have discussed with County staff but have not scheduled this meeting, plan to schedule in fall 2014 to discuss Master Plan goals.
- Present strategic goals and action plan as well as achievements annually in the Fall-DONE

By 2016 (ongoing), the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement.

ACTION PLAN 2012/13

F-16/17

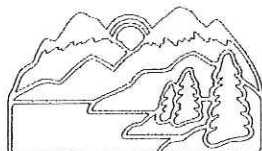
- Identify additional community coalitions for relationship building and presentation outreach-**Environmental Groups, Orthopedic Advisory Group, Breakfast Club, Nevada Legislative Committee**
- Coordinate or lead forums or informational events at least 4 times per year-**Transit Summit, Integrated Work Plan, Chamber Luncheon, Lodging Meetings**
- Participate in County planning efforts and other forums-**Working with County ED, Catalyst Project groups, On Our Way Grant, Area Plan meetings, Fanny Bridge Community Committee, TRPA Sustainable Communities Action Plan, Conservancy Livable Communities Investment Program, Tahoe Prosperity Center Commodities Task Force**
- Provide community input in review or update of the 1995 Tourism Development Master Plan-**Intend to take Review and Project Vision to the community for input in late August 2014**

By 2013 (ongoing), the organization will have a recognized brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members.

ACTION PLAN 2012/13

- Continue outreach to community-**ONGOING**
- Update presentation for community, business and citizen groups; conduct a minimum of 8 presentations to groups over the next year-**Have only made three presentations this year so far, but intend to do many more with Master Plan revision in June/July. Have made 6 presentations on the Transit Vision.**
- Members: Continue weekly communication that is bulleted, concise and valuable-**DONE**
- Citizens: Work with local media to create a monthly communications plan using all appropriate mediums, purchase sandwich boards for community messaging-**DONE- Sierra Sun, Moonshine Ink, The Weekly**
- Provide community input in review or update of the 1995 Tourism Development Master Plan-**August 2014**

F-16.18



Tahoe City Public Utility District

June 20, 2014

Ms. Joanne Marchetta
Executive Director
Tahoe Regional Planning Agency
PO Box 5310
Stateline, NV 89449

Mr. David Boesch
County Executive Officer
Placer County
175 Fulweiler Avenue
Auburn, CA 95603

Dear Joanne and David:

At the request of representatives of three of the agency members of the Tahoe City Golf Course Oversight Committee, the Board of Directors of the Tahoe City Public Utility District urges the Tahoe Regional Planning Agency and Placer County to find the most effective path forward to assuring that the Tahoe City Golf Course property (TCGC) meets the goals of the funding partners and can remain in public ownership. We believe there is an opportunity to do so through the environmental analysis (EIR/EIS) soon to begin for the Placer County Tahoe Basin Community Plan Update (Area Plans).

During the due diligence process prior to completing purchase of the property in 2012, numerous meetings were held with TRPA and County staff to make sure that TRPA's 2012 Regional Plan Update (RPU) would allow the TCGC to become an environmental and economic solution for the Tahoe City commercial core area, consistent with RPU Goals and Policies. We were assured that each eligible community around the Basin could put forward a plan demonstrated to accelerate Environmental Threshold gain and effectively address the need for community revitalization and economic sustainability. Proposed "Town Center" boundaries were discussed at length. Based on the new flexibility and TRPA understanding embodied in the adopted 2012 RPU, the consortium of funding partners purchased the TCGC for a price that far exceeded its value as a golf course/recreation facility.

The funding partners entered into a Memorandum of Understanding (MOU) which states each agency's purpose complete in purchasing the TCGC. The following is excerpted from that document:

1. TCPUD:

- Provide for public recreation and open space to help maintain the Lake Tahoe region's high quality of life and promote economic vitality.
- Provide opportunity for a potential site for a domestic water treatment facility.
- Provide the community with additional publicly-held water rights.

2. COUNTY and NLTRA:

- Improve parking and traffic circulation in the downtown Tahoe City area, which will benefit the public generally and promote the economic vitality and redevelopment of the area.

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- Provide a potential site for the construction of visitor amenity capital improvements within walking distance of the downtown Tahoe City businesses, services and recreational amenities.
- Address water quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.
- Address air quality in the urbanized core to improve environmental quality, enhance economic vitality, and provide an opportunity to meet regulatory requirements so that individual commercial core buildings and parking areas can be reconfigured.

3. TTAD:

- Provide an opportunity for a permanent easement for an emergency- services helipad available 24 hours a day, seven days a week, year-round for public health and safety including: medical, fire, law enforcement, search and rescue and other emergency service provider operations.
- Provide an opportunity for an emergency landing area for aircraft.

4. BENEFITS of IMPORTANCE to ALL:

- Maintain the largest contiguous parcels of real property in the Tahoe City area by providing public ownership for the benefit of the community and allow the community to have a voice in planning for the future use of the PROPERTY.
- Consolidate landholdings with other adjacent public parcels to more efficiently provide for above public services as well as increasing fire suppression and emergency access to commercial properties and structures in the downtown core.

The TCGC funding partners have continued to pursue due diligence through the Placer County Area Plan process in order to meet these goals, as well as to identify and secure TRPA verification of the land capability on golf course property. The District is now working with TRPA to verify and map the coverage associated with the approved land capability classifications.

The District Board of Directors and the Board of North Lake Tahoe Resort Association have each adopted policies related to any proposed use or transfer of TCGC's approved land capability assets, coverage and density. The purpose of these policies is to guide potential public-private partnerships intended to facilitate redevelopment of the Tahoe City commercial core. We have attached these adopted policies to this letter for your convenient reference.

We understand the sensitivity involved in the question of whether or how the Town Center boundary identified in the Regional Plan for Tahoe City might be modified in a manner consistent with the Regional Plan Goals and Policies and pertinent plan provisions, including TRPA Code Chapter 13 (Area Plans). As an outcome of much discussion and community dialogue, the District believes that addressing the specific issues necessary to achieve the funding partners' goals must be done through the evaluation of a range of options related to the TCGC in the EIR/EIS for the Area Plan.

This could be accomplished through analyzing multiple alternatives specific to the Town Center boundary line and other alternatives that would achieve other environmental and economic development goals. This analysis would provide valuable information to help determine which scenario could most effectively meet the TCGC funding partners' goals while attaining and maintaining environmental thresholds. Also, because the TCGC is currently zoned "Residential,"

4-2

reverting to private ownership and the subsequent construction of five luxury single family homes as an allowed use under the existing residential zoning. Without public ownership of this key property, there could be significant challenges and negative consequences in achieving the goals of the RPU in Tahoe City's Town Center. We request this alternative also be reflected in the NOP.

TCPUD, the North Lake Tahoe Resort Association, and Truckee Tahoe Airport District (TTAD), as three members of the TCGC consortium, remain committed to the efforts we have consistently pursued with TRPA and Placer County in what we believe is our mutual quest. This quest is to maintain the Tahoe City Golf Course property in public ownership as a community asset and to allow the recognized land capability, environmental restoration opportunities, coverage and density to be engaged as a catalyst for accelerating environmental threshold gain and revitalizing the economy and sustainability of one of Lake Tahoe's signature communities.

Thank you in advance for your consideration and support.

Sincerely,



Dan Wilkins
Board President

Attachments

6-3



Golf Course Oversight Committee, June 16, 2014

Adopted Position on Use of Assets of the Tahoe City Golf Course
NLTRA Board Meeting
April 2, 2014

M/S/C (Kopley/Rock) (8-0-0) to approve the clarification of the NLTR's position on how the assets of the (Tahoe City) Golf Course may be used to achieve the goals stated in the Memorandum of Understanding (MOU).

The 'clarification' being that "the utilization or transfer of golf course assets for redevelopment purposes within the Tahoe City commercial core is consistent with the NLTRA goals as stated in the MOU, understanding that there may be impacts to the value of ownership shares of the partners in the future."

4-4

**Tahoe City Public Utility District
Policy**

**POLICY STATEMENT REGARDING TRANSFER OF
TAHOE CITY GOLF COURSE ASSETS**

POLICY OF THE BOARD

TCPUD is willing to negotiate use or transfer of Tahoe City Golf Course assets and consider entering into public-private partnerships to facilitate redevelopment of the Tahoe City commercial core under the following guidelines and understandings:

- TCPUD holds title to the Tahoe City Golf Course pursuant to the terms of a Memorandum of Understanding with Placer County, North Lake Tahoe Resort Association and the Truckee Tahoe Airport District (Partners). Any negotiation for use or transfer of assets must address the individual Partners' purposes for their financial contribution to the acquisition.
- Any proposal to transfer assets must also preserve a viable golf course and winter sports park, allow for additional public recreation, preserve water rights and not preclude the ability to construct a water treatment plant in the future.
- TCPUD will rely upon the Partners' recommendations for transfer of those assets that are unrelated to TCPUD's purposes.
- The public must benefit from the value of any assets used or transferred.
- Once the Partners' recommendations and goals are met, the buyout provisions in the MOU will be revised or eliminated to reflect the commensurate change in values.
- Any future agreements will be subject to public review and disclosure consistent with the Brown Act.