



NLTRA Board of Directors Agenda and Meeting Notice

Wednesday, December 2, 2015 at 8:30 am
Tahoe City Public Utility District

NLTRA Mission

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

2015 Board of Directors

Wally Auerbach (Treasurer)

Auerbach Engineering

Kali Kopley

Uncorked/Petra/Soupa

Brett Williams

Agate Bay Realty

Valli Murnane

Tahoe X-Country

Phil GilanFarr

CB's Pizza & Grill

Adam Wilson

(Secretary)

Northstar California

Brendan Madigan

(Chair)

Alpenglow Sports

Joseph Mattioli

The Ritz-Carlton

David Tirman (Vice-Chair)

JMA Ventures, LLC

Jennifer Merchant

Placer County Rep

Sue Busby

Placer County BOS Appointee
Castle Peak Property Mgmt.

Tom Lotshaw

TRPA (Ex-officio)

Quorum - 6

Majority of the NLTRA Board
Representatives

Items May Not Be Heard In the Order They Are Listed

A. Call to Order-Establish Quorum

B. Public Forum: Any person wishing to address the Board of Directors on items of interest to the Board 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.

C. Agenda Amendments and Approval

D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a 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 –November 4, 2015 (pg. 1)

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

2. Capital Investment/Transportation Committee- November 16, 2015 (pg. 6)

3. Marketing Committee – November 17, 2015 (pg. 7)

4. Business Association and Chamber Collaborative – November 12, 2015 (pg. 8)

5. Lodging Committee – No meeting in November

6. Conference Sales Directors Committee – No meeting in November

7. Finance Committee – November 19, 2015 (pg. 9)

8. Financial Reports – No Financial Reports this month – October Financials will be available in January

a. Dashboard and project reports (pg. 10)

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

9. Conference Sales Reports (pg. 14)

10. Executive Committee Report – November 24, 2015 (pg. 19)

11. Capital Investment/Transportation Activity Report – November (pg. 21)

12. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors) (pg. 25)

12.1 TCDA & SVBA – Gateway Holiday Lighting Project (2015-16 compliance) (pg. 26)

12.2 TCDA & NTBA – Fireworks Display Barge Repairs (2015-16 compliance) (pg. 39)

12.3 SVPSPD – Squaw Valley Winter Pedestrian Trail Snow Removal Program (2015-16 compliance) (pg. 49)

E. Action Items (45 minutes)

1. **MOTION: Approval of the board election results – Sandy Evans Hall**
2. **MOTION: Discussion and possible approval of 2014/15 NLTRA Financial Audit – Al Priester, Bob McClintock** (Finance Committee approved 4-0) (pg. 60)
3. **MOTION: Discussion and possible approval of change in Bylaws/Supplemental Operating Procedures & Policies for BACC meeting frequency – Sandy Evans Hall** (pg. 79)
4. **MOTION: Discussion and possible approval of FY 2015/16 Capital Project TOT Funding Requests – Ron Treabess** (CI/T Committee approved 13-0) (pg. 81)
5. **MOTION: Discussion and possible approval of Committee Rosters - Staff**
 - a. **Capital Investment/Transportation – Ron Treabess** (pg. 98)
 - b. **Marketing – JT Thompson** (pg. 99)
 - c. **BACC – Ginger Karl** (pg. 100)
 - d. **Lodging – Emily Detwiler** (pg. 101)
 - e. **Finance – Al Priester** (pg. 102)
6. **MOTION: Discussion and possible approval of Spartan Race Bid Proposal – JT Thompson, Judy Laverty, Jason Neary** (pg. 103)

F. Strategic Discussion (30 minutes)

1. **Placer County and NLTRA Agreement – Sandy Evans Hall** (pg. 108)

G. Staff Reports (20 minutes)

1. **Marketing – JT Thompson**
 - a. Destimetrics
 - b. Event updates: Spartan Races, Amgen Women's, World Cup
2. **Membership - Ginger Karl**
 - a. Performance Metrics
 - b. New Members
 - c. Upcoming Events
3. **Administration – Sandy Evans Hall**
 - a. Contract Compliance Update
 - b. At Large Board Seat Appointment Update (pg. 164)
 - c. Board Member Committee participation form (pg. 168)
 - d. Officer nomination form (pg. 169)

H. Directors Comments (5 minutes)

I. Meeting Review and Staff Direction (5 minutes)

J. Closed Session (if necessary) Reconvene to Open Session

K. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (11/27/15)



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS

Wednesday, November 4, 2015 – 8:30 am

Tahoe City Public Utilities Board District – Board Room

MINUTES

BOARD MEMBERS IN ATTENDANCE: Brendan Madigan, Jennifer Merchant, Wally Auerbach, Brett Williams, Sue Busby, Tom Lotshaw, Valli Murnane, Phil GilanFarr, and David Tirman

BOARD MEMBERS NOT PRESENT: Kali Kopley, Joseph Mattioli, and Adam Wilson,

RESORT ASSOCIATION STAFF: Ron Treabess, Sandy Evans Hall, JT Thompson, Valerie Lomeli, Al Priester, Judy Laverty, Sarah Winters and Ginger Karl

OTHERS IN ATTENDANCE: Cadence Matijevich, Jaime Wright, Stacie Lyans, Steve Teshara, Randy Hill,

A. CALL TO ORDER – ESTABLISH QUORUM

- The meeting was called to order at 8:35am by Brendan Madigan and a quorum was established

B. Public Forum:

- Stacie Lyans with the Tahoe City Downtown Association, informed the Committee to help vote for Concerts for Commons beach for a \$25,000 grant. www.grant.levittamp.org.

C. Agenda Amendments and Approval

M/S/C (Wally Auerbach/Valli Murnane) (8/0/0) motion to approve agenda with the exception of moving item K to I- 4 and adding an additional item to J regarding CEO review processes.

D. Consent Calendar

M/S/C (Jennifer Merchant/Wally Auerbach) (8/0/0) motion to approve Consent Calendar with the exception of removal of meeting minutes.

M/S/C (Valli Murnane/Sue Busby) (8/0/0) motion to approve the meeting minutes with the note that future-meeting minutes will include Board/Committee members name's who've opposed/abstained on a vote. Joseph Mattioli's name will be removed from the Board Members Present and moved to Board Members Not Present.

1. Board Meeting Minutes –October 7, 2015 (pg. 1)

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

2. Capital Investment/Transportation Committee- October 26, 2015 (pg. 6)

3. Marketing Committee – October 27, 2015 (pg. 7)

4. Business Association and Chamber Collaborative – October 1, 2015 (pg. 8)

5. Lodging Committee – No meeting in October

6. Conference Sales Directors Committee – No meeting in October

- 7. Finance Committee – October 21, 2015** (pg. 9)
- 8. Financial Reports – August and September Financials** (pg. 10)
 - **Dashboard and project reports** (pg. 12)

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

- 9. Conference Sales Reports** (pg. 30)
- 10. Executive Committee Report – October 27, 2015** (pg. 34)
- 11. Capital Investment/Transportation Activity Report – October** (pg. 36)
- 12. Contract Approval (Projects whose funding has already been approved by the NLTRA Board and Board of Supervisors)**
 - 12.1 TCPUD – Truckee River Trail Reconstruction (15/16 compliance) (pg. 40)

E. Contract Review and Input (for contracts approved by North Lake Tahoe Marketing Cooperative)

- 1. Visiting Lake Tahoe MOU (15/16 compliance item #7)** (pg. 77)
 - JT informed the Board members there is now a completed agreement with Smith & Jones, a copy was provided in the BOD packet.
 - Questions and Comments from Board members:
 - Board member asked JT, if this particular arrangement with Smith & Jones, have followed the competitive bid procedures.
 - At this time, Smith & Jones is in mid-contract and is not being required to be competitively bid. When their contract is complete then a bidding process would take place. This item came back to the Board to inform them there is now a contract in place. That also contains the provisions that are necessary for competitive bidding process, if they were to be going out and soliciting third party services; the contract states they use a procurement process.

F. Presentations

- 1. Randy Hill – Community Service District** (pg. 85)
 - Randy Hill gave a power point presentation on creating a Community Services Districts that would combine the two utility districts along with the Fire district. Full presentation can be found in the packet or www.nltra.org/meetings.

Action for Randy: to come back and update the board on what was discussed or recommended from the Fire District meeting.

Action for Sandy: to invite Randy Hill back to the Board of Directors Board meeting in January for an update.

G. Strategic Discussion

- 1. Board Development Opportunities: Sue Busby, David Tirman, Phil GilanFarr, Wally Auerbach, Tom Lotshaw**
 - A few Board members were sent to a Board development series of workshops, which were put on by the Tahoe Truckee Community Foundation. Sue Busby and David Tirman were able to attend. A few items that stood out to them, included:
 - Board member evaluations, annually.
 - Board governance as opposed to Board support and differentiating between the two.
 - Have a review, every three to five years, of the Boards origination and governing instruments.
 - Self-assessment, a questionnaire that each board member can do on their own and an assessment on all Board members.

- Panel of three women who were seasonal Board members, who were veterans of Boards. They said collaboration and active listening were key to a successful Board.
- Also, it was important to be mindful and respectful of other Board members opinion or recommendations.

Action for Wally, Phil, and Tom: to synthesize some recommendations or tools that the Board can start applying to help maintain the Boards leadership and focus.

H. Action Items

1. MOTION: Approve slate for 2016 Board of Directors - Sandy Evans Hall (pg. 103)

- Question and Comments from Board members.
 - Board member had a comment for the any new incoming board members. Is there a conveyance of accountability for meeting attendance and what's expected from them?
 - Sandy informed the Board members that all new board members attend an orientation and learn what the expectations are from them. There could be the option to have a Board member leave the Board if they miss three consecutive meetings.
 - Board members have concerns regarding the lack of participants wanting to volunteer on the NLTRA Board of Directors, and how to attract more business owners, community members, and creating a stronger awareness of who the North Lake Tahoe Resort Association is.

M/S/C (Wally Auerbach/Phil GilanFarr) (8/0/0) motion to approve slate of candidates for 2016 Board of Directors.

2. MOTION: Approve Special Event Grant allocation – Judy Laverty (pg. 104)

- Judy Laverty provided all the recommendations and a copy was in the packet.
 - Board member comments:
 - Board member asked if Barcelona had requested a grant more than four times.
 - Judy informed the Board this is Barcelona's fourth time requesting a grant. Last year they had to turn down quite a bit of teams. This year they've increased their program, which will help bring in more rooms for North Lake Tahoe.
 - Board members wanted an update on SnowFest.
 - Judy informed the Board members, that there are two new co-executive directors with a lot of experience and energy.
 - The major shifts in SnowFest are the new executives are going after sponsorships other than the Resort Association and have a new marketing direction.
 - Board members wanted to know why TCDA First Fridays doesn't have a measurement and is receiving more money then they were asking for.
 - Judy informed the Board members that this program is a banner and poster program for First Fridays in Tahoe City. A measurement would be difficult.
 - Board members believe that TCDA needs to report back to the BOD with information from the businesses on who had extended retail hours, incremental sales, etc.

M/S/C (Jennifer Merchant/Valli Murnane) (8/0/0) motion to approve the Special Event Grant allocation, with the measurement potentially including a minimum increase of incremental sales for the Tahoe City Downtown Association.

3. MOTION: Approve North Lake Tahoe Express Business Plan – Jaime Wright, TMA; Steve Teshara, Consultant to TMA (pg. 109)

- Jaime informed the Board members, the final draft has been released and they are collecting feedback for the next month, with the final document being released in December.
 - Question regarding projection of selecting a contractor or service provider and implementing the new business plan?
 - This program will have a competitive based bid process. So this program will be put out there if companies have interest in it, but if there is only one company who has submitted a bid, then they will have to go with that company. This process will always happen every three to five years.
 - The RFP process will be released and a contract will be in process by April.

M/S/C (Phil GilanFarr/Wally Auerbach) (8/0/0) motion to approve staff recommendation to moving the NLTE business plan forward.

I. Staff Reports

1. Marketing – JT Thompson

a. Destimetrics

- September Destimetrics showed that pre-bookings for January is down, JT will be looking into why this is the case.

b. Event updates: IronMan, USA Cycling, Spartan Races

- World Cup update, some rooms were lost due to hotels not being able to provide breakfast.
- Amgen Women's Race is coming back to South Lake Tahoe and will come to North Shore for one day, as they circle the lake.
- Spartan Race, currently working with Squaw for 2016. Is looking very good.
- There was discussion on getting more water and mountain races.

2. Membership - Ginger Karl

a. Performance Metrics

- None

b. New Members

- None

c. Upcoming Events

- Thursday, November 19th Chamber Mixer with Truckee Donner Chamber at Northstar California.
- Tuesday, December 1st Winter Breakfast Club meeting.
- Tuesday, December 2nd, Hospitality Holidays.

3. Capital Improvements/Transportation – Ron Treabess

a. 2015-16 Call for Projects

- Ron informed the Board that the Committee is in the middle of Call for Projects process. The CI/T Committee met on October 26th and had 12 presentations. Staff and Committee members are reviewing applications and scoring each project and will be brought back to the November 16th CI/T meeting for final recommendations for the December 2nd BOD meeting.

4. Administration – Sandy Evans Hall

a. Contract Compliance Update

- The items discussed at this meeting will be provided to the Placer CEO Office with an electronic and hard copies.
- b. Staffing Changes**
 - Sandy introduced the new North Lake Tahoe Resort Association Director of Finance and Human Resources, Al Priester.
- c. Financial Audit to Board in December – McClintock Accountancy**
 - Sandy informed the Board members that the Finance Committee had received a draft of the Audit and will be making recommendations at their November 19th meeting. Once approved by the Finance committee it will then be brought to the December 2nd Board of Directors meeting.
- d. Staff Bridge Loan 10-23, repaid in full 10-26**
 - Sandy informed the Board members she approved a staff bridge loan for a special circumstance for Judy Laverty.
 - Board Member comments:
 - Wally Auerbach and Jennifer Merchant recommended this item be on the November Finance meeting for discussion.

Action for Sandy: to add the bridge loan to Judy Laverty on the November Finance committee meeting agenda.

J. Directors Comments

- Process for CEO Review:
 - Historically the Executive Committee takes on that roll for CEO evaluation and possibly appoints a smaller task force to Shepard that process. All Board members will be receiving a copy of the procedures for CEO review.

K. Meeting Review and Staff Direction

- **Action for Randy:** to come back to the Board of Directors meeting in January to inform the Board of what was discussed or recommended from the Fire District meeting.
- **Action for TCDA:** adding the measurement of sales to the grant allocation for the TCDA for First Fridays.
- **Action for Wally, Phil, and Tom:** to synthesize some recommendations or tools that the Board can start implying to help maintain the Boards leadership and focus.
- **Action for Sandy:** to add the bridge loan to Judy Laverty on the November Finance committee meeting agenda.

L. Closed Session (if necessary) Reconvene to Open Session: None

M. Adjournment

- Meeting was adjourned at 11:22am

Submitted by
Valerie Lomeli
Executive Assistant
NLT Chamber/CVB/Resort Association



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COMMITTEE: Capital Investment/Transportation

MEETING DATE: November 16, 2015

COMMITTEE MEMBERS PRESENT: Phil GilanFarr, John Bergmann, Will Garner, Rob Kronkhyte, Wyatt Ogilvy, John Pang, Tony Karwowski, Mike Staudenmayer, Cadence Matijevich, Adrian Tieslau, Dan Wilkins, Brian Stewart, Jaime Wright, and Andrew Ryan

COMMITTEE MEMBERS NOT PRESENT: None

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Committee recommended to NLTRA Staff/VIC to help promote the Take Care campaign.
- Committee requested that the Water Trail Wayfinding Signage applicant follow NLTRA wayfinding guidelines.
- Committee requested Squaw Valley Business Association defines "Community Event", to read more specifically to what type of events.
- Committee members wanted to make sure that any money being made on the Tahoe City ice rink are not being used on TCPUD projects.

MOTIONS MADE/VOTE:

- **M/S/C (Dan Wilkins/John Pang) (10-0-0) Motion to approve agenda amendments**
- **M/S/C (Dan Wilkins/John Pang) (10-0-0) Motion to approve Capital Investment/Transportation Committee minutes for October 26, 2015.**

***John Bergmann, Rob Kronkhyte, Wyatt Ogilvy, and Cadence Matijevich arrived after motions were made.**

BOARD APPROVAL/DIRECTION REQUESTED:

- **M/S/C (Wyatt Ogilvy/Mike Staudenmayer) (13/0/0 – Wilkins absent)** motion to approve staff recommendation to recommend to the NLTRA Board consideration of the project list for TOT funding. With the additional comments including: the three county agreements, if a quick summary of a work plan and goal dates of work products be provided. Water Trail Wayfinding application follow the NLTRA wayfinding guidelines. And the Solar powered message board applicant does not use message board for private events.



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COMMITTEE: Marketing

MEETING DATE: Nov 17, 2015

BOARD MEMBERS PRESENT: Brett Williams

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Website:

Action to Staff and Shelley: Brett suggested checking into RSS feeds.

Action to Jason: It was recommended that the staff heading to the small lodging meeting in Tahoe Vista share we have available seats on the Marketing Committee.

Action to JT/Committee Members/Abbi Agency: Revisit the intent behind the Touch the Lake Campaign and the direction originally given being an in-market piece. Discussion on having Abbi doing more targeted e-mails.

Action to JT/Committee Members/School of Thought: Revisit some of the "channels" not performing well and the initial results of the fall marketing campaign.

Action to JT and staff: Spartan deadline request to be moved up due to Board of Directors meeting being held on December 2nd.

Action to JT: Send out Request for Proposals to local photographers by mid-December.

MOTIONS MADE/VOTE:

3.1 M/S/C (Sprague/Moore) (8/0) to approve the agenda as presented.

4.1 M/S/C (Matijevich/Priestland) (8/0) to approve the meeting minutes from October 27, 2015 with the correction of spelling on Page D.1 (Committee Members in Attendance) of Sue Busby and Glenn Cademartori.

BOARD APPROVAL/DIRECTION REQUESTED:

None



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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: November 12, 2015

COMMITTEE MEMBERS PRESENT: Adam Wilson (via-phone), Caroline Ross, Stephen Lamb, Stacie Lyans, Lisa Nigon, Brad Perry, Danny Cox, Cody Hanson, Ginger Karl, and Chris Perry

OTHERS IN ATTENDANCE: Marguerite Sprague (Marketing Committee), JT Thompson, Sandy Evans Hall, Valerie Lomeli

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

Action for Ginger: to attend as many Marketing Committee meetings as possible to contribute as much information or direction back to BACC

Action for JT: to provide a Marketing calendar to Ginger/BACC committee.

Action for Ginger: to add to the BACC agenda, Marketing/PR calendar discussion. This item will be a continuous item on future BACC agendas.

Action for Ginger: to reach out to The Abbi Agency and find out if Allegra Demerjian from The Abbi Agency could sit on the BACC committee.

Action for next year: to have the Hospitality Holidays sign-up process on the Shop Local website.

Action for Ginger: to direct email wedding planners to help sell the "LOVE" decals/stickers to brides in bulk as favors.

Action for Northstar & Truckee: to provide a "hero" shot for the Shop Local website.

Action for Ginger: to email Committee members the content with .jpg of poster and social media links of contest.

Action for Ginger: to reach out to the lodging companies who've signed up for the Shop Local holiday contest, they must provide a product, such as gift card to participate in program.

Action for Ginger: to see if The Weekly is offering any Holiday promotions for the newspaper, specifically the banner piece.

Action for JT: to submit a press release.

Action for Committee Members: to help promote the Shop Local program within their networks.

Action for Ginger: to look into Etsy & Pinterest pricing and bring back to Committee at the next BACC meeting.

Action for Ginger: to reach out to the Shop Local Holiday contest winner and ask if they could provide a testimonial or photo, to help promote this years Holiday contest.

Action for Committee Members: Goals for Shop Local Holiday Contest-10% increase in revenue in dollars spent over last year (\$407,476), increase in the number of businesses participating (194), increase in number of cards returned vs. last year's contest (1,420).

Action for Ginger: Confirm if the Shop Local website says, "Must be a member of a Business Association or Chamber to participate in Shop Local program".

Action for Ski Resort Committee Members: to provide four ski tickets for the Hospitality Holidays contest for attendees who spend \$200 the night of the event.

MOTIONS MADE/VOTE:

M/S/C (Stacie Lyans/Danny Cox) (8/0/0) Motion to approve agenda amendments

M/S/C (Stacie Lyans/Brad Perry) (8/0/0) Motion to approve Business Association and Chamber Collaborative Committee meeting minutes from October 1st, 2015

M/S/C (Stacie Lyans/Cody Hanson) (8/0/0) Motion to approve Squaw Valley Business Association \$10,000 marketing request.



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COMMITTEE: Finance Committee

MEETING DATE: November 19, 2015

COMMITTEE MEMBERS PRESENT: Wally Auerbach, Mike Salmon (via-phone), Ramona Cruz, and Jennifer Merchant

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- **Action for AI/Valerie:** to summarize action items and to be sure action items are not lost in minutes.
- **Action for AI:** to request a copy of the audit working papers related to the inventory of \$5k that went missing.
- **Action for NLTRA Staff:** to send a memorandum to the CEO offices explaining the delay of unspent 14/15 TOT.
- **Action for AI/Valerie:** to provide a monthly follow up of "Action Items" to the agenda, any unfinished action items will move to the following months agenda till completed.
- **Action for NLTRA Staff:** to reach out to the McClintock or NLTRA Bank regarding FDIC and what are the credit risk and maximum.
- **Action for Ramona:** to reach out to AI regarding the audit she follows with the PUD audit.
- **Action for NLTRA Staff:** to reach out to McClintock to comment regarding the inventory list, and to be more detailed.
- **Action for AI:** to look into the 2014 advance pay to Ginger Karl of \$1,000.
- **Action item for AI:** to update the Visitor Center to move these items as quarterly for dashboard and remove the Reno Visitor Center.
- **Action for AI:** to keep the format with the graph.

MOTIONS MADE/VOTE:

M/S/C (Jennifer Merchant/Ramona Cruz) (4-0-0) motion to approve agenda amendments with the addition of item F.1 discussion of NLTRA bridge loan of \$14,500.

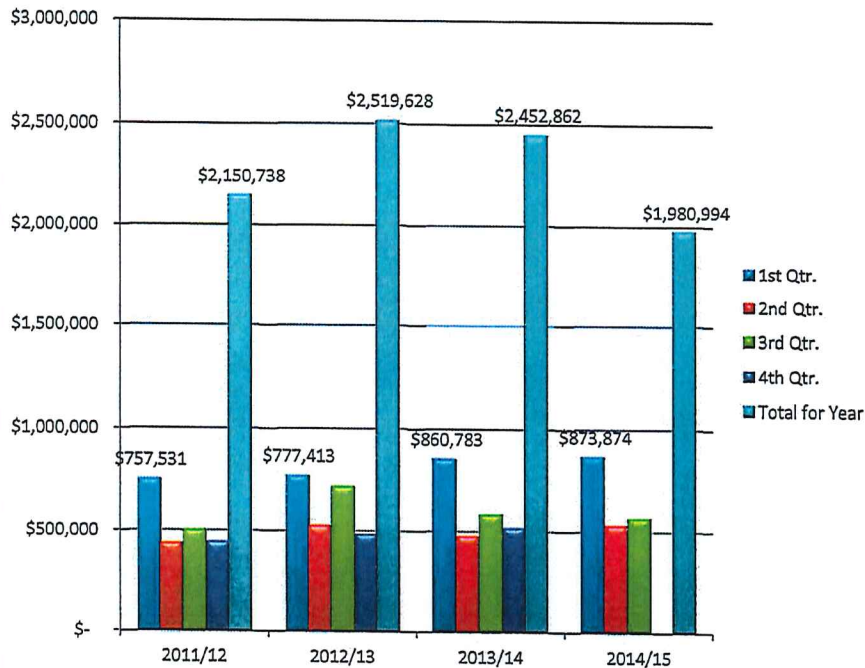
M/S/C (Ramona Cruz/Jennifer Merchant) (4-0-0) Motion to approve Finance Committee minutes for October 21, 2015, with the following edits: Item E, third bullet point, should read: suggestions for improvement are the same as the previous years.

M/S/C (Ramona Cruz/Jennifer Merchant) (3-0-0, Salmon Absent) motion to approve CEO expenses.

BOARD APPROVAL/DIRECTION REQUESTED:

M/S/C (Ramona/Jennifer) (4-0-0) motion to accept the Draft Audit reports the year ending June 30, 2015.

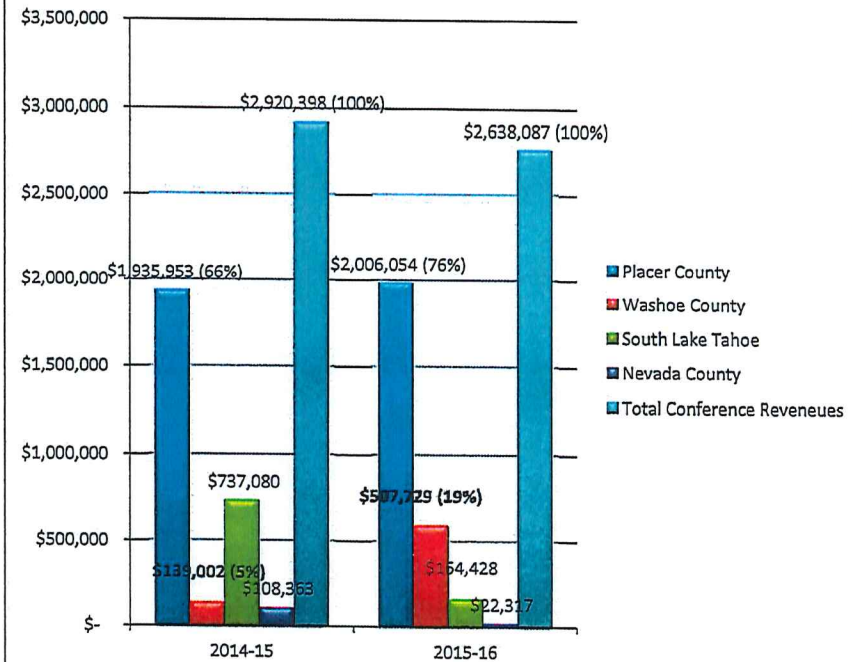
Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

Quarter	2011/12	2012/13	2013/14	2014/15	YOY % Change
First	\$ 757,531	\$ 777,413	\$ 860,783	\$ 873,874	1.5%
Second	\$ 441,061	\$ 529,470	\$ 481,165	\$ 535,449	11.3%
Third	\$ 505,344	\$ 724,645	\$ 589,226	\$ 571,671	-3.0%
Fourth	\$ 446,802	\$ 488,100	\$ 521,688	\$ -	
Total	\$ 2,150,738	\$ 2,519,628	\$ 2,452,862	\$ 1,980,994	-19.2%

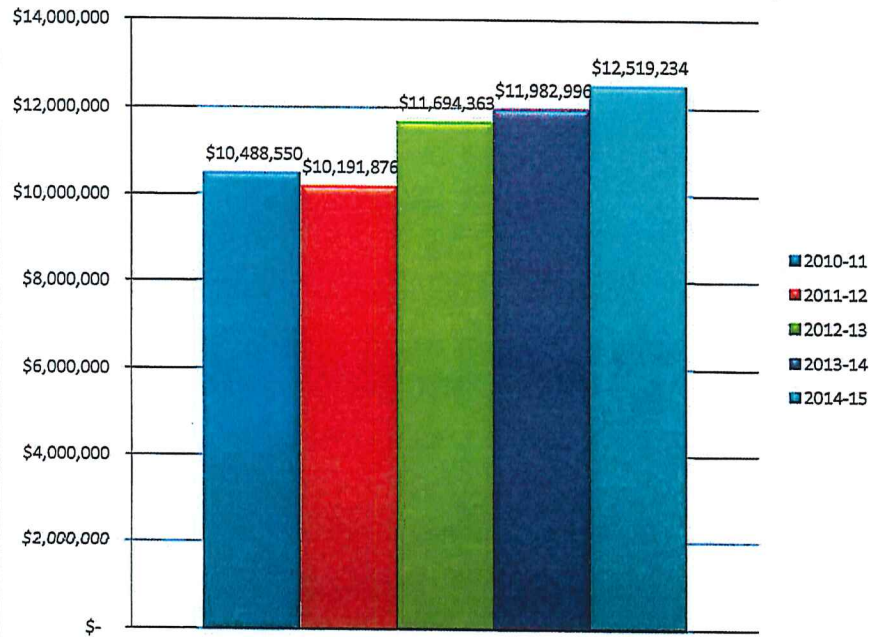
Conference Revenue Statistics & Revenue Share by County



Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16

	2014-15	2015-16	YOY % Change
	Actuals	Forecasted	
FORWARD LOOKING (2015/16)			
Total Revenue Booked through October	\$ 2,920,398	\$ 2,768,083	-5.22%
Forecasted Commission for this Revenue	155,074	146,600	-5.46%
Number of Room Nights	16,377	15,439	-5.73%
Number of Tentative Bookings	99	62	-37.37%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 76% in '16)	\$ 1,935,953	\$ 1,987,451	2.66%
Washoe ('15; 5%, '16; 19%)	\$ 139,002	\$ 593,887	327.25%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 164,428	-77.69%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 22,317	-79.41%
Total Conference Revenue	\$ 2,920,398	\$ 2,768,083	-5.22%

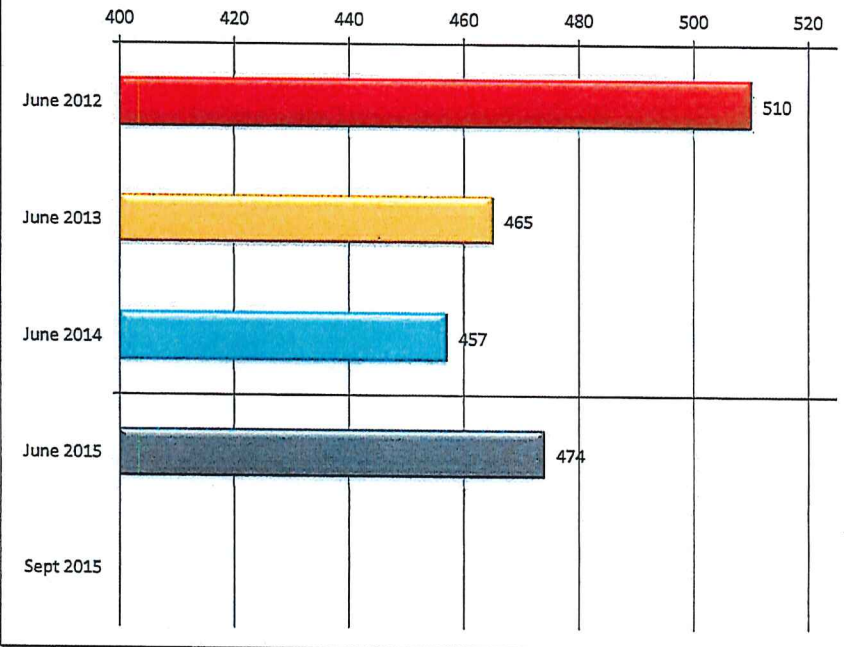
5-Year Annual TOT Collections (Fiscal Year Basis)



Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,690,454	\$ 2,527,484	\$ 3,462,341	\$ 1,838,955	\$ 12,519,234

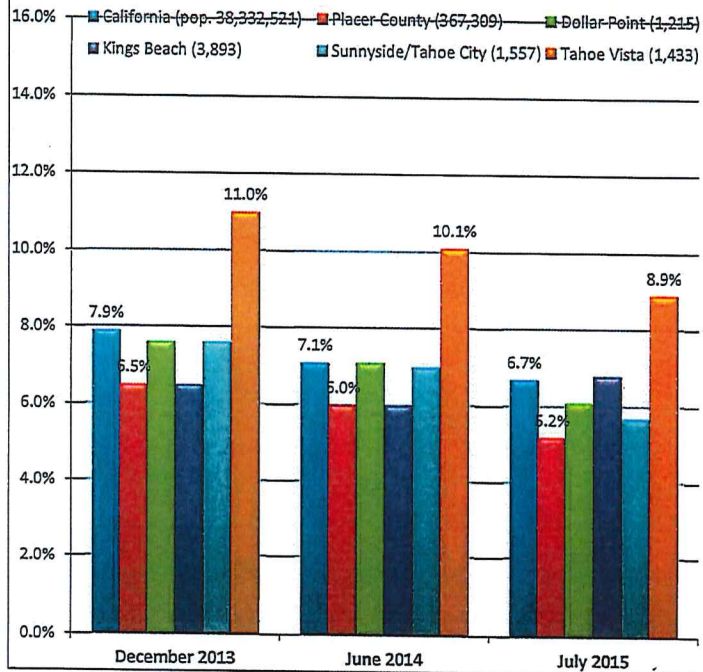
Chamber Membership (# of Members)



Chamber Of Commerce Total Membership

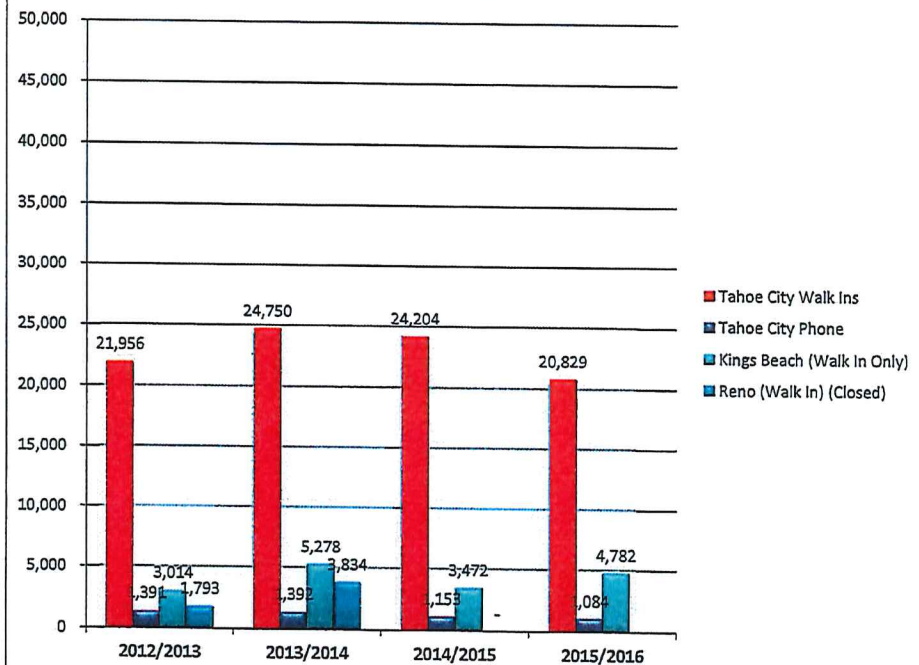
June 2012	510
June 2013	465
June 2014	457
June 2015	474
Sep 2015	-

Unemployment Rates by Region



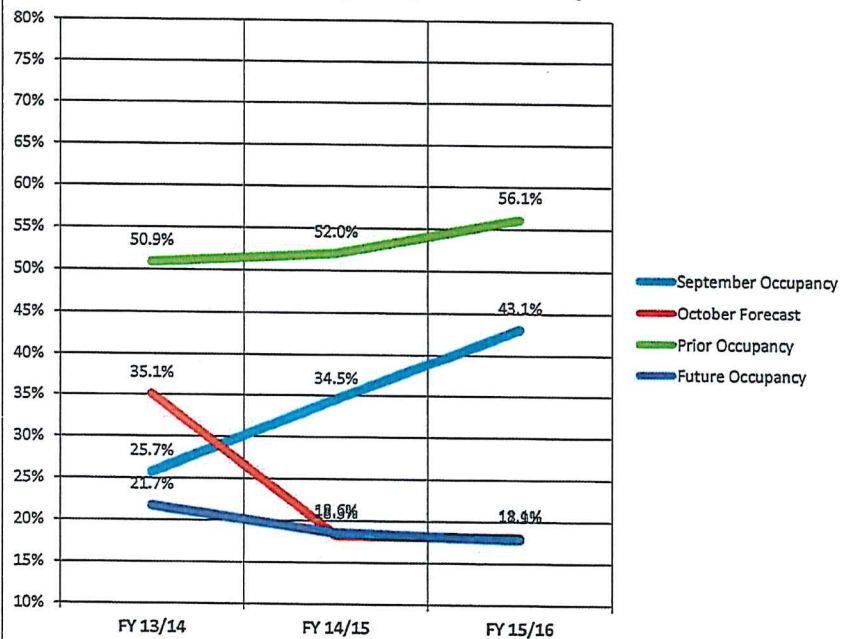
Unemployment Rates	December 2013	June 2014	July 2015
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	6.8%
Sunnyside/Tahoe City	7.6%	7.0%	5.7%
Tahoe Vista	11.0%	10.1%	8.9%

Visitor Information - July - October YOY -

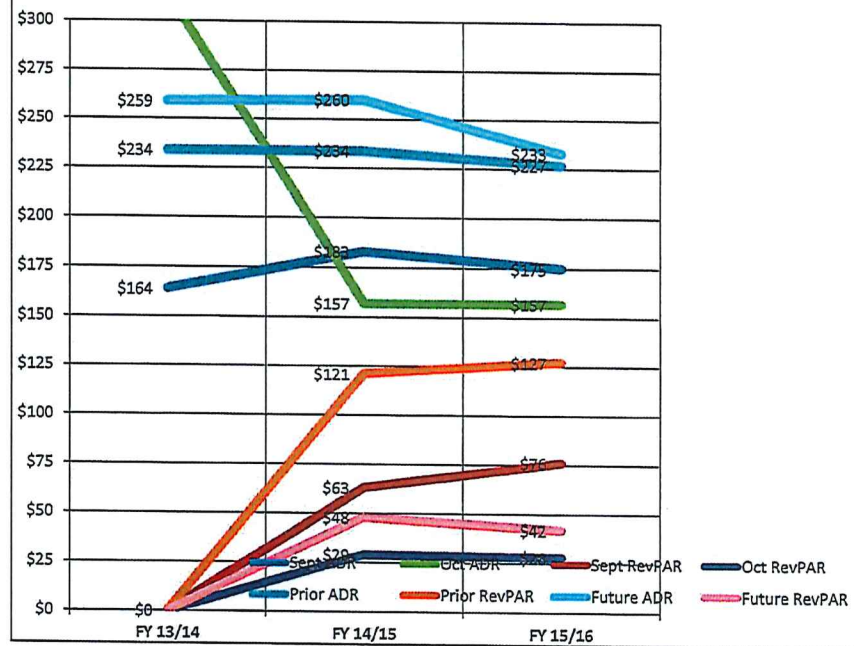


Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2012/2013	2013/2014	2014/2015	2015/2016	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	21,956	24,750	24,204	20,829	-13.94%
Phone	1,391	1,392	1,153	1,084	-5.98%
Kings Beach (Walk In Only, Jun-Sep)	3,014	5,278	3,472	4,782	37.73%
Reno (Walk In) (Closed)	1,793	3,834	Closed	Closed	N/A

Destimetrics Occupancy in NLT Comparisons



Destimetrics RevPAR in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
Occupancy during October	25.7%	34.5%	43.1%	24.9%
Occupancy Forecast November	35.1%	18.3%	18.1%	-1.1%
Occupancy (prior 6 months)	50.9%	52.0%	56.1%	7.9%
Occupancy (next 6 months)	21.7%	18.6%	17.9%	-3.8%

Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
ADR October (Average Daily Rate)	\$164	\$183	\$175	-4.4%
RevPAR Oct (Rev per Available Room)	\$0	\$63	\$76	20.6%
ADR November (Average Daily Rate)	\$314	\$157	\$157	0.0%
RevPAR Nov. (Rev per Available Room)	\$0	\$29	\$28	-3.4%
ADR (prior 6 months)	\$234	\$234	\$227	-3.0%
RevPAR (prior 6 months)	\$0	\$121	\$127	5.0%
ADR (next 6 months)	\$259	\$260	\$233	-10.4%
RevPAR (next 6 months)	\$0	\$48	\$42	-12.5%

Monthly Report October 2015

CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 10/31/15:	\$2,688,222	\$2,015,701	33%
Forecasted Commission for this Revenue:	\$146,514	\$120,542	22%
Number of Room Nights:	14945	11006	36%
Number of Delegates:	17232	6708	157%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	91	102	-11%

Monthly Detail/Activity	<u>October-15</u>	<u>October-14</u>	
<u>Number of Groups Booked:</u>	5	4	
Revenue Booked:	\$216,914	\$44,208	391%
Projected Commission:	\$16,653	\$895	1761%
Room Nights:	503	260	93%
Number of Delegates:	245	180	36%
Booked Group Types:	3 Corp., 2 Assn.	1 Corp, 3 Smf	
Lost Business, # of Groups:	2	6	

<u>Arrived in the month</u>	<u>October-15</u>	* Est.	<u>October-14</u>	
Number of Groups:	4		4	
Revenue Arrived:	\$301,150		\$74,408	305%
Projected Commission:	\$29,941		\$1,160	2481%
Room Nights:	1947		510	282%
Number of Delegates:	10712		568	1786%
Arrived Group Types:	3 Corp, 1 Smf		2 Corp, 1 Assn. 1 Smf	

Monthly Detail/Activity	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$18,378	\$367,511	-95%
Projected Commission:	\$693	\$28,336	-98%
Room Nights:	150	3417	-96%
Number of Delegates:	70	2115	-97%
Booked Group Types:	1 Smf, 1 Ca Assoc.	2 Corp, 6 Assoc.	
Lost Business, # of Groups:	8	5	

<u>Arrived in the month</u>	<u>September-15</u> * Est.	<u>September-14</u>	
Number of Groups:	9	9	
Revenue Arrived:	\$705,771	\$537,101	31%
Projected Commission:	\$54,203	\$7,879	588%
Room Nights:	4082	2782	47%
Number of Delegates:	1976	1675	18%
	2 Corp, 2	4 Assoc., 1	
	Assoc, 3 Ca	Corp, 3 Smf	
Arrived Group Types:	Assn., 2 Smf	and 1 Society	
	2 Corp, 2	4 Assoc., 1	
	Assoc, 3 Ca	Corp, 3 Smf	
Arrived Group Types:	Assn., 2 Smf	and 1 Society	

<u>Monthly Detail/Activity</u>	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	3	7	
Revenue Booked:	\$40,570	\$328,584	-88%
Projected Commission:	\$3,884	\$14,879	-74%
Room Nights:	264	1452	-82%
Number of Delegates:	224	723	-69%
		4 Smf, 2 Corp.,	
Booked Group Types:	2 Corp. 1 Smf	1 Assn., 1 Govt	
Lost Business, # of Groups:	7	4	

<u>Arrived in the month</u>	<u>August-15</u> * Est.	<u>August-14</u>	
Number of Groups:	7	8	
Revenue Arrived:	\$257,500	\$44,210	482%
Projected Commission:	\$18,796	\$1,739	981%
Room Nights:	1843	252	631%
Number of Delegates:	632	278	127%
		2 Corp, 1	
	3 Corp., 2	Assoc., 4 Smf,	
Arrived Group Types:	Assn., 2 Govt.	1 Govt.	

<u>Monthly Detail/Activity</u>	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	4	4	
Revenue Booked:	\$119,459	\$156,104	-23%
Projected Commission:	\$3,023	\$1,075	181%
Room Nights:	850	636	34%
Number of Delegates:	10390	390	2564%
	1 Ca Assoc, 1		
	Corp, 1 Smf, 1		
Booked Group Types:	Assoc.	2 Assoc, 2 Corp	
Lost Business, # of Groups:	4	1	

<u>Arrived in the month</u>	<u>July-15</u>	* Est.	<u>July-14</u>	
Number of Groups:	7		12	
Revenue Arrived:	\$322,369		\$546,907	-41%
Projected Commission:	\$11,284		\$23,673	-52%
Room Nights:	1754		2103	-17%
Number of Delegates:	1725		898	92%
	3 Corp., 1 Ca		6 Smf, 2 Corp,	
	Assoc.,1 Smf, 1		2 Assoc. 2	
Arrived Group Types:	Seminar		Seminars	

For 2016/17:	\$1,324,399	\$2,000,000
For 2017/18:	\$246,983	\$750,000

NUMBER OF LEADS Generated as o 10/31/15: 50

Total Number of Leads Generated in Previous Years:

2014/2015	175
2013/2014	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

Monthly Report October 2015

CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 15/16

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 10/31/15:	\$87,398	\$822,567	-89%
Forecasted Commission for this Revenue:	\$5,952	\$31,004	-81%
Number of Room Nights:	709	6723	-89%
Number of Delegates:	465	3230	-86%
Annual Commission Projection:	\$10,000	\$30,000	-67%

<u>Monthly Detail/Activity</u>	<u>October-15</u>	<u>October-14</u>
<u>Number of Groups Booked:</u>	1	0
Revenue Booked:	\$3,592	\$0
Projected Commission:	\$537	\$0
Room Nights:	20	0
Number of Delegates:	20	0
Booked Group Types:	1 Corp.	

<u>Arrived in the month</u>	<u>October-15</u>	<u>October-14</u>
Number of Groups:	3	0
Revenue Arrived:	\$44,564	\$0
Projected Commission:	\$2,099	\$0
Room Nights:	187	0
Number of Delegates:	134	0
Arrived Group Types:	1 Corp, 1 Assn., 1 Smf	

<u>Monthly Detail/Activity</u>	<u>September-15</u>	<u>September-14</u>	
<u>Number of Groups Booked:</u>	3	1	
Revenue Booked:	\$11,830	\$38,493	-69%
Projected Commission:	\$0	\$1,925	
Room Nights:	101	230	-56%
Number of Delegates:	96	200	-52%
Booked Group Types:	1 Ca Assn., 2 Smf	1 Smf.	

<u>Arrived in the month</u>	<u>September-15</u>	<u>September-14</u>	
Number of Groups:	2	4	
Revenue Arrived:	\$31,347	\$521,681	-94%
Projected Commission:	\$1,567	\$27,677	-94%
Room Nights:	270	3664	-93%
Number of Delegates:	120	1645	-93%
Arrived Group Types:	1 Corp., 1 Smf	2 Corp., 1 Assn., 1 Smf	

Monthly Detail/Activity	<u>August-15</u>	<u>August-14</u>	
<u>Number of Groups Booked:</u>	1	2	
Revenue Booked:	\$139,320	\$9,603	1351%
Projected Commission:	\$6,966	\$481	
Room Nights:	1220	80	1425%
Number of Delegates:	300	30	900%
Booked Group Types:	1 Assn.	2 Smf	
 <u>Arrived in the month</u>	 <u>August-15</u>	 <u>August-14</u>	
Number of Groups:	0	1	
Revenue Arrived:	\$0	\$32,748	-100%
Projected Commission:	\$0	\$4,912	-100%
Room Nights:	0	93	-100%
Number of Delegates:	0	30	-100%
Arrived Group Types:	0	1 Smf.	
 Monthly Detail/Activity	 <u>July-15</u>	 <u>July-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf.	
 <u>Arrived in the month</u>	 <u>July-15</u>	 <u>July-14</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$30,232	\$32,748	-8%
Projected Commission:	\$1,749	\$4,912	-64%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrived Group Types:	1 Assoc., 2 Smf	1 Smf.	

NUMBER OF LEADS Generated as of 10/31/15: 50

Total Number of Leads Generated in Previous Years:

2014/2015 175
2013/2014 172
2012/2013: 171
2011/2012: 119
2010/2011: 92
2009/2010: 107
2008/2009: 151
2007/2008: 209
2006/2007: 205



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NLTRA Executive Committee

Tuesday, November 24, 2015

7:30 a.m.

NLTRA Offices

Agenda

A. Open Session

1. Items for Board Agenda – November 4
 - a. Financial Audit
 - b. Appointment of At Large Position
 - c. Election Results
 - d. Presentation of NLTRA Contract

Sandy shared the various items that would be on the board agenda and responded to questions. It was suggested that the ballot for the appointment be delayed until January to provide time for the board to become acquainted with the candidates. The candidates for the At Large position will be invited to the December Board meeting to be introduced to the board.

2. Strategic Discussion ideas
 - a. Strategy for increasing Destination Visitor segment of market
 - b. Andy Heath – E. Placer revenues and expenses
 - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
 - d. NLTRA/Placer County Agreement (strategic goals/Workplan)

Due to the fact that our Strategic Goals and Work Plan both include an action step that states we will provide a presentation to the board on the NLTRA/Placer County Contract, Sandy suggested that this be our strategic discussion for December.

3. Financial Audit – McClintock Accountancy reviewed with Finance Committee, due to late submission, this will be reviewed and discussed at November Finance Committee before being presented to the Board in December

The Finance Committee reviewed the Financial Audit at their meeting on November 19 and asked for one addition to the audit under recommendations/observations. This comment is in regards to tightening up the inventory procedures and controls for the Visitor Center retail goods.

4. Chamber Dues Plan – No word from Steve Gross

5. NTBA and TCDA – request for funding for fireworks – \$10K each as a sponsorship, to be budgeted in 2016/17 and thereafter.

Sandy updated the EC with information about a recent meeting with NTBA and TCDA. This sponsorship proposal is something that would be part of the 2016/17 NLTRA budget and would be discussed by the Marketing Committee and Board of Directors at that time.

6. Executive Review

Executive Committee members reviewed the CEO evaluation process and will discuss with the Board at the December and January meetings.

7. Other Business



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December 2, 2015

Subject: Monthly Activity Report—October, 2015

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. 2015 North Lake Tahoe Tourism Master Plan

- Final graphic presentation of approved Tourism Master Plan is being printed for distribution.

2. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The following are receiving further research
 - Funding techniques of other resort areas
 - Sales Tax survey for Placer County
 - Sales Tax Governance Plan for North Lake Tahoe
- Fourth annual Transportation Summit is being planned for late winter in possible conjunction with transportation sales tax campaign kick-off.

2. North Lake Tahoe Express

- A new Business and Operational Plan draft has been completed by the NLTE steering committee to set goals and direction for the NLTE over the next 3-5 years.
- The NLTRA Board approved the Plan at its November 4th meeting.
- A competitive procurement process for operator selection will be conducted based on new B & O Plan, and released by mid-December.

3. Winter Night Rider

- Service will be provided by TART starting this winter season.
- There will be an increased cost of \$61,000 with expectation of improved service.

6. Status of All On-Going Capital Investment Projects

- Project list as of November 24th is attached. These status reports will contain scheduled project completion dates.

7. SR28/Fanny Bridge Community Revitalization Project

- All approvals are now in place and project design will move forward.
- Two community reviews were held on November 18th. One for further review of the wye proposals and the second on an update of the overall project status.

- Construction work is anticipated to begin in spring of 2016.

9. Kings Beach Commercial Core Improvement Project.

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- Placer County has completed the redo of the curbing on each island as one approaches each roundabout.
- This has been the largest single project allocation of TOT funds,
- The project will be finished during 2016

10. Wayfinding Signage

- Caltrans has still not given full approval for design and location of 1st phase of right-of-way signage to be installed.
- Roadside mile markers have been repaired, with work completed by June 30.
- The NTPUD is still awaiting Placer County go-ahead for the wayfinding signage at Tahoe Vista Recreation Area.
- Staff met with NTBA design committee and DPW to determine necessary wayfinding through the Kings Beach commercial corridor

11. Annual “Call for Projects” Capital Investment TOT Funding Process

- The CI/T Committee reviewed and made recommendations on 12 TOT Funding Applications at its November 16 meeting.
- Committee recommended funding for 9 of the 12 projects for a total of \$1,381,000.
- The presentation and selection process will now continue to the NLTRA Board at its December 2nd meeting, for approval and recommendation for formal grant approval from the Board of Supervisors during the February/March, 2016 time period.

14. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting is scheduled for Monday, **January 25, 2016, 1:30 p.m. until 4:00 p.m., at the Tahoe City PUD.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club
- NLTRA Board
- TMA Board/Resort Triangle Transportation Vision Coalition
- NLTRA Executive Committee
- Tahoe Transportation District Board
- Placer County Finance Meeting
- Olympic Museum Board Workshop

- Capital Investment/Transportation Committee
- Donner Summit Winter Ski Shuttle Partners Meeting
- PCTPA Board Meeting
- Transit Vision Sub-committee Meeting on Sales Tax Governance

2015-2016 Project Funding Needs Status
As of November 25, 2015

Approved Projects Expected Invoices	Project	Completion Date	15/16 inv
Wayfinding Signage Installation	A-3	Summer 2016	\$85,158
North Tahoe Regional Park Trails and	A-8*	End of 2016	\$135,000
Tahoe City Field Station Wayfinding	A-10*	End of 2016	\$6,500
Dollar Creek Shared-use Construction	B-2	Fall 16-17	\$265,000
Northstar Community Multi-Purpose Trail	B-4*	phase 3 end of 2016	\$452,611
Truckee River Corridor Access Plan	B-5	DPW has no date	\$111,123
Homewood Bike Trail Design	B-6	Design done 2015	\$11,261
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	end of 15	\$24,622
Truckee River Trail Restoration	B-15*	End of 2018 3yr	\$355,193
Squaw Valley Bike Trail Rehabilitation	B-18*	End of 17 2yr	\$246,500
North Tahoe Shared-Use Trail	B-3*	Planning start 15-16	\$98,768
The Stages for Performing Arts Center	D-3	Complete end of 15	\$2,293
Tahoe Public Art Program	D-4	End of 2016	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-4*	Complete fall 16	\$50,000
Community House	G-2	Awaiting TAU trans	\$400,000
Fanny Bridge Hwy SR 89 Match	G-4	End of 2018 3yr	\$496,667
North Tahoe Parking Analysis	G-8	Fall 2015	\$14,798
King's Beach Pier Concept Plan	G-9	E.A. spring 2016	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13	Plan comp 2016	\$135,397
Tahoe City Parking Project Plan	G-16*	Plan comp 2016	\$85,000
Tahoe City Mobility Improvement Plan	G-15*	Plan comp 2016	\$83,671
Signage-Mile Markers	H-1	Summer 2016	\$1,500
Tahoe Pedestrian Safety Program	H-2	Maintain as necess	\$11,908
Regional Transit System Branding	J-2	summer 2016	\$88,500
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5*	Spring 15-16	\$70,000
Gateway Holiday Lighting (Maint)	G-3*	Fall 15-16	\$20,000
<u>North Tahoe Barge Repair (Maint)</u>	<u>H-7*</u>	<u>Spring 15-16</u>	<u>\$10,075</u>
Approved Projects Totals:			\$3,685,697

*Projects to be Started During 15-16



December 2, 2015

Subject: Approval of Project Funding Agreements (Contracts)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approves the three attached Memorandums of Agreement for Use of Placer County TOT funding for approved Capital Investment maintenance projects as listed.
- These projects and funding have previously been recommended by the CI/T Committee, and then approved by the NLTRA Board and the Placer County Executive Office.
- Upon approval, the Memorandums of Agreement will be forwarded to the County, as well as remain on file at NLTRA.
- Staff will continue to bring additional funding agreements/contracts to the Board for future approved projects.

Attached Memorandums of Agreement:

Project	Funding	NLTRA & CEO Approval
12.1. TCDA & SQBA Gateway Holiday Lighting	\$20,000	10/07/2015
12.2. TCDA & NTBA Fireworks Display Barge	\$10,075	10/07/2015
12.3. SVPSD Winter Trail Snow Removal	\$70,000	10/07/2015



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MEMORANDUM OF AGREEMENT

BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION, THE TAHOE CITY DOWNTOWN ASSOCIATION, AND THE SQUAW VALLEY BUSINESS ASSOCIATION FOR USE OF PLACER COUNTY TOT FUNDS

This Memorandum of Agreement (Agreement) is entered into on November 20, 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe City Downtown Association and Squaw Valley Business Association (Grantees) regarding NLTRA's grant and Grantees' use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding the Gateway Holiday Lighting Project.

This Agreement confirms the Grantees' commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) submitted by Grantees to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantees do hereby agree as follows:

1. The NLTRA and Grantees desire to insure that certain improvements are made to complete The Project. Those improvements/services are set forth in the Project scope of work and milestones schedule (schedule) included in the Application approved by the NLTRA Board of Directors on October 7, 2015. This approval provides TOT Maintenance Funding of up to \$20,000 (\$10,000 to each of the Grantees).
2. The Grantees agree to complete the Project by February 28, 2016, (the Completion Date). For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the schedule, may be revised and/or extended by the NLTRA, in its sole discretion, upon written request by the Grantees. Such revision and/or extension shall not be unreasonably denied. Grantees shall report any necessary changes to the Completion Date, Project scope or schedule to the NLTRA prior to the expenditure of TOT funds for those changes.
3. The Grantees shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantees for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantees for work that was approved in the Application.

4. All invoices submitted by the Grantees shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
5. Upon NLTRA's approval of Grantees' invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantees.
6. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantees, the NLTRA may require periodic reports from the Grantees as to the progress of the Project, as well as a final report that must be submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
7. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.
8. Prior to completion of the Project and/or implementation of Project improvements, the Grantees and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
9. If this Agreement is terminated by either party, the Grantees agree to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantees shall return all unexpended TOT funds shall be returned to Placer County.
10. The Grantees and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantees for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
11. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon payment to Grantees, and Grantees agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantees harmless from any claim arising out of reuse of such information unrelated to this Project.
12. When, in accordance with final plans and/or requirements for the Project, the Grantees install signs, including but not limited to interpretive signs, which identify the Project, the Grantees will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.

13. The Grantees shall perform this Agreement as an independent contractor and their officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantees shall determine, at their own risk and expense, the method and manner by which they will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
14. The Grantees hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantees agree to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at their sole expense. The Grantees also agree to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantees, the NLTRA, or Placer County, or to enlarge, in any way, the Grantees' liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantees' performance pursuant to this Agreement.
15. Grantees and their Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
16. The Grantees agree that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
17. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantees relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.

Christy Beck 11/3/15
Project Manager Date
Squaw Valley Business Association

Contact & Mailing:

Name: Christy Beck
Title: GM / SUBA-Treasurer
Address: P.O. Box 2915
Olympic Valley, CA
Phone: 584-6227
Email: cbeck@squaw.com

Stacie Lyanis 11/4/15
Project Manager Date
Tahoe City Downtown Association

Contact & Mailing:

Name: Stacie Lyanis
Title: Executive Director TCDA
Address: P.O. Box 6744
Tahoe City, CA 96145
Phone: (530) 583-3348
Email: stacie@visitahoe.city.com

Sandy Evans Hall
President/CEO Date
North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY EVANS HALL
Title: PRESIDENT/CEO
Address: P.O. Box 5459
TAHOE CITY, CA 96145
Phone: 530-581-8739
Email: SANDY@GOTAHOE NORTH.COM

**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGRAM
MAINTENANCE FUNDING APPLICATION**

Submitted by TCDA and SVBA on September 18, 2015

PROJECT INFORMATION

1. Project/program name:

North Lake Tahoe's Gateway Community Lighting Project, 2015 – 2016 Holiday Season

2. Brief description of project/program:

North Lake Tahoe is known for being a festive winter destination, and the holidays are certainly no exception. In this special time of year, our various mountain communities shine brighter than ever. While strolling among thousands of decorative lights, visitors of all ages are treated to dazzling displays and breathtaking arrangements. North Lake Tahoe gives destination visitors millions of twinkling reasons to make our destination a holiday tradition.

The Tahoe City Downtown Association (TCDA) and the Squaw Valley Business Association (SVBA) are partnering again to create a more vibrant and welcoming experience for visitors when they arrive in North Lake Tahoe. The intent of this community lighting project is to give visitors a sense of arrival along the corridor and into North Lake Tahoe, to draw them into the town / village centers and create magical memories. This is maintenance proposal and will repair/replace lights were installed in previous years that do not currently work or are strangling/harming downtown or village trees. This application is for the 2015 – 2016 extended holiday season.

It is our intent to submit a more comprehensive, long-term light plan for North Lake Tahoe during the Capital Investment/Transportation "once-a-year" call for projects due October 10, 2015.

TCDA and SVBA have received price quotes for the 2015-2016 holiday lighting repairs (see attached) including materials and labor and have chosen to utilize the same local vendor, Starlight Enterprises, due to benefits resulting from economies of scale.

TCDA and SVBA are committed to fund a minimum of 20% of the total cost for each Association and we are seeking Capital Investment Maintenance funding in the amount of \$20,000.000.

- TCDA seeks \$10,000
- SVBA seeks \$10,000

The NLTRA's adopted mission is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area. This mission is exactly the intention of the North Lake Tahoe's Gateway Community Lighting Project and is the vision for TCDA and SVBA.

Both Associations recognize the economic importance and the strong desire of our visitors, residents, merchants and property owners to continue with this lighting program. Future TOT and sales tax generated by holiday visitations will quickly cover the investment. TCDA and SVBA look forward to NLTRA's support.

Thank you for your consideration.

(Note: TCDA will act as lead participant for administrative purposes.)

(Additional installation details at the end of this application.)

FINANCIAL INFORMATION

1. Total project cost: \$25,200 (\$~12,500 for each)

2. Total TOT funds requested: Up to \$20,000 (\$10,000 for each)
3. Identify other funding from secured sources:
 TCDA and member donations = \$2700 for Incandescent or \$4160 for LED (20%)
 SVBA and incremental membership contributions = \$2500 for LED or \$1750 for Incandescent (20%)
4. Will the project require future financial funding?
 Yes. This maintenance application is for repair and replacement of current holiday lighting for 2015-2016 season. A comprehensive long-term comprehensive plan will be developed for North Lake Tahoe during the Capital Investment/Transportation "once-a-year" call for projects due October 10, 2015.

 What is the source of the future financial support? A long-term lighting plan is being created to identify a combination of private and public funding with specific levels and phases still being determined. TCDA is in the beginning phases of establishing a community facilities district to annually fund this project.

 Will this include maintenance needs? Yes

 What is the source of maintenance funding? The long-term lighting plan in development will be the source of future maintenance funding.
5. Provide project proforma and implementation schedule (timeline)
 September 18 – C/I/T Maintenance Application submitted to NLTRA
 September 28 – C/I/T Maintenance Funding request presentation & recommendation to NLTRA Board
 October 2 – NLTRA Board of Director and Placer County CEO Office funding request approved
 October 30 – Notify vendor of approval
 November 1-24 – Holiday lighting to be repaired and completed before Thanksgiving holiday.
 December 1 – Submit invoice to NLTRA/Placer County for payment
 By February 1 – Receive payment from NLTRA/Placer County
 By February 28 - Pay outstanding balance to vendor(s)
6. How will project cost overruns or operating cost shortfalls be funded?
 TCDA/ SVBA does not expect any operating cost shortfalls on this project; we will hold the vendor accountable to their estimate.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address:

 Stacie Lyans, Executive Director
 Tahoe City Downtown Association
 425 N. Lake Blvd, #1
 PO Box 6744
 Tahoe City, CA 96145
 530.583.3348
www.visittahoecity.com

 Caroline Ross
 Squaw Valley Business Association Representative
 PO Box 2915
 Olympic Valley, CA 96146
 530.584.6267
2. Financial Capability:

 TCDA is a non-profit, 501 C6 corporation, founded in 2004. The organization is comprised of local merchants, property owners, community associations, residents, professionals, and contributors who are committed to working together to formulate, direct and forge a sound and prosperous future for Tahoe City and the entire North Lake Tahoe area. TCDA receives funding from the Placer County Economic Development Department, membership dues, events, grants, sponsorships, and donations and has an annual budget of \$225,000.00.

SVBA currently maintains an annual operating budget of \$34,000. The funding is made up solely by contributions from its few Members (who generate significant TOT revenue) to cover expenses associated with the signage and propane at the base of Route 89/Squaw Valley Rd and normal business expenses to operate a nonprofit corporation. In addition to this funding, Members contribute individual funds towards enhanced operations that will benefit visitors and our community as well as to promote and host numerous events throughout the year.

3. Experience with projects of similar nature:

TCDA has successfully managed and executed a multitude of contracts, grants, events, and programs including

- Tahoe City Community Facilities District contract in 2015 (\$25K)
- Placer County Main Street contract and Community Marketing contract since 2004
- NLTRA Special Event Grants
- NLTRA CI/T Grants for Holiday Lighting Program and Tahoe Public Art
- Fireworks contracts
- Creation, Fundraising and Execution of town-wide beautification projects, including Holiday Lighting Program and Flower Basket Demonstration Project
- Assistance with Sidewalk Implementation including Snow Storage/Removal in Tahoe City

SVBA has successfully managed and executed a multitude of contracts, grants, events, and programs including:

- NLTRA Special Event Grants
- NLTRA Community Marketing Grants
- NLTRA CI/T Grants for Holiday Lighting Program
- In partnership, Squaw Valley Bike Trail Maintenance Program

4. Objectives of project sponsor:

The primary goal of TCDA & SVBA is to work with local merchants, property owners, community associations, residents and contributors to formulate, direct and forge a sound and prosperous future for the entire North Lake Tahoe area. This project will allow us to continue the holiday lighting program and will help attract more visitors, enhance visitor experience, increase visitor spending, generate longer visitor stays and to become more competitive with other resort destinations; such as Park City, Utah, Summit County, Colorado, and others; in attracting tourists and visitors to our communities. TCDA and SVBA strive to make North Lake Tahoe a premier winter mountain destination for our visitors.

5. Is Project Sponsor willing and able to sign completed Memorandum of Agreement as successful Grantee?
Yes
6. Is Project Sponsor willing and able to commit to using a Procurement Policy and Competitive Bid Process?
Yes

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: All winter visitors, business, residents of Tahoe City and Squaw Valley and surrounding communities. At this time of year, thousands of visitors.
2. Time of year: Winter (November 2015-April 2016) – By enhancing visitor experience, our welcoming gateway lighting can lead to return visits and longer visits, making a year-round impact!
3. Number of visitors to be attracted as a result of project/program:
We estimate that thousands of visitors will continue to be attracted to the North Lake and Squaw Valley communities annually as a result of our gateway holiday lighting program. This would definitely be a part of the visitor decision to come to North Lake Tahoe.

% Local: Repaired and enhanced holiday lighting will benefit 100 percent of all local residents and 100% of all tourism-related businesses in North Lake and West Lake communities.

% Out of area: Repaired and enhanced holiday lighting will benefit 100 percent of visitors to North Lake and West Lake communities. Visits are coming from day visitors, regional visitors (Sacramento, and the Bay Area) and destination visitors.

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

Hotel/Restaurant/Other: The projected expenditures by out of area attendees is hard to define, but the overall community-wide benefit of repaired and enhanced holiday lighting will increase visitors, produce higher TOT and sales tax and provide a better experience to the entire North Lake Tahoe community. With the daily visitor spending an average \$143.00 in North Lake Tahoe, this holiday lighting program will continue to bring in thousands of visitors and millions of dollars to our economy.

(Source: North Lake Tahoe Visitor Statistics from economic impact report prepared for NLTRA by Dean Runyan Associates, December 2003)

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

This project will enhance the visitors experience in North Lake Tahoe and give them a positive and lasting first impression. This lighting project "lights up" the Route 89 corridor and lakeside community, welcoming visitors and drawing them into the downtown and village areas to shop, dine and stay. Visitors will want to return to a vacation destination that offers a welcoming guest experience in the town centers of Tahoe City and Squaw Valley.

COMMUNITY IMPACT

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

Tahoe City and all North/West Tahoe communities will receive direct benefits due to the nature of this project. Local merchants will gain more business from tourists. In addition, attracting more visitors to our communities can help bring more residents, second homeowners and possibly bring more businesses to the North Lake Tahoe. More business means more and better jobs, a higher tax base, and a healthier local economy.

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

This project will create a strong sense of arrival in North Lake Tahoe by creating a consistent look and feel for areas - creating community vibrancy. Visitors will want to return to our communities.

3. Will local resources be used to create, design, and construct this project?

Local vendors will be used for 100% of lighting repairs; materials will be sourced locally whenever possible.

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

Tourism-related businesses will receive the most benefits including lodging, restaurants, retail, recreation businesses, in addition to spill-over into other product and service sectors; all should expect to see a significant positive economic benefit.

Are they supportive of this project?

Yes, our business community is extremely supportive of this project.

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

No.

How will these costs be funded?

None needed.

6. Document the community support for the project:

Support from is seen from regular conversations of our community members (businesses, residents, 2nd homeowners, visitors), TCDA Board Members, SVBA Stakeholders, Placer County, etc. Our community is 100 percent in support of continuing, repairing and enhancing holiday lighting in our region. This is also demonstrated by donations collected in previous years (i.e.: TCDA collected over \$4000 via door to door collections to light an additional 30 Tahoe City downtown trees in 2014-2015).

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

- The project enhances the visitor experience and quality of life for residents by adding to the character and feel of the towns; a goal identified in the 2004 Tourism Master Plan. Enhancing the visitor experience = longer stays and repeat visitation which ultimately increases TOT revenue.
- The project supports tourism by transforming the gateways and adding appeal for the visitor.
- The project helps North Lake Tahoe remain very competitive in the marketplace as other destination resorts have projects like this that add to their visitation appeal.

Below are some listed examples of ways this project will improve NLTRA's listed strategic goals and core function areas.

- **Infrastructure/Transportation:** It will enhance the visitor experience all over North/West Lake Tahoe. Visitors will use our roads, parks, beaches, transportation, etc.
- **Economic Development/Membership Services/Business Advocacy:** It will recognize and address the desire of the Local merchants, property owners and residents to gain a stronger sense community pride.
- **Marketing/Sales:** It will help market the entire North and West Lake Tahoe Area to tourists and visitors and to help us remain a premier mountain destination with a strong sense of community pride and great community events.
- **Visitor information and experience:** This holiday lighting program will help create longer visitor stays, more frequent returns and become more competitive against similar mountain and lakeside tourist communities. The continued investment in lighting will definitely enhance the visitor experience.
- **Community relations:** With another low snow season, our communities need more to attract more tourism to the region. It will create longer and more frequent visitor stays, more TOT, more sales tax and a better North and West Lake Tahoe!

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

115 points. The project score was determined based on the following factors:

- **NLTRA Core Function Areas and Strategic Goals:** The holiday lighting repair is expected to increase visitors and tourism to the North Lake Tahoe Community. More business and tourism means more/better jobs, a higher tax base, and a healthier local economy. **(60 points)**
- **Work Plan Project Groupings:** The town centers of Tahoe City, Kings Beach and Squaw Valley will be enhanced and continue through this project. Visitors will benefit from a continued and enhanced holiday lighting, which could lead to longer visitor stays and return and more frequent visits. This influence will generate millions of dollars, more TOT and sales tax and a healthier economy. **(15 points)**
- **Environmental Improvement (15 points)** – Repairing and replacing lights with more energy efficient and LED lighting will produce environmental improvements to our communities. **(10 points)**
- **Matching Funds:** This project does have matching funds from TCDA and SVBA. **(15 points)**
- **Other Funding Sources in Place:** TCDA/NTBA/SVBA will fund a minimum of 25% of the total cost for each project **(15 points)**

INSTALLATION DETAIL:

- **Tahoe City**
Repair/Replace existing non-working lights in approximately 20 trees along at town entrances. Additionally, repair/replace existing non-working lights on in downtown Tahoe City along Hwy. 28. TCDA would prefer to use LED lights, however the higher cost may be a barrier. All power cords and timers needed to complete the installation will be supplied. Lighting will be installed as high as possible with ladders.
- **Squaw Valley**
Repair/Replace existing non-working lights in 3 very large pine trees on both the north and south sides of Squaw Valley Road X 89. Install new lights as needed in the same manner as in the existing lighted trees. We would prefer to replace with LED. All power cords and timers needed to complete the installation will be supplied. Lighting will be installed with use of boom lift provided by Contractor.

Starlight Enterprises
P.O. Box 3772
Truckee, CA 96161
CA US

Estimate 1048

(530)448-9493
starlight.lauter@yahoo.com
starlighttahoe.com

ADDRESS
Squaw Valley Business
Association
P.O. Box 2915
Olympic Valley, CA 96146

DATE
09/17/2015

PLEASE PAY
\$0.00

Repair and replace existing lighting from 2013 at the Squaw Valley Entrance X Route 89 on the North & South side with LED. **Project Total: \$12,500**

Holiday Lighting; Light 1 - 90 ft. Lodge Pole Pine Tree using 2,840 ft. of LED light @ \$2.00 per ft.

*****\$5,680.00 Due to the height of this tree rope and harness repel work will be required to instal lights in this tree. The cost for this technical work is an additional \$.25 per ft.

Holiday Lighting; Light 1 - 25 ft. Lodge Pole Pine Tree using 750ft. of mini clear LED light @ \$1.75 per ft.

*****\$1,312.50

Holiday Lighting; Light 1 - 25 ft. Lodge Pole Pine Tree using 650 ft. of LED light @ \$1.75 per ft.

*****\$1,137.50

Holiday Lighting; Light 6 willow bushes *****\$350.00 0.00

Repair and replace existing lighting from 2013 at the Middle Bridge X Squaw Valley Road with LED.

Holiday Lighting; Light a large cluster of Aspen trees on both sides of bridge *****\$4020

The current lights are bound very tightly to the tree trunks and the majority of bulbs need to be replaced so this would be a good time to convert to LED. We have seen significant growth this year with all the summer rainfall we received and the lights have been in these trees for 2 years. Please keep these facts in mind when deciding on what option to proceed with. LED lights have a bulb life that lasts 1 year longer than incandescent lights and are up to 90% more energy efficient.

Starlight Enterprises
P.O. Box 3772
Truckee, CA 96161
CA US

Estimate 1048

(530)448-9493
starlight.lauter@yahoo.com
starlighttahoe.com

ADDRESS
Squaw Valley Business
Association
P.O. Box 2915
Olympic Valley, CA 96146

DATE
09/17/2016

PLEASE PAY
\$0.00

Alternative Option:

Repair and replace existing with Incandescent. **Project Total: \$6960**

Holiday Lighting Light 1 - 90 ft. Lodge Pole Pine Pole Tree using 2,840 ft. of mini clear light @ \$1.25 per ft. *****\$3,550.00 Due to the height of this tree rope and harness repel work will be required to instal lights in this tree. The cost for this technical work is an additional \$.25 per ft.

Holiday Lighting Light 1 - 25ft. Lodge Pole Pine Tree using 750 ft. of mini clear light @ \$1.00 per ft.
*****\$750.00

Holiday Lighting Light 1 - 25 ft. Lodge Pole Pine Tree using 650 ft. of mini clear light @ \$1.00 per ft.
*****\$650.00

Holiday Lighting Light 6 willow bushes ***** \$200.00

Repair and replace existing lighting from 2013 at the Middle Bridge X Squaw Valley Road with LED.

Holiday Lighting; Light a large cluster of Aspen trees on both sides of bridge*****\$1810

Starlight Enterprises
P.O. Box 3772
Truckee, CA 96161
CA US

Estimate 1047

(530)448-9493
starlight.lauter@yahoo.com
starlighttahoe.com

ADDRESS
Tahoe City Downtown
Association

DATE
09/16/2015

PLEASE PAY

ACTIVITY

AMOUNT

Holiday Lighting - PHASE 1 (LED OPTION)

We are entering year five on my collaboration with Tahoe City lighting. Phase 1 was in Season 2011/12. This phase had roughly 15 to 20 trees in it, these trees are in need of a full replacement. Estimated cost for a full installation with LED lights - \$7,000.00 ***full replacement is now needed, due to tree growth, damaged strands and broken bulbs. *** old light removal cost for this phase is \$900.00. The TOTAL for this phase is \$7,900

Holiday Lighting - PHASE 1 (INCANDESCENT OPTION)

Full repair and replacement with incandescent lights -The TOTAL for this is \$4,900.00

Holiday Lighting - PHASE 2 (LED OPTION)

Phase 2 was in was in 2012/13. In this phase we added roughly another 10 to 15 trees with LED lights. These trees are also in need of major repairs. Estimated cost for full maintenance or replacement with LED lights \$6,000.00. A full replacement is now needed, due to tree growth, damaged strands and broken bulbs ***old light removal cost for this phase is \$900.00. The TOTAL for this phase is \$6,900.

Holiday Lighting - PHASE 2 (INCANDESCENT OPTION)

Full repair and replacement with incandescent lights - The TOTAL for this is \$4,400.00

Holiday Lighting - PHASE 3

In phase 3, Steve Hoch and Gary Davis gathered support from local Tahoe City Business owners. We roughly added another 10 to 15 trees with the contributions. There was a budget of \$6,000.00 deeded for repairs and light maintenance that was needed for this year. This money repaired /maintained the last 2 years previous installations.

Holiday Lighting - PHASE 4

Phase 4 was in 2014/15. Tahoe City independent business owners showed a large support by adding 15 to 20 trees, there contributions were \$3,000. The Tahoe City Business Association paid roughly \$3335.00 to maintain and replace lights from phase 1, 2 and 3. The TOTAL for Phase 3 and 4 is \$6,335.00 (LED) and \$3,400.00 (incandescent).

Holiday Lighting - Total repair/maintenance needs

A total of \$14,800.00 will be needed to replace phase 1 and 2 with new LED lights. It will cost a total of \$6,000.00 to maintain phase 3 and 4. (incandescent prices are listed above)

Holiday Lighting - Recommendations

For a full maintenance, repair and replacement cost for the 2015/2016 winter season, I recommend a total budget of \$20,800.00 for LED lights. I recommend a total budget of \$12,700.00 for incandescent lights. The primary of focus of maintenance and repair will be on 10-20 trees at the gateway entrances of town including west side (WYE areas) and east sides (Lighthouse Center). My secondary focus will be on 10-20 Aspen trees along North Lake Blvd. that are broken and/or are currently strangling/damaging trees due to tree growth.

TOTAL

THANK YOU.

Accepted By

Accepted Date



north lake tahoe

Chamber | CVB | Resort Association

MEMORANDUM OF AGREEMENT

BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE TAHOE CITY DOWNTOWN ASSOCIATION AND THE NORTH TAHOE BUSINESS ASSOCIATION FOR USE OF PLACER COUNTY TOT FUNDS

This Memorandum of Agreement is entered into on November 20, 2015, by and between the North Lake Tahoe Resort Association (NLTRA) and, both, the Tahoe City Downtown Association and North Tahoe Business Association (Grantees) regarding NLTRA's grant and Grantees' use of Placer County Transient Occupancy Tax (TOT) monies to assist in funding repairs to the July 3-4 Fireworks Display Barge, jointly owned by the Grantees.

This Agreement confirms the Grantees' commitment to follow the scope of work for the Project and milestones for completion, as defined in the Transient Occupancy Tax Funding Application/Scope of Work (Application) submitted by Grantees to NLTRA in connection with the Project and attached hereto, report any necessary changes to the Project scope or milestones schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon Project completion, including the return, if applicable, of any unspent TOT funds.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantees do hereby agree as follows:

1. The NLTRA and Grantees desire to insure that certain repairs are made to complete The Project. Those improvements/services are set forth in the Project scope of work and milestones schedule (schedule) included in the Application approved by the NLTRA Board of Directors on October 7, 2015. This approval provides TOT Maintenance Funding of up to \$10,075.
2. The Grantees agree to complete the Project by April 30, 2016, (the Completion Date). For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the schedule, may be revised and/or extended by the NLTRA, in its sole discretion, upon written request by the Grantees. Such revision and/or extension shall not be unreasonably denied. Grantees shall report any necessary changes to the Completion Date, Project scope or schedule to the NLTRA prior to the expenditure of TOT funds for those changes.
3. The Grantees shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantees for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantees for work that was approved in the Application.

4. All invoices submitted by the Grantees shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
5. Upon NLTRA's approval of Grantees' invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantees.
6. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantees, the NLTRA may require periodic reports from the Grantees as to the progress of the Project, as well as a final report that must be submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
7. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.
8. Prior to completion of the Project and/or implementation of Project improvements, the Grantees and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
9. If this Agreement is terminated by either party, the Grantees agree to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantees shall return all unexpended TOT funds shall be returned to Placer County.
10. The Grantees and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantees for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
11. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon payment to Grantees, and Grantees agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantees harmless from any claim arising out of reuse of such information unrelated to this Project.
12. When, in accordance with final plans and/or requirements for the Project, the Grantees install signs, including but not limited to interpretive signs, which identify the Project, the Grantees will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.

13. The Grantees shall perform this Agreement as an independent contractor and their officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantees shall determine, at their own risk and expense, the method and manner by which they will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
14. The Grantees hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantees agree to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at their sole expense. The Grantees also agree to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantees, the NLTRA, or Placer County, or to enlarge, in any way, the Grantees' liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantees' performance pursuant to this Agreement.
15. Grantees and their Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
16. The Grantees agree that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
17. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantees relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.

Joy M. Doyle 11/4/15
Project Manager Date
North Tahoe Business Association

Contact & Mailing:

Name: Joy M. Doyle
Title: Executive Director
Address: PO Box 1023
Kings Beach 96143
Phone: 530-546-9000
Email: Joy@northtahoe
business.org

Sandy Evans Hall
President/CEO
North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY EVANS HALL
Title: PRESIDENT/CEO
Address: P.O. Box 5459
TAHOE CITY, CA 96145
Phone: 530-581-8739
Email: SANDY@GOTAHENORTH.COM

Stacie Lyons 11/10/15
Project Manager Date
Tahoe City Downtown Association

Contact & Mailing:

Name: Stacie Lyons
Title: Executive Director
Address: PO Box 6744
Tahoe City, CA 96145
Phone: 530.593.3348
Email: stacie@visittahoe-city.com

Date

The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM
MAINTENANCE FUNDING APPLICATION

Submitted by TCDA and NTBA, September 15, 2015

PROJECT INFORMATION

1. Project/program name:
Repair of the July 3-4 Fireworks Barge, jointly owned by Tahoe City Downtown Association (TCDA) and North Tahoe Business Association (NTBA).

2. Brief description of project/program:

Independence Day fireworks displays and celebrations have become a tradition in North Lake Tahoe for 70 years in Tahoe City and 35 years in Kings Beach and draw many destination visitors to the area. TCDA and NTBA are solely responsible for the production, cost and fundraising of the July 3rd and 4th fireworks displays including the cost and risk of co-owning the barge used to safely shoot the shows.

North Lake Tahoe's July 3-4 fireworks displays provide an added draw to North Lake Tahoe and generate significant economic impact in the form of TOT and sales tax. All tourism-related business sectors business volumes are at their peak during July 3-4. NLTRA's July 2014 North Lake Tahoe Lodging Occupancy reports show 89% occupancy in Tahoe City/West Shore, 89% in Kings Beach/Tahoe Vista, 93% in Incline Village, 91% in Squaw Valley, and 78% for vacation rentals - with 84% region wide and 19,478 projected pillows (occupancy report was released July 2, 2014). This big holiday weekend (sometimes week-long depending on the day of the week the holiday falls) is considered the busiest time of the year to North and West shore businesses. The fireworks displays both increase visitors to the area and enhance visitor experience in Kings Beach, Tahoe City and throughout the entire North and West Lake communities.

TCDA and NTBA co-own a barge that provides a platform to shoot the July 3 and 4 fireworks displays safely from Lake Tahoe. **Because the barge is necessary for the July 3-4 fireworks displays, it is a tourism serving infrastructure, and should be considered community infrastructure and an asset to the community.**

The July 3-4 fireworks were in jeopardy due to the barge being in need of major repairs. All three pontoons on the barge were leaking and two of the pontoons needed to be repaired prior to the 2015 fireworks displays. We were informed that the third pontoon leak could wait to be repaired in 2-3 years. NLTRA provided \$22,000 in Capital Investment Maintenance Funding to repair these two barge pontoons. The repair work was completed in May.

During NTBA and TCDA recent negotiations with Tahoe City Marina regarding an agreement for Tahoe City Marina to store and manage the barge, we learned that the third barge pontoon is leaking at an unsustainable rate and as such needs to be repaired. It has been recommended that the rake of the barge (the slanted section on the end of the barge that the water laps up onto) be repaired and covered in steel plates as well.

Tahoe City Marina, TCDA and NTBA are close to signing a storage and management agreement; the agreement is currently under legal review. As a term of the agreement, Tahoe City Marina requires that the third pontoon and the rake of the barge be repaired as soon as possible. Tahoe City Marina contributed \$1,000 in cash and \$2,000 in-kind services to the barge repair earlier this year. Tahoe City Marina is willing to contribute Tahoe City Marina equipment and services needed to repair the third pontoon and the rake (cost estimate requested by not received as of 9/15/15).

NTBA and TCDA received two price quotes for the barge repairs (see attached) including materials and labor:

- JR Krauss LTD estimate totals \$10,697.00 from JR Krauss LTD (not included is the \$3,000 estimated cost to separate/reattach and round-trip transport barge section which NTBA/TCDA will have to contract separately for)*
- Tahoe Marine & Excavating totals \$15,075.00 (all inclusive)*

* Estimates do not include Tahoe City Marina equipment and services (NTBA/TCDA received a verbal commitment to provide needed equipment and service however estimate has not yet been received).

TCDA and NTBA are able to cover up to \$5,000.00 of barge repair costs and we are seeking Capital Investment Maintenance funding for the remainder, estimated at maximum of \$15,075 (not including TC Marina cost estimate).

When we applied for funding to repair the barge earlier this year, we said that it would be a "one-time funding request." However, the third pontoon and rake repairs are necessary in order for NTBA and TCDA to form a partnership agreement with the Tahoe City Marina to oversee/manage and store the barge at the Tahoe City Marina to ensure (1) that it is not misused, and (2) that accurate rental fees are charged and accounted for when it is used including enough money to set up a reserve account for future barge maintenance and repairs. This partnership is vital to the long-term sustainability and future maintenance funding of the barge.

The NLTRA's adopted mission is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreational and cultural climate of the area. This mission is exactly the intention of the July 3-4 Fireworks and is the primary purpose for TCDA and NTBA's ownership of the barge.

TCDA and NTBA recognize the economic importance and the strong desire of our visitors, residents, merchants and property owners to continue with the July 3-4 Fireworks in Kings Beach and Tahoe City. We also recognize that this is an unorthodox funding request from the capital investment maintenance reserve and we respectfully respect that you think "outside the box" for this request. Future TOT and sales tax generated by July 3-4 fireworks celebrations will quickly cover the investment. NTBA and TCDA look forward to NLTRA's support. Thank you for your consideration.

FINANCIAL INFORMATION

1. Total project cost:
\$13,697 - \$15,075 (not including TC Marina cost estimate)

NTBA and TCDA received two price quotes for the barge repairs (see attached) including materials and labor:

- JR Krauss LTD estimate totals \$10,697.00 from JR Krauss LTD (not included is the \$3,000 estimated cost to separate/reattach and round-trip transport barge section which NTBA/TCDA will have to contract separately for)*
- Tahoe Marine & Excavating totals \$15,075.00 (all inclusive)*

* Estimates do not include Tahoe City Marina equipment and services (NTBA/TCDA received a verbal commitment to provide needed equipment and service however estimate has not yet been received).

2. Total TOT funds requested:
\$10,075.00
3. Identify other funding from secured sources:
 - TCDA and NTBA will cover up to \$5,000 (combined/total) of barge repair costs
 - Tahoe City Marina equipment and services (NTBA/TCDA received a verbal commitment to provide needed equipment and service however estimate has not yet been received).
4. Will the project require future financial funding?
No further funding will be required.
What is the source of the future financial support? None needed
Will this include maintenance needs? No
What is the source of maintenance funding? The barge management partnership agreement with Tahoe City Marina will be the source of future maintenance funding;
5. Provide project proforma and implementation schedule (timeline)
September 28 – CI/T Maintenance Funding request presentation & recommendation to NLTRA Board
October 2 – NLTRA Board of Director and Placer County CEO Office funding request approved
October 15 – select vendor(s) / award bid
By November 15 - NTBA/TCDA to pay up to \$4,000 to cover the materials cost
November 15, 2015 – January 30, 2016 – Barge to be repaired

February 1 – submit invoice to NLTRA/Placer County for payment
By March 30 – Receive payment from NLTRA/Placer County
By April 30 – Pay outstanding balance to vendor(s)

6. How will project cost overruns or operating cost shortfalls be funded?
TCDA/NTBA does not expect any operating cost shortfalls on this project; we will hold the vendor accountable to their estimate.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address:

Stacie Lyans, Executive Director
Tahoe City Downtown Association
425 N. Lake Blvd, #1
PO Box 6744
Tahoe City, CA 96145
530.583.3348
www.visittahoe-city.com

Joy Doyle, Executive Director
North Tahoe Business Association
8401 North Lake Blvd. #203
PO Box 1023
Kings Beach, CA 96143
530-546-9000
www.NorthTahoeBusiness.org

2. Financial Capability:

TCDA is a non-profit, 501 C6 corporation, founded in 2004. The organization is comprised of local merchants, property owners, community associations, residents, professionals, and contributors who are committed to working together to formulate, direct and forge a sound and prosperous future for Tahoe City and the entire North Lake Tahoe area. TCDA receives funding from the Placer County Economic Development Department, membership dues, events, grants, sponsorships, and donations and has an annual budget of \$225,000.00.

NTBA is a non-profit, 501 C6 corporation, founded in 1979 by business and community leaders responding to a need to represent the local business community and promote the North Shore as a vibrant community. NTBA's mission is to improve economic vitality and quality of life in the communities of North Lake Tahoe with specific focus on Carnelian Bay, Tahoe Vista, Kings Beach and Crystal Bay. NTBA has a annual budget of \$225,000.00 with main revenue sources from Placer County Economic Development Department, membership dues, special events, sponsorships and donations.

3. Experience with projects of similar nature:

TCDA has successfully managed and executed a multitude of contracts, grants, events, and programs including

- Tahoe City Community Facilities District contract in 2015 (\$25K)
- Placer County Main Street contract and Community Marketing contract since 2004
- NLTRA Special Event Grants
- NLTRA CI/T Grants for Holiday Lighting Program and Tahoe Public Art
- Fireworks contracts
- Creation, Fundraising and Execution of town-wide beautification projects, including Holiday Lighting Program and Flower Basket Demonstration Project
- Assistance with Sidewalk Implementation including Snow Storage/Removal in Tahoe City

NTBA has successfully managed and executed a multitude of contracts, grants, events and programs including

- Placer County Main Street contract since 2004 (\$735K)
- Placer County KBCCIP Business Mitigation / Open for Business contract since 2013 (\$63K)
- Kings Beach Benefit Assessment District contract (\$10K)
- Placer County Community Marketing Partner Grant since 2004 (\$100K)
- Fireworks contracts
- NLTRA Special Event Grants
- NLTRA CI/T Grants for Holiday Lighting Program and Tahoe Public Art

4. Objectives of project sponsor:

The primary goal of TCDA and NTBA is to work with local merchants, property owners, community associations, residents, professionals, and contributors to formulate, direct and forge a sound and prosperous future for the entire North Lake Tahoe area. This project will allow us to continue Independence Day fireworks in the North Lake Tahoe communities and will help attract more visitors, enhance visitor experience, generate longer visitor stays and to become more competitive with other destinations, such as South Lake Tahoe, in attracting tourists and visitors to our communities. NTBA and TCDA strive to make North Lake Tahoe a premier mountain destination for our visitors.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: All visitors, business, residents of Tahoe City, Kings Beach and surrounding communities. NTBA estimates 10,000 visitors and residents enjoy the fireworks display at Kings Beach State Recreation Area annually the day before Independence Day. TCDA estimates 30,000 visitors and residents enjoy the fireworks display at Commons Beach (and nearby areas) annually on July 4th. Providing two fireworks displays, back to back, is a visitor draw to North Lake Tahoe. With the drought causing other California and western destinations to cancel Independence Day fireworks, North Lake Tahoe fireworks displays will be in greater demand. July 3rd and 4th are typically the biggest day of the year to our lakeside business communities and these events have become a tradition and are now expected by visitors and residents. It should be noted that each year, the cost and liability of fireworks increases as well the resident/visitor expectation for bigger/better shows.

2. Time of year: Summer – By enhancing visitor experience, these events can lead to return visits, making a year-round impact! In 2015, July 3rd falls on a Friday and July 4th falls on a Saturday; often times, the holiday fall mid-week and generates week-long or 4 or 5-day stays depending on the day of the week the holiday falls on.

3. Number of visitors to be attracted as a result of project/program:
We estimate that 40,000 visitors will continue to be attracted to the North Lake and West Lake communities annually as a result of July 3-4 events. It is well established that a good percentage of people determine where to spend Fourth of July with the consideration of fireworks displays a part of that determination. This would definitely be a part of the visitor decision to come to North Lake Tahoe.

% Local: July 3- 4 fireworks will benefit 100 percent of all local residents and 100% of all tourism-related businesses in North Lake and West Lake communities.

% Out of area: July 3-4 fireworks will benefit 100 percent of visitors to North Lake and West Lake communities.

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

Hotel/Restaurant/Other: The projected expenditures by out of area attendees is hard to define, but the overall community-wide benefit of the two annual firework events will increase visitors, produce higher TOT and sales tax and provide a better experience to the entire lakeside community. With the daily visitor spending an average \$143.00 in North Lake Tahoe, this barge repair project will continue to bring in thousands of visitors and millions of dollars to our economy.

(Source: North Lake Tahoe Visitor Statistics from economic impact report prepared for NLTRA by Dean Runyan Associates, December 2003)

5. How will the project improve or enhance service to the visitor?
There is a high visitor demand for Independence Day fireworks shows and North Lake Tahoe has the reputation of producing two back-to-back high quality shows in an unsurpassed mountain/lake

environment. Special events provide increased visitor experience and generate long-lasting memories. Visitors will want to return to a vacation destination that offers a great family events in the town centers of Tahoe City and Kings Beach.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project?
Tahoe City, Kings Beach and all North/West Tahoe communities will receive direct benefits due to the nature of this project. Local merchants will gain more business from tourists. In addition, attracting more visitors to our communities can help bring more residents, second homeowners and possibly bring more businesses to the North Lake Tahoe. More business means more and better jobs, a higher tax base, and a healthier local economy.
2. What region-wide tourism benefits will be created?
The July 3 and 4 fireworks increase the desirability of the area to visitors. Visitors will want to return to a vacation destination that offers fireworks and fun-filled patriotic events in our region.
3. Will local resources be used to create, design, and construct this project?
Local vendors will be used for 100% of barge repairs; materials will be sourced locally whenever possible.
4. What types of businesses will receive the greatest economic impact?
Tourism-related businesses will receive the most benefits including lodging, restaurants, retail, recreation businesses, in addition to spill-over into other product and service sectors; all should expect to see a significant positive economic benefit. Many lakeside businesses report Independence Day holiday revenues are needed for them to stay in business all year round!

Are they supportive of this project?

Yes, our business community is very clear and extremely supportive of this project. They do not want fireworks to end in our community and show support of both shows through sponsorship contributions that exceed \$24,000 annually.

5. Will the project require the addition of governmental service?
Governmental services such as police, fire, will continue to be needed during our July 3 and 4 events, but only at the current levels.
How will these costs be funded?
While NTBA and TCDA work with several government agencies to produce the fireworks displays (NT Fire, Placer County Sheriff, US Coast Guard), there are no new governmental services needed to repair the barge.
6. Document the community support for the project:
Support from this project is seen from regular conversations of our community members (businesses, residents, 2nd homeowners, visitors), the NTBA/TCDA board of directors, Placer County, etc. Our community is 100 percent in support of continuing fireworks in our region. This is demonstrated by donations collected on the highway, beaches, boat ramps, online and through direct-mail that exceed \$13,000 annually. Business and community support for July 3-4 fireworks exceeds \$37,000 annually.

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines)

After a thorough review of the NLTRA Tourism Master Plan and Strategic Goals, the two town center July 3 (Kings Beach) and July 4 (Tahoe City) fireworks and events meet all goals set for the North Lake Tahoe region. Below are some listed examples of ways this project will improve NLTRA's listed strategic goals and core function areas.

- **Infrastructure/Transportation:** It will enhance the visitor experience along the lake - all over North/West Lake Tahoe. Visitors will use our roads, parks, beaches, transportation, etc.
- **Economic Development/Membership Services/Business Advocacy:** It will recognize and address the desire of the Local merchants, property owners and residents to gain a stronger sense community pride.
- **Marketing/Sales:** It will help market the entire North and West Lake Tahoe Area to tourists and visitors and to help us remain a premier mountain destination with a strong sense of community pride and great community events.

- **Visitor information and experience:** This 2-day regional event will create longer visitor stays, more frequent returns and become more competitive against similar mountain and lakeside tourist communities. These fireworks events definitely enhance the visitor experience.
- **Community relations:** With another low snow season, our communities need these events to attract more tourism to the region. It will create longer and more frequent visitor stays, more TOT, more sales tax and a better North and West Lake Tahoe!

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

105 points. The project score was determined based on the following factors:

- **NLTRA Core Function Areas and Strategic Goals:** The barge maintenance/repair project is expected to increase **visitors** and **tourism** to the North Lake Tahoe Community. More business and tourism means more/better jobs, a higher tax base, and a healthier local economy. Continuing July 3-4 fireworks will enhance tourism based redevelopment and tourism economy in our communities and provide more access to recreation amenities, such as King Beach State Recreation Area, Commons Beach in Tahoe City, trails, and throughout our community. **(60 points)**
- **Work Plan Project Groupings:** The July 3-4 fireworks (special and regional community events) will be enhanced and continue through this project. For example, visitors attending the Fireworks Celebrations, which brings thousands of **visitors** to our community, will benefit from a continued fireworks show, which could lead to longer visitor stays and return and more frequent visits from our event attendees. This influence will generate millions of dollars, more TOT and sales tax and a healthier economy. **(15 points)**
- **Environmental Improvement (15 points)** – There are no environmental improvements as a result of this project (0 points)
- **Matching Funds:** This project does have matching funds from TCDA/NTBA and others **(15 points)**
- **Other Funding Sources in Place:** TCDA and NTBA will cover up to \$5,000.00 of barge repair costs. Tahoe City Marina will cover \$2,000 of barge repair costs. Total TCDA, NTBA and TC Marina funding is \$7,000 **(15 points)**



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**MEMORANDUM OF AGREEMENT
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE SQUAW VALLEY
PUBLIC SERVICE DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Squaw Valley Public Service District (Grantee) regarding use of Placer County TOT monies to assist in funding of the 2015/16 Squaw Valley Winter Pedestrian Trail Snow Removal Program. The purpose of the program is to continue the program for one year and to continue identifying any shortcomings in the proposed snow removal concept that may affect long-term feasibility.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the TOT Funding Application (Application), report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion each winter season, including the return, if applicable, of any unspent funds. The final report will include an evaluation of the program, including effectiveness from a visitor's point of view, business improvements, safety, and technical issues, such as drainage and ice on the trail and identification of all funding sources if program is to continue.

For and in consideration of the mutual promises herein exchanged, NLTRA and Grantee do hereby agree as follows:

1. The NLTRA and Grantee's desire to insure that certain actions are taken to insure completion of the 2015/16 program to remove snow on the Placer County-owned Squaw Valley multi-purpose trail. The program is outlined in the project scope of work and time schedule included in the Capital Investment/Transportation Funding Application (Attachment A) approved by the NLTRA Board of Directors and the Placer County CEO on October 7, 2015. This approval provides a TOT grant of up to \$70,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project by June 30, 2015, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. The Grantee agrees that all contracts for, or related to, the Project involving the expenditure of \$25,000 or more of TOT awarded by it or any of its Contractors shall utilize a competitive bidding or procurement process, as described in this Agreement. This requirement to utilize a competitive bidding or procurement process applies to each consecutive or phased contract with the same entity when all such consecutive or phased

contracts combined involve the expenditure of \$25,000 or more of TOT funds. The Grantee must provide NLTRA with documentation that it and its Contractors have complied with the competitive bidding or procurement process described in this Agreement. Grantee and NLTRA acknowledge and agree that utilization of a competitive bidding or procurement process is intended to ensure that TOT funds are expended in an impartial manner, to the lowest responsible bidder or based on the demonstrated competence and qualifications of the bidder in the most cost-effective manner.

4. The Grantee and its Contractors shall utilize the competitive bidding or procurement process described in this Agreement, provided that if Grantee is obligated by law and its policies to comply with a different process that complies with or substantially complies with the requirements set forth in this Agreement, then Grantee may follow such process.
5. The competitive bidding or procurement to be utilized by the Grantee and its Contractors includes the following. A written scope of work and/or a description of the goods or materials to be purchased shall be prepared, provided to each bidder and included in or attached to the contract awarded for the services or goods or materials. For contracts involving the expenditure of less than \$100,000 of TOT, a minimum of two written quotes or bids shall be obtained by the Grantee or its Contractors. For contracts involving the expenditure of more than \$100,000 of TOT, three written quotes or bids shall be sought and a minimum of two shall be obtained by the Grantee or its Contractors. Contracts for construction work or the purchase of goods or materials shall be awarded to the lowest, responsible bidder that submits a responsive bid. Contracts for services or programs shall be awarded to the bidder who the Grantee or its Contractor reasonably believes will provide the best services or program for the Project, based on the bidder's demonstrated competence and qualifications and which will be provided in the most cost-effective manner. .
6. The Grantee shall request payment from the NLTRA on an invoice in a form acceptable to the NLTRA dependent on the type of payment requested, and which be either a sum for invoice(s) already paid by the Grantee for work that was approved in the Application or as a sum for an invoice(s) to be paid by the Grantee for work that was approved in the Application.
7. All invoices submitted by the Grantee shall include documentation acceptable to NLTRA clearly identifying all expenditures of TOT funds made or to be made.
8. Upon NLTRA's approval of Grantee's invoice(s), the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the Project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the Project, as well as a final report that must submitted within 60 days of Project completion. The final report shall document Project completion, include before and after photographs of the Project where applicable, reconcile all expenditures, identify all unspent TOT funds and documentation establishing that all unspent TOT funds have been returned to Placer County.
10. Within 60 days of completion of the Project, the Grantee will return to Placer County all unexpended TOT funds which have been advanced by the NLTRA.

11. Prior to completion of the Project and/or implementation of Project improvements, the Grantee and NLTRA shall meet and confer in good faith in an effort to resolve any dispute arising from or related to this Agreement. If the dispute cannot be resolved, either party may terminate this Agreement by providing the other party with (60 days' notice in writing.
12. If this Agreement is terminated by either party, the Grantee agrees to take all reasonable measures to immediately cease the expenditure of TOT funds that had not been expended as of the date of the notice of termination. On or before the date that termination of this Agreement is effective, the Grantee shall return all unexpended TOT funds shall be returned to Placer County.
13. The Grantee and its Contractors shall maintain complete and detailed financial accounts, documents, and records relating to the Project and the expenditure of TOT funds. Such accounts, documents, and records shall be retained by the Grantee for three years following the date of completion of the Project and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
14. All professional and technical information developed under this Agreement, including but not limited to all work sheets, reports, and related data, shall become the property of NLTRA upon to payment to Grantee, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on or before completion of the Project. The NLTRA agrees to indemnify and hold Grantee harmless from any claim arising out of reuse of such information unrelated to this Project.
15. When, in accordance with final plans and/or requirements for the Project, the Grantee installs signs, including but not limited to interpretive signs, which identify the Project, the Grantee will ensure such signage identifies and acknowledges the roles of and funding assistance provided by both the NLTRA and Placer County.
16. The Grantee shall perform this Agreement as an independent contractor and its officers, agents and employees are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which it will perform this Agreement; provided, however, that the NLTRA may monitor the work performed.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA and Placer County arising in favor of any party including, claims, liens, debts, personal injuries, death, or damages to property (including employees or property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this Agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demands, or suits at its sole expense. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's

liability, but is intended solely to provide for the defense and indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this Agreement.

18. Grantee and its Contractors shall not discriminate in employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq. or any other provision of applicable law.
19. The Grantee agrees that nothing in this Agreement, the Application or other documents related to this Agreement shall create any contractual relationship between any third party and the NLTRA or Placer County.
20. This Agreement is to be interpreted in accordance with the laws of California. This Agreement and the Application constitute the entire agreement between the NLTRA and the Grantee relating to the Project and neither may be modified except by an instrument in writing signed by both parties. Any legal proceedings to enforce or interpret this Agreement or the Application shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have. The prevailing party in action or suit to enforce or interpret this Agreement shall be entitled to an award of its attorneys' fees, expert fees and costs.

In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.



President/CEO Date
North Lake Tahoe Resort Association

Contact & Mailing:

Name: SANDY EVANS HALL

Title: PRESIDENT/CEO

Address: P.O. Box 5459

TAHOE CITY, CA 96145

Phone: 530-581-8739

Email: Sandy@GoTahoeNorth.com



General Manager Date
Squaw Valley Public Service District

Contact & Mailing:

Name: Mike Geary

Title: General Manager

Address: PO BOX 2026

Olympic Valley, CA 96146

Phone: 530-583-4692

Email: mgeary@svpsd.org



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The North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGRAM FUNDING APPLICATION

PROJECT INFORMATION

1. Project/program name: Squaw Valley Bike Trail Snow Removal – 2015-16
2. Brief description of project/program: This program provides snow removal services for Placer County's bike trails in Squaw Valley for the 2015-2016 winter season. This will be the fifth winter the PSD is delivering this service. The Resort Association and Placer County have funded the project, with matching funds, since its inception.

Snow removal is performed as needed between Nov. 15 and April 30 on the 2.3 miles of trail shown on the attached map. Maintenance services also include trail inspection and maintenance, sanding for traction control, sweeping, installation & removal of snow poles and signage, litter pick-up, equipment maintenance, and springtime fence repair and trail resurfacing (e.g., patch paving). The program complies with provisions of a Placer County Encroachment Permit issued by the County's Department of Facilities Services.

Over the last two winters (2013-14 and 2014-15), the District implemented the following notable changes to the program to improve the level of service and reduce the costs necessary to deliver it:

1. We performed the work with District staff and equipment;
2. We increased the length of maintained trail by 1-mile (77% increase), with no additional funding;
3. We constructed three (3) paved pedestrian paths to access the trail at Victor Dr., Russell Rd. and Wayne Rd;
4. We financed the purchase of a Trackless MT6 snow blower for the program's sole use to reduce annual equipment expenses by \$336,000 over the next 15 years, or \$22,400 per year (compared to leasing).

The benefits to visitors and community include improved pedestrian safety along Squaw Valley Road, especially on busy days when Squaw Valley Resort controls traffic for automobile ingress and egress using 3-lanes. There is also an unquantifiable benefit in providing an additional, alternative, non-snow recreational opportunity, as well as an overall health wellness benefit, to tourists and the North Tahoe and Truckee community.

Keeping the trail clear in the winter brings commercial benefit to businesses in the Village. The project is expected to attract additional overnight visitors and additional day-business to the Resort at Squaw Creek and the Village at Squaw because it's an amenity unique to Squaw Valley; particularly by providing an outdoor-recreation opportunity for visitors who don't participate in snow-based recreation, such as skiing and boarding. This project provides an unmatched option for guests who travel with their family or other group with outdoor recreation interests diverse than those they're with.

FINANCIAL INFORMATION

1. Total project cost: \$102,000.
2. Total TOT funds requested: \$70,000.
3. Identify other funding from secured sources: This year, the Squaw Valley Business Association (SVBA) is contributing \$10,500 to the program. Last year, the District received funding from the Resort at Squaw Creek, SVBA, Squaw Valley Resort, and the Squaw Valley Property Owners Association. District staff is currently coordinating with funders to determine contributions available for this winter's program.

Although the bike trail snow removal program is extremely popular and widely considered a success, the PSD remains unable to provide direct financial support and participate in its funding. The District is funded by property taxes and user fees for water, sewer, and garbage collection services. User fees, by law, can only be used to provide services for which they're collected. Use of the District's property tax revenues is restricted to fund Fire Department and utility operations only and is not available for park & recreation expenses. The restriction is based on the understanding that using property tax revenues for park & recreation services results in an equivalent increase in water, sewer, and/or garbage fees. From a business perspective, this is not a viable option.

Due to this financial constraint, the District respectfully requests the NLTRA and County consider the reductions in program costs and increase in the level of service that are attributable to the District's management and operations as the District's financial contribution towards the matching funds typical of this grant program.

Some examples of cost-savings implemented by the District include:

- Delivering the service cheaper with District staff by avoiding prevailing wages requirements and contractor profit
- Financing the purchase of the snow blower
- Exercising a lease / purchase option to apply lease payments to the purchase of the snow blower
- Fundraising to increase matching funds required of this grant

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

What is the source of the future financial support? Similar to the current funding structure.

Will this include maintenance needs? No.

5. Provide project pro-forma and implementation schedule (timeline).

Pro-Forma:

Squaw Valley Bike Trail Snow Removal Program Cost Estimate – 2015-2016 Winter

Item	Unit	Quantity	Unit Cost	Total
Equipment - snowblower	month	5.5	\$ 4,436.36	\$ 24,400
Labor - snow removal & sanding - standard	hour	200	\$ 60	\$ 12,000
Labor - snow removal & sanding - OT	hour	30	\$ 70	\$ 2,100
Labor - inspection & weekly maintenance	hour	72	\$ 55	\$ 3,960
Labor - snow pole installation, replacements & removal	hour	70	\$ 55	\$ 3,850
Labor - sign installation & removal / puller / hammer rental	hour	5	\$ 55	\$ 275
Labor - safety training	hour	9	\$ 55	\$ 495
Labor - equipment maintenance	hour	8	\$ 55	\$ 440
Materials - fuel	LS	1	\$ 5,600	\$ 5,600
Materials - snow stakes / rebar / tape	LS	1	\$ 1,400	\$ 1,400
Materials - signs / poles	ea	6	\$ 500	\$ 3,000
Materials - equipment maintenance	ea	1	\$ 800	\$ 800
Materials - sand	LS	1	\$ 500	\$ 500
Spring clean-up broom rental / labor	LS	1	\$ 1,000	\$ 1,000
Repairs - trail / fence	LS	1	\$ 2,500	\$ 2,500
Management / Administration	LS	1	\$ 12,000	\$ 12,000
Legal review	LS	1	\$ 1,500	\$ 1,500
Sub-Total				\$ 75,820
Contingency (15%)	LS	1	\$ 11,373	\$ 11,373
Snow Hauling - Truck	hour	40	\$ 55	\$ 2,200
Snow Hauling - Loader	hour	40	\$ 55	\$ 2,200
Snow Hauling - Loading Chute	ea	1	\$ 1,522	\$ 1,522
Snow Hauling - equipment Traffic Control	hour	40	\$ 55	\$ 2,200
Snow Hauling - labor - standard	hour	120	\$ 55	\$ 6,600
Snow Hauling - contractor support	LS	1	\$ -	\$ -
Sub-Total				\$ 26,095
Annual Total				\$ 101,915

The Squaw Valley Bike Trail Snow Removal Program operates November 15, 2015 to April 30, 2016 and includes:

- Snow removal for 2.33 trail miles
- Trail inspection & maintenance
- Snow pole installation & removal
- Sign purchase, installation & removal
- Dog waste clean-up
- Litter pick-up
- Sanding for traction control
- Sweeping
- Season-end trail repair
- Equipment maintenance & repair
- Emergency trail repair
- Equipment financing administration
- Grant administration
- Permitting & compliance
- Project management
- Telephone, service requests
- Insurance

Implementation Schedule: Implementation of the program is expected to be on schedule for the 2015-16 winter but is contingent on the approval of this grant application, additional funding contributions, execution of the grant contract, and the issuance of an encroachment permit to perform the work.

6. How will project cost overruns or operating cost shortfalls be funded? The program's estimate of cost includes a contingency to absorb some additional costs associated with a big winter. However, the program is structured to be terminated if / when costs are anticipated to exceed available funds.

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address: Squaw Valley Public Service District, P.O. Box 2026, Olympic Valley, CA 96146-2026.
2. Financial Capability: Squaw Valley PSD has a \$5.2 million operating budget and manages approximately \$1.24 million in capital projects annually.
3. Experience with projects of similar nature: District staff clears snow from all of its facilities (public parking lots, fire station, well sites, pump houses, and community dumpster site) with multiple pieces of heavy equipment to allow for daily operations at each site. The District has extensive experience with program management and public works projects.
4. Objectives of project sponsor: Provide a safe winter pedestrian walkway that serves visitor and local populations and increases tourism in Olympic Valley by providing an additional and truly alternative recreational opportunity; improve the safety of pedestrians on Squaw Valley Road; provide an overall health wellness opportunity to out-of-town and local visitors as well as residents; fulfill its own Mission Statement and be responsive to its constituents.

ECONOMIC IMPACT OF PROJECT

1. Estimated number of users: During the six-month program, we anticipate 25,000 people will use the trail (assume 15 users/hour for 9-hours/day).
2. Time of year: November 15 to May 1.
Weekends: 63%
Weekdays: 37%
3. Number of visitors to be attracted as a result of project/program: 100,000
% Local: 33%
% Out of area: 67%. Visitors' origins are typical of guests visiting the greater North Lake Tahoe / Truckee region
4. Projected expenditures by out of area attendees (per capita):
Hotel: Standard North Tahoe visitor expenditures.
Restaurant: Standard North Tahoe visitor expenditures.
Other: Standard North Tahoe visitor expenditures.
5. How will the project improve or enhance service to the visitor? Provide a recreational alternative to skiing and other snow sports. The trail attracts visitors to the valley to use the only plowed, walkable area that doesn't come with the fear and risk of being hit by a car driving on icy roads. Improve pedestrian safety along Squaw Valley Road, especially on busy days when traffic is controlled with 3-lanes. Reduce traffic. Provide a link between the Resort at Squaw Creek and the Village at Squaw.

COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? Olympic Valley.
2. What region-wide tourism benefits will be created? This project further diversifies opportunities available to visitors for outdoor recreation during the winter months, when sunny days are common. The project improves the walkability within Olympic Valley and reduces vehicular traffic, giving non-skiers / riders opportunity to explore the valley outside of the Village and Resort and without getting in a car. The wintertime views of Squaw Valley provided from the bike trail are unique and stunning. This program undeniably highlights the importance of the area's bike / pedestrian trail network and leverages its capital investments. Its success suggests the program's financial and operational experience could be used to evaluate the feasibility of similar programs on other portions of the trail network. Although the program has multiple benefits, the improvement to pedestrian safety and the reduction in risk of a car vs. pedestrian accident on Squaw Valley Road during the ski season alone justifies the need to provide the service. Improving pedestrian safety clearly benefits the North Lake Tahoe tourism market.
3. Will local resources be used to create, design, and construct this project? Yes. Squaw Valley PSD personnel provide the labor for the program and local vendors are used for needed services, materials and equipment.
4. What types of businesses will receive the greatest economic impact? Squaw Valley restaurants, retail shops, the ski resort, and lodging facilities all benefit from having non-skiing patrons visit or stay in the Valley. Wintertime trail access increases visitation to Squaw Valley by attracting dog and baby walkers, bicyclists, families, and runners because there are few other options in the region to enjoy the safety provided by a plowed Class I bike trail. The improved walkability attracts additional guests due to the increased diversity in outdoor recreational opportunities it creates. The primary reason people visit Squaw Valley and the North Lake Tahoe/Truckee area is to enjoy the multitude of diverse recreational experiences.

Are they supportive of this project? Yes, the Resort at Squaw Creek, Squaw Valley Business Association, PlumpJack, Olympic Village Inn, Squaw Valley Lodge, Red Wolf Lodge, Squaw Valley Property Owners Association, Squaw Valley Resort, Village at Squaw Valley, and the Squaw Village Neighborhood Company vigorously support the project. All contribute financially to the program.
5. Will the project require the addition of governmental service? No.

How will these costs be funded? Grant funding, if approved.
6. Document the community support for the project: The Squaw Valley Municipal Advisory Council (MAC), Placer County, Squaw Valley Ski Holdings, Resort at Squaw Creek, Squaw Valley Business Association, PlumpJack, Olympic Village Inn, Squaw Valley Lodge, Red Wolf Lodge, and the Squaw Valley Property Owner's Association all support the project.

NORTH LAKE TAHOE TOURISM MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan and criteria of this application (Strategic Goals, Core Project Groupings, and Project Funding Strategy Guidelines).

On the bottom of page 59 in the Transportation Chapter, it explains that one of the "key findings" of the Tourism Master Plan was that "substantial investment in basic facilities and services is required to provide an infrastructure achieving contemporary resort standards" and "to remain competitive with peer areas and to address the serious shortfalls of the transportation network, it is crucial for North Lake Tahoe to develop a transit system that provides a high-quality visitor experience without the need for a private automobile."

On page 64, it reveals that one of the Tourism Master Plan's Action Elements with "Higher Priority" is:

Year-Round Maintenance of Key Trail Segments. *Winter traffic and parking problems could be reduced and visitor experience improved through maintenance of key, high-usage segments of the multipurpose trails throughout the year (including snow removal). Experience in competing mountain resort areas, some with even more severe winter conditions than in North Lake Tahoe, prove that trails can be maintained for winter pedestrian use. This strategy is effective where trails connect commercial centers with residential and lodging developments within a reasonable (1.0 to 1.5-mile) walking distance or where cleared trails could provide access to local streets that provide an adequate winter walking environment. In particular, winter maintenance of the West Shore Trail from Comstock Village (north) to Tahoe City and the North Shore Trail from Lake Forest Road (west) to Tahoe City would provide an attractive walking opportunity for the many visitors lodged in areas such as Granlibakken, Tahoe Tavern, Rocky Ridge, Star Harbor and St. Francis Lakeside, as well as the residents of these outlying areas. This plan element is in keeping with the village strategy discussed above. As the trails were not originally designed and constructed for winter maintenance, this plan element could require capital funding as well as ongoing operating funding.*

This project will enhance and reinvent the functionality of an existing bike trail and leverage the capital investment made by extending the period of its beneficial use.

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined?

This project scores the maximum **135 points** because it meets many "Criteria of High Importance". Specifically, the *Squaw Valley Bike Trail Snow Removal Program*, for:

- 30 points, supports NLTRA key core function areas and strategic goals such as:
 - a. Human Powered Sports and Activities
 - b. Regional Transportation Vision
 - c. Advancement of Tourism Economy called for in Community Plans
- 30 points, is within highest priority Work Plan Project Groupings such as:
 - a. Trails (highest)
 - b. Recreation Amenities
 - c. Transportation Services
- 30 points, is trail related and requires maintenance/operation funding:
 - a. That TOT helped originate
 - b. That serve visitors
 - c. That have matching funding
- 15 points, supports other Work Plan Project Groupings such as:
 - a. Special Events/Regional
 - b. Parks
 - c. Transportation Infrastructure
- 15 points, supports environmental improvement by reducing vehicular traffic and improving pedestrian safety
- 15 points, has other funding sources in place

The program also meets "Other Criteria for Consideration" by leveraging additional funding with necessary TOT funding. The program also has a positive effect on geographic distribution of capital investment funds.

OTHER

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

This project is exceptional for several reasons. First, it leverages existing capital improvements (bike trail) by providing beneficial use during the winter months; a period when the improvements would otherwise go unused. Second, it allows visitors the opportunity to be outside if/when they do not have the opportunity or the time to gather, put-on, buy, or rent ski/snowboard equipment, and go skiing/riding. Third, the project significantly improves pedestrian safety. Fourth, the project will continue to benefit local businesses by increasing pedestrian traffic and making shopping and dining more accessible.

The NLTRA Board should consider the extensive use of the Martis Dam Road during the winter. This is one of the only safe pedestrian areas within the North Lake Tahoe resort-triangle that provides a plowed surface, free of motorized traffic, for walking, jogging, baby-walking, and dog-walking. The District experiences a similar use pattern here, which benefits visitors and local residents alike. There are practically no options for off-snow outdoor recreation in Tahoe and Truckee, while the weather on a day-to-day basis is generally favorable to being outside.

In effort to leverage investment in the project and the experience of delivering it, the District provides reporting of the program's success and resolution of the operational challenges surrounding snow removal from bike trails adjacent to roadways to the Resort Association.

The project is consistent with several of the NLTRA's Strategic Goals 2011-2016 including:

- Develop across . . . core function areas in . . . biking
- Infrastructure/Transportation – Develop Infrastructure and Transportation projects that will lead to a higher quality experience.
- Complete trail system linking . . . areas within the North Lake Tahoe region resort triangle . . . to include bike path system including paved multi recreation trails, bike lanes.
- Provide Infrastructure capital for bike trail support.
- Implement action plans designed to stimulate overnight visitation and related Transient Occupancy Tax collections.
- Community Relations – build trust, confidence and leadership with key partners - be a recognized voice of community in all core function areas



December 2, 2015

Subject: Discussion and possible approval of 2014/15 NLTRA Financial Audit

From: Al Priester, Finance & Human Resources Director

Staff Request:

- That the NLTRA Board approve the 2014/15 NLTRA Financial Audit

North Lake Tahoe Resort Association, Inc.

***REPORT TO THE FINANCE COMMITTEE
AND BOARD OF DIRECTORS***

For the Year Ended June 30, 2015

- A. Introduction of firm.
- B. Unmodified or clean opinion on financial statements.
- C. Questions and answers regarding financial statements.
- D. Matters to be Communicated
 - Auditor Responsibility – An audit conducted under U.S. generally accepted auditing standards is designed to obtain reasonable, rather than absolute, assurance about the financial statements.
 - Accounting Policies/Accounting Estimates – Significant accounting policies are described in Note 2 to the financial statements. There are no significant estimates.
 - Significant adjustments – There were five audit adjustments proposed as a result of the current year audit; all of which were accepted after final review by NLTRA staff. The adjustments related primarily accruals at year end and reclasses to correct expense and revenue accounts.
 - Disagreements with Management – None.
 - Difficulties Encountered in Performing the Audit – None
- E. Presentation of the Internal Control Report.
- F. We would like to thank management for their fine cooperation during the audit.

NORTH LAKE TAHOE RESORT
ASSOCIATION, INC.

Tahoe City, California

INTERNAL CONTROL REPORT

June 30, 2015

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INTERNAL CONTROL REPORT

To the Officers and Directors
North Lake Tahoe Resort Association, Inc.

In planning and performing our audit of the financial statements of North Lake Tahoe Resort Association, Inc. as of June 30, 2015, in accordance with auditing standards generally accepted in the United States of America, we considered the Association's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, we do not express an opinion on the effectiveness of the Association's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

A material weakness is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be deficiencies, significant deficiencies, or material weaknesses. We did not identify any deficiencies in internal control that we consider to be material weaknesses, as defined above.

This letter does not affect our report dated October 20, 2015 on the financial statements of North Lake Tahoe Resort Association, Inc.

This communication is intended solely for the information and use of management, the board of directors, and others within the organization, and is not intended to be and should not be used by anyone other than these specified parties.

McClintock Accountancy Corporation

McCLINTOCK ACCOUNTANCY CORPORATION
Tahoe City, California
October 20, 2015

North Lake Tahoe Resort Association, Inc.

***REPORT TO THE FINANCE COMMITTEE
AND BOARD OF DIRECTORS***

For the Year Ended June 30, 2015

Other Matters Noted

Current Year Other Matters:

Observation/Recommendation: The reconciliation of quarterly 941 reports to g/l wages is an important reconciliation that we suggest the Association begin performing.

Observation/Recommendation: It was noted during our search for unrecorded liabilities that CEO expense reimbursements are approved by the board treasurer subsequent to a reimbursement check being cut. In situations where expenses are in question, as was the case with our selection, this complicates the process. We recommend that expense reimbursements be subject to board treasurer approval PRIOR to the reimbursement being issued.

Observation/Recommendation: We noted the results of the contract compliance agreed upon procedures performed on the agreement between the Association and Placer County for the period July 1, 2013 through June 30, 2014. Management has asserted that the findings from this report, while substantial, do not have a material impact on the statements of financial position as of June 30, 2015 and 2014, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements. We concur with managements' assertion. We support managements' efforts to monitor and report on all requirements in current and future agreements.

Observation/Recommendation: During the current year physical inventory count there was a discrepancy between actual inventory counted and the inventory sub-ledger maintained on the QuickBooks POS. This resulted in a \$2,600 book to physical adjustment prior to year-end. While not material to the Association's financial statements, the Association's investigation was unable to identify an underlying cause of the discrepancy.

In order to strengthen controls surrounding physical inventory counts, we recommend the following:

- 1) Develop written procedures for physical inventories to be provided to all employees involved in the count process prior to the count taking place. These procedures should include physical inventory planning prior to the count, the timing of the count, providing accounting will final count details, and allowing enough time for a representative from the accounting department to review and re-perform the counts as deemed necessary. We have provided the Association with some samples that can assist in developing a procedure document.

- 2) Perform full physical inventory counts after hours at least quarterly. The Association can monitor book to physical adjustments and adjust the timing of the counts as necessary.

Prior Year Other Matters:

Observation/Recommendation: The Association currently uses spreadsheet software to calculate and record depreciation of fixed assets. We recommend that the Association consider acquiring an asset keeper or asset manager software which will track fixed assets and related depreciation with a minimal chance of error.

2015 status: Management determined that purchasing software would not be cost effective.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Tahoe City, California

FINANCIAL STATEMENTS

AND

INDEPENDENT AUDITORS' REPORT

June 30, 2015 and 2014

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

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M^cCLINTOCK ACCOUNTANCY CORPORATION

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of
North Lake Tahoe Resort Association, Inc.

We have audited the accompanying financial statements of North Lake Tahoe Resort Association, Inc. (a nonprofit organization), which comprise the statements of financial position as of June 30, 2015 and 2014, and the related statements of activities and changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of North Lake Tahoe Resort Association, Inc. as of June 30, 2015 and 2014, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

McClintock Accountancy Corporation

McCLINTOCK ACCOUNTANCY CORPORATION
Tahoe City, California
October 20, 2015

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit A

STATEMENTS OF FINANCIAL POSITION

June 30, 2015 and 2014

	<u>2015</u>	<u>2014</u>
ASSETS		
Current Assets:		
Cash and cash equivalents	\$ 533,545	\$ 379,695
Accounts receivable	91,147	138,973
Placer County receivable	605,108	537,730
Prepaid expenses	123,249	132,484
Inventories	29,510	29,302
	<u>1,382,559</u>	<u>1,218,184</u>
Noncurrent Assets:		
Property and equipment, net of accumulated depreciation (Note 8)	<u>8,009</u>	<u>12,757</u>
	<u>8,009</u>	<u>12,757</u>
 Total Assets	 <u><u>\$ 1,390,568</u></u>	 <u><u>\$ 1,230,941</u></u>
 LIABILITIES AND NET ASSETS		
LIABILITIES		
Current Liabilities:		
Accounts payable	\$ 112,646	\$ 156,870
Accrued expenses	172,911	140,620
Deferred revenue - membership dues	59,231	72,400
Deferred revenue - other	14,761	14,732
	<u>359,549</u>	<u>384,622</u>
Total Liabilities (all current)	<u>359,549</u>	<u>384,622</u>
 NET ASSETS (Note 2)		
Invested in property and equipment	8,009	12,757
Designated marketing reserve (Note 3)	316,692	295,694
Designated visitor support and transportation (Note 3)	205,203	157,716
Undesignated	501,115	380,152
	<u>1,031,019</u>	<u>846,319</u>
Total Net Assets	<u>1,031,019</u>	<u>846,319</u>
 Total Liabilities and Net Assets	 <u><u>\$ 1,390,568</u></u>	 <u><u>\$ 1,230,941</u></u>

The accompanying notes are an integral part of these statements.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit B

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS

For the Years Ended June 30, 2015 and 2014

	2015	2014
CHANGES IN UNRESTRICTED NET ASSETS:		
Revenue and other support:		
Placer County grant revenue	\$ 3,460,716	\$ 3,461,332
Placer County infrastructure grant revenue	231,408	323,029
Commissions and booking fees	118,287	112,630
Member dues	141,038	120,045
Member services and special events	107,810	132,339
Retail sales and other	119,492	179,298
Interest income	36	55
Total unrestricted revenue and other support	4,178,787	4,328,728
Expenses and losses:		
Program services:		
Marketing	1,826,950	2,067,434
Group sales and conferences	394,060	383,272
Visitor support and transportation	700,700	644,933
Visitor information	338,325	370,294
North Lake Tahoe Chamber of Commerce	154,678	143,950
Infrastructure	160,524	284,874
	3,575,237	3,894,757
Supporting services:		
General and administrative	418,850	392,696
Total expenses	3,994,087	4,287,453
Increase in Unrestricted Net Assets	184,700	41,275
UNRESTRICTED NET ASSETS		
Beginning of Year	846,319	805,044
End of Year	\$ 1,031,019	\$ 846,319

The accompanying notes are an integral part of these statements.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

Exhibit C

STATEMENTS OF CASH FLOWS
For the Years Ended June 30, 2015 and 2014

	2014	2013
CASH FLOWS FROM OPERATING ACTIVITIES		
Increase in unrestricted net assets	\$ 184,700	\$ 41,275
Reconciliation of change in net assets to cash (used) provided by operating activities		
Depreciation	7,170	6,683
Changes in operating assets and liabilities:		
Accounts receivable	47,826	(48,744)
Prepaid expenses	9,235	(85,556)
Inventories	(208)	(11,760)
Placer County receivable	(67,378)	334,239
Accounts payable	(44,224)	(300,646)
Accrued liabilities	32,291	35,237
Deferred revenue - membership dues	(13,169)	(8,713)
Deferred revenue - infrastructure funds	-0-	(493,876)
Deferred revenue - other	29	(4,709)
Net Cash (Used) Provided by Operating Activities	156,272	(536,570)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(2,422)	(5,489)
Net Cash Provided (Used) by Investing Activities	(2,422)	(5,489)
Net Increase/(Decrease) in Cash and Cash Equivalents	153,850	(542,059)
Cash and Cash Equivalents, Beginning of Year	379,695	921,754
Cash and Cash Equivalents, End of Year	\$ 533,545	\$ 379,695

The accompanying notes are an integral part of these statements.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

1. Form of Organization

North Lake Tahoe Resort Association, Inc. (the "Association") was incorporated in the State of California in 1996, upon consolidation of the Tahoe North Visitors and Convention Bureau and the North Lake Tahoe Chamber of Commerce. The Association is organized under Section 501(c)(4) of the Internal Revenue Code as a non-profit public benefit corporation.

The primary function of the Association is to promote tourism and benefit business through efforts that enhance the economic, environmental, recreation and cultural climate of the North Lake Tahoe, California area. The Association provides the following services to its members and the North Lake Tahoe community: Chamber of Commerce, Visitors and Convention Bureau, marketing, conference sales and membership services. The Association also serves as a partner with Placer County in the development and funding of infrastructure and transportation projects designed to enhance tourism and community quality of life for the benefit of all in the North Lake Tahoe region.

The majority of the Association's revenue is derived from contract grants with Placer County to administer and invest portions of transient occupancy taxes collected in the North Lake Tahoe area. Additional sources of revenue are derived from membership dues, commissions and booking fees earned from conference sales, special events, and from the sale of inventory items at its visitor centers.

2. Summary of Significant Accounting Policies

Basis of Accounting and Financial Statement Presentation

The financial statements of the Association have been prepared on the accrual basis of accounting. Financial statement presentation follows the recommendations of the Financial Accounting Standards Board in ASC 958, "*Financial Statements of Not-for-Profit Organizations*." Under ASC 958, the Association reports information regarding its financial position and activities according to three classes of net assets: Unrestricted net assets, temporarily restricted net assets (if any) and permanently restricted net assets (if any). At June 30, 2015 and 2014, there were no temporarily restricted or permanently restricted net assets, as the Association has not received these types of contributions.

Use of Estimates

The preparation of financial statements in conformity with U.S. generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Recognition of Placer County Contract Grant Revenue

The Association's contract with Placer County is considered to be an exchange transaction. Therefore, revenues received from this contract are reported as unrestricted support.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

Placer County contract grant revenues are recognized as revenue during the contract year, unless specifically restricted by the contract.

Liquidity Information

In order to provide information about liquidity, assets have been sequenced according to their nearness to conversion to cash and liabilities have been sequenced according to the nearness of their maturity and resulting use of cash.

Accounts Receivable

Accounts receivable consists of amounts due from members for membership dues, cooperative advertising costs, and commissions from group conference sales, as well as other miscellaneous receivables for services provided. The Association does not charge interest on delinquent receivables. Accounts are written off directly to bad debt expense when all attempts at collection are exhausted. The Association believes substantially all of the accounts receivable balance at June 30, 2015 and 2014 is collectable. Accordingly, no allowance for doubtful accounts has been provided.

Inventories

Inventories are primarily for the sale of retail goods at the visitor centers and are stated at the lower of cost or market. Cost is determined by the first-in, first-out method.

Property, Buildings and Equipment

In general, property and equipment are capitalized on the Association's books and stated at cost when the asset has over a year of life and costs of over \$1,000. Depreciation is computed on the straight-line basis over the useful lives of the assets, which range from 3 to 7 years.

Marketing Cooperative Agreement

During the year ended June 30, 2007, the Association established the North Lake Tahoe Marketing Cooperative (NLTMC) with Lake Tahoe Incline Village Crystal Bay Visitors and Convention Bureau (IVCBVCB) to cooperatively promote tourism based on shared objectives which are more effectively and efficiently accomplished collectively rather than independently. Under the terms of the agreement, the Association and the IVCBVCB are required to make annual contributions to fund marketing efforts based upon an approved pre-set formula. The Association contributed \$778,747 and \$1,125,000 for the years ended June 30, 2015 and 2014, respectively in connection with this marketing effort, which is included in marketing (tourism promotion) and group sales and conference expense in the statement of activities and changes in net assets.

Unrestricted Net Assets

All net asset balances are classified as unrestricted. Net assets are not subject to imposed restriction or restrictions that have expired. As reflected in the accompanying notes, the Association has designated a portion of unrestricted net assets for specific purposes.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

Income Tax Status

The Association is exempt from federal income taxes under the provisions of Internal Revenue Code Section 501(c) (4), and section 23701(f) for California purposes. Unrelated business income, if any, is taxed at regular corporate tax rates.

Functional Allocation of Expenses

The costs of providing the various programs and other activities have been summarized on a function basis in the statement of activities. Accordingly, certain costs have been allocated among the program and supporting services benefited.

Cash and Cash Equivalents

For purposes of the statements of cash flows, the Association considers all unrestricted cash, money market funds, and debt securities with an original maturity less than three months to be cash equivalents.

Fair Value

The carrying amount of financial instruments, including cash, accounts receivable and accounts payable approximates their fair value due to the short term maturities of these instruments.

3. Designated Net Assets

Pursuant to its contract with Placer County, the Association created a visitor support and transportation fund which designates net assets from visitor support and transportation result of activities annually. The designated visitor support and transportation net assets totaled \$205,203 and \$157,716 at June 30, 2015 and 2014 respectively.

The Association created a marketing reserve, pursuant to the 2003-04 contract with Placer County, to be used for expenditures in key areas due to any unforeseen adverse fluctuations in collections of transit occupancy taxes. The details in the use of the reserves can be decided solely at the discretion of the Association's board of directors subject to compliance with an existing policy of maintaining the reserve level at 15% of annual marketing expenditures. The designated marketing reserve totaled \$316,692 and \$295,694 at June 30, 2015 and 2014 respectively.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

4. Concentration of Credit Risk

The Association maintains its cash accounts at a local bank. At June 30, 2015 and 2014, the aggregate balance of these accounts exceeded the federally insured (FDIC) limits by \$304,083 and \$154,094 respectively.

5. Concentration of Revenue

Support from Placer County in the form of contract grants contributed to 88% and 87% of the Association's total revenues and support for the years ended June 30, 2015 and 2014, respectively. The Association's contract with Placer County is renewed annually. The receivable from Placer County at June 30, 2015 and 2014 was \$605,108 and \$537,730 respectively.

6. Restricted Cash and Investments

Restrictions on Association cash and investment balances at June 30, 2015 and 2014, consist of the following:

	2015	2014
Infrastructure cash and investments	\$ -0-	\$ 222
	\$ -0-	\$ 222

Infrastructure cash and investments can be used only for infrastructure projects in the North Lake Tahoe area that have been approved by the Association's board of directors and the Placer County board of supervisors. As of June 30, 2015 and 2014, infrastructure funds are held and maintained by Placer County.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

7. Property and Equipment

Property and equipment at June 30, 2015 and 2014, consists of the following:

	2015	2014
Furniture and fixtures	\$ 68,768	\$ 68,768
Computer equipment	43,766	41,344
Computer software	33,874	33,874
Leasehold improvements	24,284	24,284
	<u>170,692</u>	<u>168,270</u>
Less accumulated depreciation	(162,683)	(155,513)
Net property and equipment	<u>\$ 8,009</u>	<u>\$ 12,757</u>

Depreciation expense was \$7,170 and \$6,683 for the years ended June 30, 2015 and June 30, 2014 respectively.

8. Operating Leases

The Association leases various facilities and equipment from others under non-cancellable operating leases expiring in May, 2017. Lease rent expense, including real property taxes and common area costs, was \$137,190 in 2015 and \$166,555 in 2014. Minimum lease payments are subject to escalation clauses and options to renew. At June 30, 2015, future minimum lease payments under such leases to the end of the contract are as follows:

<u>Year Ending June 30</u>	
2016	\$ 102,600
2017	85,500
	<u>\$ 188,100</u>

9. Retirement Plan

The Association offers a 401(k) retirement plan to all full-time employees who have completed at least three months of service. The Association matches participant contributions of up to 4% to the plan based on up to 6% of the participant's regular salary. Contributions to the plan by the Association were approximately \$30,177 and \$32,471 for the years ended June 30, 2015 and 2014, respectively.

10. Subsequent Events

On July 23, 2015 the Association cut a check to Placer County for balance of the designated visitor support and transportation net asset balance as of June 20, 2014. The payment of \$157,716 was requested by Placer County and approved by the Association's board of directors.

NORTH LAKE TAHOE RESORT ASSOCIATION, INC.

NOTES TO FINANCIAL STATEMENTS

June 30, 2015 and 2014

Subsequent events have been evaluated by management through October 20, 2015 the date that the statements were available for issuance.



Staff Report for Board

Subject: Supplemental Operating Procedures and Policies

From: Sandy Evans Hall

Decision Considerations:

- Change in the meeting frequency of the BACC to reflect current practice.

Staff Recommendation: Approve recommended change

jurisdiction and entity members are appointed by the representative jurisdiction, and accepted by the NLTRA Board of Directors. Special District representatives will be rotated between the Districts. The Community At-Large members are appointed by the NLTRA Board and approved by the County Executive Office. The Committee quorum members serve two year terms, with six terms expiring every other year. Committee members can be reappointed by the NLTRA Board and/or the representative jurisdictions and entities.

Marketing Committee

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

Committee Membership

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

Business Association and Chamber Collaborative

This group will meet ~~every other month beginning in January~~ monthly and will determine the allocation of Marketing Grant funds of \$10,000 for each Eastern Placer County Business Associations, coordination of events calendar, Special Events Grants review and allocation, and joint in-market promotions to include Touch the Lake, Peak Your Adventures, Shop Local, High Notes and other campaigns that may be developed, funded, and approved by the Marketing Committee and Board of Directors.

Committee Membership

In addition to appointed NLTRA Board member, committee membership is defined as follows: one staff member and one representative each from the North Tahoe Business Association (NTBA), Tahoe City Downtown Association (TCDA), West Shore Association (WSA), Squaw Valley Business Association (SVBA), Incline Village Business Association, and the Northstar Village Retailers Association (NVRA), and up to 2 seats to be filled by members, or representatives of members, of the North Lake Tahoe Chamber of Commerce. Business association staff and representatives serve



December 2, 2015

Subject: Discussion and Possible Approval of FY 2015/16 Capital Project TOT Funding Requests (Motion)

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Request:

- That the NLTRA Board approve and recommend to the Placer County Board of Supervisors the project selection, the level of funding, and the timing of funding that can be supported by anticipated TOT funds as recommended by the CI/T Committee and staff.

Background Information:

Summation of CI/T Committee Presentations, Discussion, and Recommendations at its October 26th and November 16th Meetings:

- The Capital Investment/Transportation Committee request presentation meeting commenced Monday, October 26th, at the Tahoe City Public Utility District, and adjourned at 5:30 pm.
- Twelve projects were presented requesting TOT funding to be available starting July 1, 2016.
- The total TOT funding being requested was approximately \$2.8 million.
- Total TOT funding available is \$1.4 million.
- During and at the conclusion of the presentations, some questions and direction to staff occurred but no decisions were made by the Committee.
- Committee recommended staff and applicants further evaluate all applications using the project guidelines and criteria.
- After discussions with applicants, staff brought suggestions and recommendations to the November 16th CIT meeting for final discussion and recommendation of project funding.
- All applicants were encouraged to attend the November 16th meeting and participate in the discussion, as appropriate.

Decision Considerations:

- After thoroughly discussing staff recommendations, the CI/T unanimously recommended (13-0-0) the attached Capital Projects TOT Applications matrix with funding as proposed, which totals \$1,381,000.
- Comments directed toward specific projects are included on the matrix and on the attached Individual Summary Sheets.

- To stay within the available TOT funding, only 1 project is recommended to receive full request, 8 projects are recommended for reduced funding, with applicants approval, from the amount requested, and 3 projects are not recommended for 15/16 funding:
 - Water Trail Wayfinding Signage (full)
 - Historic Donner Summit Gateway (reduced)
 - Solar Powered Message Boards (reduced)
 - Tahoe City Ice Rink (reduced)
 - Northstar/Martis Valley Trail 1B-2, 3A, 3B (reduced)
 - TART Bus Shelters (reduced)
 - North Tahoe Share-Use Trail (reduced)
 - Truckee River Access Trail (reduce)
 - Tahoe City Mobility Improvements (reduced)
 - Memorial Overland Emigrant Trail (no 15/16 recommendation)
 - Take Care Human Powered Messaging (no 15/16 recommendation)
 - Tahoe City Field Station Exhibits (no 15/16 recommendation)
- These projects total \$1,381,000 of the approximate \$1,476,911 of available TOT. (see attached 15/16 Budget Summary)
- Staff has also recommended holding back \$100,000 for possible project needs during 15/16. This is included in determination of the \$1,381,000 total.
- The process will now continue to the NLTRA Board for approval and recommendation during December/January, with formal grant approval from the Board of Supervisors during the February/March, 2016, time period.
-

Attachments:

- CIT 15/16 Capital Projects Funding Application Matrix
- CI/T 15/16 Capital Projects Funding Application Individual Summary Sheets
- CI/T 15/16 Capital Investment/Transportation/Budget Summary

TOT FUNDING APPLICATIONS MATRIX

Project Type/Name	Applicant	TOT Requested Amount for FY 2015/16	Recommended Amount for FY 2015/16	Committee Recommends (13-0-0)	Committee Comments for Inclusion
Water Trail Wayfinding Signage (pg. 9)	SBC	\$25,000	\$25,000	\$25,000	Signs consistent with wayfinding signage guidelines, Contingent on MOU with all stakeholders MOU
Historic Donner Summit Gateway (pg. 10)	Donner BG	\$10,000	\$6,000	\$6,000	Signs consistent with wayfinding signage guidelines
Solar Powered Wayfinding Message Display Boards (pg. 11)	Squaw BA	\$29,000	\$10,000	\$10,000	Ask for sharing signage with community if no conflict, Define community events as for all public
TCGC/Winter Sports Park Ice Rink (pg. 12)	TCPUD	\$320,000	\$300,000	\$300,000	Contingent on revenues being used for this project and not on other TCPUD projects
Martis Valley/Northstar Trail 3B (pg. 13)	NCSD	\$500,000	\$25,000	\$25,000	
TART Bus Shelters (pg. 14)	P.C. DPW	\$130,000	\$65,000	\$65,000	Build Kings Beach - Coon St. Shelter first
North Tahoe Shared-Use Trail (pg. 15)	P.C. DPW	\$500,000	\$150,000	\$150,000	
Truckee River Access Trail (pg. 16)	P.C. DPW	\$500,000	\$500,000	\$500,000	
Tahoe City Mobility Plan (pg. 17)	P.C. DPW	\$500,000	\$300,000	\$300,000	
Memorial Overland Emigrant Trail (pg. 18)	P.C. DPW	\$250,000	\$0	\$ -	
Take Care Human Powered Messaging (pg. 19)	Tahoe Fund	\$19,000	\$0	\$ -	Consider applying again in the future, ask trail developers what they would want, possibly aligns with Visitor Info Funds
Tahoe City Field Station Exhibits (pg. 20)	UC DAVIS	\$26,281	\$0	\$ -	
NEW APPLICATIONS LIST 2015/16 FY Total:		\$2,809,281	\$1,381,000	\$ 1,381,000	

APPROXIMATE TOT FUNDING AVAILABLE FOR NEW APPLICATIONS
HOLD BACK \$100,000 FOR POSSIBLE PROJECT NEEDS DURING 15/16

\$1,476,911 *possible adjustment
-100,000



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Water Trail Wayfinding Interpretive Signage Phase 2 Production Project

- Applicant Score: 120
- TOT Request: \$25,000
- Total Cost: \$75,000

Applicant: Sierra Business Council

Staff Comments:

- Staff Score 120
- Recommendation \$25,000
- Matching Funds \$50,000
- Tourism Master Plan Visitor Activities, Facilities, Information Tier 1 & 2 Priorities
- Funds for 6 wayfinding signs in Placer County
- Funding used for design and fabrication.
- Working with property owners for consolidation of necessary signage at priority beach locations.
- Working now with partners for permitting process.

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Permitting, installation, or maintenance fees would be done and paid by property owners.
 2. Committee felt there should be a list that had priority beaches that need wayfinding
 3. Signs should be consistent with wayfinding signage guidelines.
 4. Contingent on SBC MOU with stakeholders



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Historic Donner Summit Gateway

- Applicants Score: 96
- TOT Request Phase I: \$10,000
- Total Cost Phase I: \$10,000
- Phase 2: Not this Application \$40,000-\$50,000 (Construction)

Phase I - Planning & Design for Welcome Sign & Visitor Kiosk

Applicant: Donner Summit Business Group

Staff Comments:

- Staff Score: 95
- Recommend \$6,000 (Applicant agrees)
- Other Funding: \$4,000
- Tourism Master Plan Visitor Information Tier 1 Priority
- Geographic area not yet having received TOT Capital Investment Funds
- Will provide for planning Wayfinding welcome and visitor information at first contact point with greater North Lake Tahoe.
- Can initiate economic boost to Donner Summit area.
- May require future second phase TOT application

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Signage should be consistent with wayfinding signage guidelines.
 2. Committee members wanted to know if they've reached out to Nevada County for funding. Possibly for second Phase.
 3. Applicant reassured the Committee that Sugar Bowl and other businesses would be participating in funding.



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Solar Powered Message Boards-Squaw/Alpine County Roads

- Applicant Score: 90
- TOT Request: \$29,000
- Total Cost: \$38,000
- Other Funding: Squaw Valley/Alpine Meadows

Applicant: Squaw Valley/Alpine Meadows Ski Resort/Squaw Valley Business Assoc.

Staff Comments:

- Staff Score 75
- Recommended \$10,000 Applicants agree
- Matching Funds \$ 9,000
- Provides funding for 1 changeable message sign as a pilot to aid congestion problem
- Tourism Master Plan Transportation and Visitor Information Tier 1 & Tier 2 priorities for vehicular and pedestrian wayfinding signage
- Remain on cutting edge of how consumers get information for travel

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee wanted to know if one sign instead of two would be acceptable. Yes, one sign would be acceptable.
 2. Committee wanted a different color of sign to be used, instead of the orange. Yes, that will be pursued.
 3. Committee said sign should be used for traffic and road conditions. not marketing.
 4. Committee requested if application passes, the sign would be used for only public events, not private.
 5. Share sign with greater community when not conflicting with SV need.



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The North Lake Tahoe Resort Association

CAPITAL INVESTMENT PROJECT/PROGAM

PROJECT INFORMATION

Tahoe City Ice Rink

- Applicant Score: 70
- TOT Request: \$320,000
- Total Cost: \$419,750
- Other Funds: \$100,000

Requests also to TTCF, Liberty Utilities, & for PC Park Dedication

Applicant: TCPUD, TCDA, Tahoe XC

Staff Comments:

- Staff Score: 80
- Recommended \$300,000 Applicant agree
- Other Funds \$100,000 (Private Gift through TTCF)
- Tourism Master Plan Visitor Activities and Facilities Tier 1 and 2 Priority
- Attract Visitors to Lakeshore Development in Winter
- Human Powered Sport new facility (has been in all 3 Master Plans)
- Winter Sports Park facilities all fully maintained by TCPUD

Committee Recommendation:

- **Agreed with staff request (13-0-0)**
 1. Committee wanted to know who would be responsible if the ice rink runs a deficit. This issue would be responsibility of the TCPUD Board, who would be the ones making the decision.
 2. Committee wanted to know if the ice rink could be used year round.
 - Possible, but not likely. Concerns of the rink melting due to the high temperatures in the summer time.
 3. Committee included that if this application passes, applicant would be committed to operating longer days when weather and/or location permits.
 4. Committee was informed that the module/rink would be able to be moved to other locations.
 5. Contingent on revenues generated used for this project and not for other TCPUD projects.



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Martis Valley Trail Segments 1B-2, 3A, & 3B Design and Construction

- Applicant Score: 105
- TOT Request: \$500,000
- Total Phase Cost: \$5.75 million Total Project Cost: \$10-13 million
- Other Funding: NCSD, Placer County, State and Federal Transportation & Recreation Sources

Applicant: Northstar Community Services District

Staff Comments:

- Staff Score: 100
- Recommendation \$ 25,000 Applicant agrees
- Other Funding \$850,000 (CMAC)
- High Priority Underway Trail
- Tourism Master Plan Visitor Activities and Facilities Tier 1 Priority
- Placer County suggests transferring available CMAC funds to this project and using TOT (\$300,000) that would have been recommended for Martis Trail, for Truckee River Corridor Trail Plan.
- \$25,000 still recommended for administration of CMAC grant.

Committee Recommendation:

- **Agreed with staff and County recommendation (13-0-0)**
 1. Committee wanted to know if partial funding would be acceptable.
 - Yes.
 2. Committee member had questions regarding maintaining the trail and confirm if Placer County would be maintaining the trail?
 - Yes, County will be maintaining.



**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Two TART Bus Shelters Dollar Drive & Coon Street East

- Applicant Score: 96
- TOT Request: \$130,000
- Total Cost: \$130,000

Applicant: DWPF

Staff Comments:

- Staff Score: 90
- Recommend \$65,000 Applicant agrees
- Other Funding \$0
- Tourism Master Plan Transportation Tier 1 Priority
- Transportation facilities is an on-going high priority to improve transit services and encourage ridership,
- Only able to fund one shelter in 15/16 with limited TOT funds

Committee Questions:

- **Agreed with staff recommendation (13-0-0)**
1. Committee asked if the bus shelters have the solar panels and smart technology and "next bus" capability.
 - Yes and a phone app will be available.
 2. Build Kings Beach-Coon Street shelter first.



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

North Tahoe Shared-Use Trail Environment Document.

- Applicant Score: 92
- TOT Request: \$500,000
- Total Cost: \$500,000
- Other Funds: None

Applicant: DPWF

Staff Comments:

- Staff Score: 100
- Recommend \$150,000 Applicant agrees.
- Placer County has reduced request to allow Environmental work to continue with 15/16 funding.
- Tourism Master Plan Visitor Activities and Facilities Tier 1 Priority

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee asked if, funding could possibly be split into two years.
 - Application could possibly be broken up into two pieces and split the \$500k request.
 2. Committee asked what the \$500k would be used towards.
 - \$500k would mostly pay for all of the environment studies that are needed for today. The past studies done for this year are not acceptable, needs to be current information.



**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Truckee River Access Trail Environmental Document

- Applicant Score: 96
- TOT Request: \$500,000
- Total Cost: \$500,000

Applicant: DPWF, Department Public Works & Facilities

Staff Comments:

- Staff Score: 100
- Recommend: \$500,000
- Other Funding \$0
- Tourism Master Plan Visitor Activities and Facilities Tier 1 Priority
- Placer County suggesting transfer of \$850,000 CMAC from this project to Martis Trail 3B project and receive full TOT request for Truckee River Access Trail.
- CMAC is used for construction and not environmental documents.

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee discussed how much of TOT would be needed for the project IN 15/16.
 2. \$250,000 previous TOT grant \$70,000 remaining, will be going to the fatal flaw analysis, this would be started this coming winter.
 3. Committee suggested that the \$70,000 would get this project till this summer. Applicant agreed.



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**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Tahoe City Mobility Improvements Environment Doc. for 3 Project Elements

- Additional parking, missing link bike trail, safer pedestrian crossings
- Applicant Score: 95
- TOT Request: \$500,000
- Total Cost: \$500,000

Applicant: DPWF

Staff Comments:

- Staff Score: 95
- Recommend \$300,000. Applicant agrees.
- Tourism Master Plan Transportation Tier 2 Priority
- Placer County can proceed with 1 or 2 of project elements with reduced funding
- This will still allow the Mobility Improvements to stay in sync with other on-going planning.

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee felt the request submitted was very much similar to applicant's previous request. This is continuation of Mobility project.
 2. Committee asked if applicant able to budget independently between the projects. Yes, and has adjusted request to do so.



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The North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGAM

PROJECT INFORMATION

Memorial Overland Emigrant Trail Phase 1

- Applicant Score: 112
- TOT Request: \$250,000
- Total Cost: \$750,000
- Other Funding: \$500,000, Park Dedication Fees

Applicant: PC DPWF

Staff Comments:

- Staff Score: 90
- No Funding Recommended for 15/16. Applicant agrees for this year.
- Other Funding \$500,000
- Appears funding is available from other sources for 15/16
- Project not previously on Tourism Master Plan or Work Plan radar
- More important to put limited TOT resources into existing Class 1 system
- If Placer County feels this is higher priority than some other trail funding requested, County may propose moving funds from another County project.

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee wanted to know if it was a normal single track.
 - Yes, 5ft dirt trail that could be used for multiple uses: mountain biking, hikers, and etc.
 2. Committee member asked if the trail will hook up with the Donner rim trail.
 - Yes
 3. Committee comments that this trail is lower priority then Resort Triangle trails system.
 4. Should be a consideration in future years.



**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Take Care Human Powered Messaging & Visitors Code

- Application Score: 70
- TOT Request: \$19,000
- Total Cost: \$19,000
- Other Funding: \$60,000

Applicant: Tahoe Fund (Lake Tahoe Outreach Committee)

Staff Comments:

- Staff Score: 60
- No Funding Recommended for 15/16
- Program more in need of marketing type grant funding
- Tourism Master Plan Visitor Information Tier 2 Priority
- Unclear scope of work and terms: messaging, visitor code, creative team
- Can try to incorporate this program into Bicycle Trail Plan being done this spring

Committee Recommendation:

- **Agreed with staff recommendation (13-0-0)**
 1. Committee felt there were already too many funding partners.
 2. Committee liked the idea and suggested applicant reaching out to Business Associations to help get the message out and other avenues of funding. May align with Visitor Information funding.
 3. Consider applying again in future.
 4. Ask trail developers what would be helpful for safer trail use.



**The North Lake Tahoe Resort Association
CAPITAL INVESTMENT PROJECT/PROGAM**

PROJECT INFORMATION

Tahoe City Field Station Exhibit & Program Enhancements

- Applicant Score: 80
- TOT Request: \$26,281
- Total Cost: \$79,919

Applicant: UC Davis Tahoe Environmental Research Center

Staff Comments:

- Staff Score: 50
- No Funding Recommended for 15/16
- Other Funding: \$53,638
- Tourism Master Plan Visitor Activities and Facilities Tier 2 lower Priority
- TOT Capital Investment funding is for infrastructure development.
- TOT CI/T funding does not cover providing programs or operations.
- Not as high of priority as other requests for limited funding.

Committee Recommendation:

- **Agreed with staff recommendation for no funding (13-0-0)**
 1. No other comments



2015-16 Capital Investment/Transportation/Budget Summary November 16, 2015

Summary Budget		Total	Maint. Reserve
2015-16	Starting Funds from 2014-15	\$2,202,755	\$286,397
2015-16	Contract 2015-16 C.I. TOT Funds	\$2,327,310	
2015-16	Contract 2015-16 Transportation TOT Funds	\$687,560	
2015-16	*Proposed Fund Balance Carryover (\$211,768-FBA, \$157,000-Trans, \$250,000-UNA)	\$625,000	
2015-16	Approved contract C.I. Potential Invoices	(\$2,202,755)*	(\$11,907)
2015-16	Designated funding previously approved from 2015-16 funds for 16-17	(\$1,469,167)**	
2015-16	Approved Contract Trans. Potential Invoices	(\$687,560)	
2015-16	Approved New Maintenance Projects		(\$100,075)
2015-16	Potential 15-16 Project Funds for 16-17	\$1,476,911*	\$174,415
		(\$100,000)***	
		\$1,381,000*	

*Final amount may be adjusted

*Amount includes projects approved during 2014-15 to be funded in 15-16, and projects still underway from previous years

**Amount that has been previously approved but still requires BOS approval from 15-16 for 16-17 (Squaw Trail Rehab, Truckee River Trail Rehab, Fanny Bridge Match, & Custom House)

***Hold back \$100,000 for possible project needs in 15-16