



NLTRA Board of Directors Agenda and Meeting Notice

**Wednesday, March 4, 2015 at 8:30 am
Tahoe City Public Utilities Board Room**

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

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. Administration

a. **MOTION:** Executive Committee appointments – Sandy Evans Hall

C. 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.

D. Agenda Amendments and Approval

E. 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 committee, and approved by one motion. There will be 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. All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

1. Board Meeting Minutes –February 4, 2015

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

2. Capital Investment/Transportation Committee- February 23, 2015

3. Marketing Committee – March 2, 2015

4. Business Association and Chamber Collaborative – February 12, 2015

5. Lodging Committee – No meeting in February

6. Conference Sales Directors Committee – No Meeting in February

7. Finance Committee – February 26, 2015

8. Financial Reports – January

8.1. Dashboard and project reports

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

9. Conference Sales Reports

10. Executive Committee Report – February 17, 2015

11. Capital Investment/Transportation Activity Report – February

12. CEO Report – February

- F. Strategic Discussion Items (1 hour) –
Economic Incentives for North Lake Tahoe Town Centers – Jennifer Merchant
- G. Action Items (20 minutes)
1. **MOTION:** Approval of Recommendation of Transportation projects – Ron Treabess
(CI/T approved funding of all requests except water shuttle and traffic management for IronMan 14-0; Water Shuttle funding was denied 4-9 – opponents thought that TOT expenditures on a per person service level were too high to be justified; Traffic Management was denied 0-13 – opponents thought that funding for a single event was inappropriate use of Transportation TOT and should be paid for with Marketing TOT)
- H. Staff Reports (35 minutes)
1. Membership – Ginger Karl (5 minutes)
 - a. Performance Metrics
 - b. New Members
 - c. Touch the Lake Campaign Update
 - d. Upcoming Events
 2. Marketing – JT Thompson (15 minutes)
 - a. Destimetrics
 - b. Winter Marketing Strategies
 3. CEO – Sandy Evans Hall (15 minutes)
 - a. Master Plan Update
 - b. Golf Course Committee Update
 - c. Area Plan Design Team Update
- I. Director's Comments (5 minutes)
- J. Meeting Review and Staff Direction (5 minutes)
- K. Closed Session (if necessary)/Reconvene to Open Session: **Closed Session to discuss CEO/Executive Director Annual Review** (30 minutes)
- L. Adjournment

This meeting is wheelchair accessible

Posted and Emailed (Date)



2014-15 Officer Ballot

Chair

- Brendan Madigan
- _____

Vice Chair

- David Tirman
- _____

Treasurer

- Wally Auerbach
- _____

Secretary

- Adam Wilson
- _____

B-a



north lake tahoe

Chamber | CVB | Resort Association

THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS
Wednesday, February 4, 2015 – 8:30 am
Fairway Community Center
MINUTES

BOARD MEMBERS IN ATTENDANCE: Brett Williams, Valli Murnane, Phil GilanFarr, Adam Wilson, Brendan Madigan, Joseph Mattioli, David Tirman, Jennifer Merchant, Sue Busby, Tom Lotshaw

BOARD MEMBERS NOT PRESENT: Wally Auerbach, Kali Kopley

RESORT ASSOCIATION STAFF: Ron Treabess, Sandy Evans Hall, Marc Sabella, Ginger Karl, JT Thompson, Valerie Lomeli

OTHERS IN ATTENDANCE: Mike Staudenmayer, Romana Cruz

A. CALL TO ORDER – ESTABLISH QUORUM

The meeting was called to order at 8:32 am by Valli Murnane and a quorum was established.

B. PUBLIC FORUM

- No Public Forum

C. AGENDA AMENDMENTS AND APPROVAL

One amendment to Item J, two parts of this session and 15 minutes for item J.

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 committee, and approved by one motion. There will be 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. All committee meeting briefs are provided for informational purposes only. Minutes are available at www.nltra.org

M/S/C (Brett/Adam) (10/0/0) approve of consent calendar

1. Board Meeting Minutes –January 7, 2015

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

2. Capital Investment/Transportation Committee- January 26, 2015

3. Marketing Committee – January 27, 2015

4. Business Association and Chamber Collaborative – January 8, 2015

5. Lodging Committee – No meeting in January

6. Conference Sales Directors Committee – No Meeting in January

EI-1

7. Finance Committee – January 22, 2015

8. Financial Reports – December

8.1. Dashboard and project reports

8.2. 6 Month Reforecast (approved by Finance Committee 2-0)

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

10. Executive Committee Report – January 27, 2015

11. Capital Investment/Transportation Activity Report – January

12. CEO Report - January

E. Strategic Discussion Items – Ron Treabess, Sandy Evans Hall

Future funding needs and possible direction for trail system completion and maintenance.

- Ron discusses trails and annual process of building and maintaining trails, Ron provides a map highlighted in RED of areas that need to be built and maintained
- Ron suggest that keeping up or participating in trail maintenance
- Sections that need to be built, what CI/T roll should be
- TOT money isn't providing enough money as it used to and would like to request to direct funds, and not use TOT funds, references 1995, to improve and get this done
- Ron discusses how much it will cost for what hasn't been built or hasn't been funded; approximately \$52M to complete red lines on map, and cost to maintain per mile is about \$300k today dollars
- Ron asks the board: Does the board want to keep pushing for this to happen? Do you want CI/T to keep looking into ways we can do that, more proactive? Looking for suggestions from the board
- Brett asks a question, 1) Red area on the map is dirt from Northstar to Old County Road to National Avenue, are all of these proposed red areas going to be pavement and will they meet BMP requirements through TRPA requirements?
 - o Ron, yes, the estimates he has, will be revised as we go
 - o Brett asks another question, the green area on the map, that goes into Kings Beach, that drops off at Pine Drop, Placer County and Community has invested a lot of money in Kings Beach, and concern is that the drop off on 267 isn't conducive to get to the downtown area and not safe, would like to have the bike trail to drop off in the commercial area
 - Ron, says it's on the plan, just wasn't highlighted
 - o Jennifer adds to Brett's question, that it's a really good point. All future maps or documents should include to the Stateline and maybe acknowledge that there are efforts to go around the whole lake including the East Shore
 - Jennifer discusses Boardwalk plan, which will help solve the gateway for Kings Beach, a connection to trail and the beach
- Ron discusses "Master Plan", to what needs to be included and in a more specific direction
 - o Brett suggest, funding should come from a sales tax like Truckee
- Mike General Manager Northstar Community Service District, talks about the work that has been put in and what the CIT has been coming up with, what he would like to see if pull all the information put together have way more details of what the board discuss and what CI/T discusses
- Valli ask a question, what is the level of planning and what is the map a part of? Since there isn't a master plan for the stage it is in
 - o Ron, gross plan of what the entire resort triangle is, and what hasn't been done, and how that fits in with TRPA and Truckee, it's the Marks Valley General plan and community plan
 - o Group explains there are multiple plans, and not a single plan
- Ron, explains there can be a "Master Plan", to fill in the details of missing pieces presented in today's board meeting

- Valli ask Ron if there is any Bike Advocacy group for funding
 - Ron, no, but we can work on becoming an advocacy group, as others who are building these, or maintaining these trails
- Jennifer to Valli – it would be important to the board to know and point out, that part of the resort association county contract, that we ask the resort association assist us, in developing a capital facility plan for visitor visiting projects. Suggestion that a master plan be created first. Also suggesting a divinity/proactive plan
- Valli ask Ron if there has been any other research on funding to see what other areas are doing
 - Ron responds, yes, and some are using TOT, Sales, Recreation fees or Grants
- Valli suggest that many of the community would support above
- Brett and Jennifer agree with recreational fee's, instead of TOT money
- Recommendation:
 - Build specific master plan for trails 2015/16 budget R&P, funding recommended.
 - Create a priorities list from Trails Master Plan – incorporate "existing plan" and "maintenance projections"
 - Advocacy, resort association should take lead to create coalition with Placer County
 - Trail system bigger than just tourism – cast larger net for funding
 - Placer County should take lead on planning – more fulfillment for locals & visitors
 - NLTRA staff to get bids (RFP-Scope) to complete the master plan.
 - Tourism Master Plan, scheduled completion, April will recommend next steps
 - High priority – section to Kings Beach
 - Sales tax preferable to TOT because of benefit to local population
 - Need more detailed map and capital investment plan – Resort association to fund this master plan
 - Currently have a general plan that shows full system
 - Advocacy
 - This could be part of a capital facilities plan with Placer County
 - Integrated work plan is the foundation for the CFP – Still need to identify timing & other funding
 - Kings Beach – Pine Drop to Speckled to commercial core – needs to add to map
 - Maps need to include trail to Stateline & show connection to trail around the lake
 - County working on gateway & promenade in Kings Beach
 - N. National a good place for Trailhead

F. Action Items

1. Approval of Recommendation of Trail System Maintenance Reserve Amount and Purpose – Ron Treabess, (CI/T approved 11-1; Jennifer Merchant opposed as she was not sure how this would fit into future budget) - **MOTION**

M/S/C (Phil/Brandon) (3-7-0) Recommendation of Trail System Maintenance Reserve Amount and Purpose was not approved

Recommendation, to wait for Master Plan to be completed and consultant to bring in a report, may come back to the board

2. Approval of Committee appointment to Golf Course Oversight Committee – Sandy Evans Hall
MOTION

M/S/C (Brett/Sue) (10/0/0) appoint Phil GilanFarr to the Golf Course Oversight Committee

G. Staff Reports (20 minutes)

1. Membership – Ginger Karl (5 minutes)
 - Performance Metrics
 - Touch the Lake just ended, second month and finishing up second round contest

- Received 638 Likes,
 - Shop local year round campaign, soft launch sent out last week
 - Board suggest additional ideas for the campaign
 - Dine Local or Everything Local
 - What the cost would be to get gas in Reno opposed to North Lake Tahoe
 - 467 Members, 14 drop outs, 196 renewals, and 27 New Members
 - Upcoming Events
 - Bridal Faire, February 7th at Squaw Valley
 - 45 vendors, 100 brides pre-registered and about 300 people in attendance
 - Mixer, February 19th at the Visitor Center
 - 61st Annual Community Awards Dinner/Silent Auction
 - Requesting donations for our silent auction
2. Marketing – JT Thompson
- PR Summit – No snow plans and implementation
 - What messages are we sending out to businesses and how we are education business on how to have a positive perspective on the snow conditions
3. CEO – Sandy Evans Hall (10 minutes)
- Master Plan Update
 - Two minutes since the last boards meeting, dealing with the recommendation and goals
 - Jennifer and Sandy will finalize the outreach and they should be ready to look at the outreach portion of what they'll be doing would be the next step
 - Financing the funding elements, Executive summary and outreach chapter.
 - Hoping to for an April completion, but with pushing the outreach project back, a May date is more realistic

H. Director's Comments

- Brett ask the board if they could think about, who should the marketing committee should satisfy and marketing to
- Jennifer suggest as Master Plan
- Phil wants everyone to put out their good JuJu and pray for snow
- Brendan invites everyone to the Alpenglw Mountain Festival, February 21 – March 1st
- Tom wants the board to pass the word to about the TRPA Nomination period coming up, March 31st

I. Meeting Review and Staff Direction

- Sandy, goes over Develop of the scope

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

Closed Session to discuss CEO/Executive Director Annual Review

K. ADJOURNMENT

The meeting adjourned at 10:56am.

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



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Chamber | CVB | Resort Association

COMMITTEE: Capital Investment/Transportation

MEETING DATE: February 23, 2015

BOARD MEMBERS PRESENT: Phil GilanFarr

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Staff suggested The NLTRA Board approves the FY 2015/16 Transportation Services and proposed Budget for use in preparing the Draft NLTRA Budget for presentation to Placer County.
- Based on additional information in this report, staff requests that the board reconsider the two services, T-8, AND T-19 that were not recommended by the CI/T Committee

MOTIONS MADE/VOTE:

- M/S/C (14/0/0) (Wyatt Ogilvy/Rob Kronkyte) to recommend the proposed budget with the exclusion of three services, T-8, T-15, and T-19 which required further discussion.
- M/S/C (0-14-0) to not recommend \$20,000 toward Traffic Management in support of the Ironman Special Event. (T-19)
- M/S/C (9-4-0) (John B/Andrew Ryan) to not recommend funding the North Lake Tahoe Water Shuttle exclusively from transportation dollars, and to look for alternate funding sources for this year. (T-8)
- M/S/C (12-0-0) (Andrew Ryan/Mike Staudenmayer) to recommend the proposed budget for the North Lake Tahoe Express airport service. (T-15)



north lake tahoe

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COMMITTEE: Business Association and Chamber Collaborative

MEETING DATE: February 12, 2015

BOARD MEMBERS PRESENT: None

ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:

- Request for people to sign up: Pledge Request
- Full Marketing plan to be discussed in March

MOTIONS MADE/VOTE:

The NLTRA Business Association and Chamber Collaborative was unable to establish a quorum for the January 8, 2015 will be moved to the March 12 Agenda

E4



COMMITTEE BRIEFS: Finance
MEETING DATE: February 26, 2015
BOARD MEMBERS PRESENT: None

ACTION ITEMS TAKEN/SUGGESTIONS/REQUESTED:

Include the original budget as well as re-forecast budget on the financial statements beginning with February 2015.

Write up a formal notice regarding the Marketing Cooperative sharing a Tax Identification Number with the NTLRA for Placer County.

Create a formal document regarding delinquent Accounts Receivable billings.

MOTIONS MADE / VOTE:

The NLTRA Finance Committee was unable to establish a Quorum. The Finance Committee has tabled the approval of the January 2015 Financial Statements and Minute Notes until the March 2015 Committee Meeting.

E-7



February 26, 2015

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the January 2015 Financial Statements

As of January 31st, 58.33% of the budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE:**

Profit/Loss:

- Organizational Revenues are now over forecast as a whole. Membership Revenues in particular are now 17.34% over the forecasted year-to-date projections and are at 61% of the annual projected amounts due to a strong January renewal of memberships and a good collection effort by the Accounting Department.
- Special Events revenue came in lighter compared to budget and now will come in slightly lower than reforecast as the Ironman event was cancelled and several expected revenue sources related to the event did not transpire. Related expenses also came in under-budget due to the cancellation of services for the event. The net reduction to revenues and savings to expenditures will be a larger number due to the cancellation of the race.
- Conference Commissions are over reforecast but still remains below budget at only 37% of the annual amount collected. Actual revenue for billing participating properties is behind currently has been getting caught up in the past two months and should start to result in net positive collections shortly.
- Salary expense is under forecast as one employee has not received a salary increase at this point in time as reflected by the budget.
- Community Marketing Programs, Non-NLT Co-Op Marketing and Transportation Projects are under budget and reforecast as amounts were expected to be expended at this time but will now be expended later in the year as per the reforecast.
- Membership Activities Expense is over reforecast, however netting the actual expenses against actual Membership Activities Revenues still shows a gain for the year.
- Several expense areas like Professional Fees and Research and Planning are over reforecast in the current month but will be on par with forecast by the end of the fiscal year.
- Classified advertising costs were not budgeted this year and will remain a deficit variance for the remainder of the fiscal year.

E851

Balance Sheet:

- A/R balances included large receivable amounts from one resort in the prior year. In the current year, there are no such balances with this resort, thus a decrease to the overall A/R balance.
- Membership A/R is now up-to-date with a strong collection effort on delinquent amounts and is now showing a decrease to the balance year over year.
- A/R TOT funding contains the balance of two months of the new Placer County contract that goes beyond the NLTRA fiscal year end at June 30th. The accounting recording method has changed since July of 2013 in the sense that the full year receivable is no longer booked at the beginning of the year.
- Accrued expenses from previous months were expensed in the January month and is now showing a lower balance than one year ago.
- The designated ski marketing reserve was set up and the balance moved over from an old liability account containing remaining funds from ski ticket sales through our offices. This ticket purchasing process ceased in the past fiscal year and this balance represents excess funds in the account at the termination of the program. The excess funds can be used by Marketing for the promotion of North Lake Tahoe skiing. Per a previous finance committee meeting, this amount has been rolled into the Designated Marketing Reserves in November.
- All net asset accounts are now matching the net asset balances reported in the audit report for the 2013/14 fiscal year including the new "Designated Visitor Support and Transportation" reserve.

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2015
Consolidated Departments

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 302,652	\$ 302,552	Placer County TOT Funding	\$ 2,179,364	\$ 2,179,364	\$ -	\$ 2,277,041	\$ 3,692,124	59%
20,658	10,233	Membership	70,553	60,128	10,425	64,412	118,314	61%
300	375	New Member Fees	1,500	1,575	(75)	650	3,450	43%
2,715	3,900	Membership Activities	19,143	20,328	(1,185)	9,313	55,876	34%
1,660	800	Tuesday Morning Breakfast Club	6,361	5,601	760	7,805	9,601	66%
-	-	Sponsorships	750	750	-	-	8,100	9%
87	-	Special Events	51,000	51,000	-	87,708	51,000	100%
775	637	Non-Retail VIC Sales	7,175	7,037	138	6,666	10,222	70%
-	-	Visitor Guide Income	-	-	-	-	3,000	0%
4,423	750	Commissions	42,680	39,125	3,555	78,502	115,868	37%
3,868	4,449	Merchandise Sales	65,600	66,081	(581)	68,597	106,326	62%
<u>336,938</u>	<u>323,696</u>	Total Revenue	<u>2,444,026</u>	<u>2,430,989</u>	<u>13,037</u>	<u>2,599,694</u>	<u>4,171,883</u>	<u>59%</u>
2,049	2,418	Cost of Goods Sold/Discounts	35,303	35,672	369	37,601	56,287	63%
<u>2,049</u>	<u>2,418</u>	Total Cost of Goods Sold	<u>35,303</u>	<u>35,672</u>	<u>369</u>	<u>37,601</u>	<u>56,287</u>	<u>63%</u>
<u>334,889</u>	<u>321,278</u>	Gross Margin	<u>2,408,723</u>	<u>2,395,317</u>	<u>13,406</u>	<u>2,562,093</u>	<u>4,115,596</u>	<u>59%</u>
Operating Expenses								
93,871	98,937	Salaries & Wages	802,161	897,227	5,066	731,629	1,357,221	59%
14,004	13,809	Rent	93,884	92,897	(987)	108,957	161,810	58%
2,798	3,212	Telephone	19,478	19,892	414	18,991	35,250	55%
148	416	Mail - USPS	1,845	2,112	267	2,088	4,317	43%
1,605	1,254	Insurance/Bonding	8,952	8,802	(350)	9,581	14,869	60%
1,455	1,226	Supplies	10,789	10,262	(527)	8,392	16,404	66%
-	-	Visitor Communications - Other	87	98	1	276	460	21%
107	973	Equipment Support & Maintenance	4,593	5,480	887	8,242	10,518	44%
877	525	Taxes, Licenses & Fees	3,289	2,969	(320)	2,656	5,903	56%
1,413	1,785	Equipment Rental/Leasing	10,427	9,321	(1,106)	11,114	18,246	57%
-	-	Training Seminars	1,248	1,248	0	955	2,382	52%
-	180	Public Outreach	-	180	180	913	2,130	0%
3,972	2,625	Professional Fees	19,567	18,220	(1,347)	16,120	21,220	92%
3,428	19,158	Community Marketing Programs	21,400	40,000	18,600	12,193	80,000	27%
231	-	Special Events/Sponsorships	392,668	395,488	2,800	413,805	512,753	77%
4,041	750	Membership Activities	15,886	12,458	(3,528)	9,005	33,156	48%
495	737	Tuesday Morning Breakfast Club	5,670	5,911	241	5,753	9,596	59%
120,000	120,000	Marketing Cooperative/Media	697,000	697,000	0	740,000	888,747	78%
-	-	Media/Collateral/Production	75	-	(75)	-	826	9%
5,118	40,130	Non-NLT Co-Op Marketing Programs	10,438	45,523	35,085	9,428	123,136	8%
-	-	Conference - PUD	-	-	0	-	8,000	0%
1,073	1,095	Employee Relations	3,114	3,137	23	1,985	5,050	62%
131	484	Board Functions	1,774	2,127	353	3,161	4,547	39%
431	549	Credit Card Fees	3,933	4,051	118	3,733	6,815	58%
683	990	Automobile Expenses	4,893	5,199	306	4,801	10,476	47%
1,635	455	Meals/Meetings	6,146	4,966	(1,180)	2,815	7,516	82%
1,683	215	Dues & Subscriptions	4,536	3,325	(1,211)	3,805	4,970	91%
1,172	575	Travel	2,521	1,925	(596)	3,337	8,791	28%
-	-	Classified Advertising	2,394	920	(1,474)	979	920	100%
-	-	Research & Planning Dues	4,000	4,000	0	3,000	5,000	60%
10,002	12,116	Research & Planning	62,028	57,919	(4,109)	63,501	113,000	55%
36,023	123,309	Transportation Projects	266,452	353,738	87,286	371,742	589,420	45%
611	603	Depreciation	4,116	4,106	(10)	4,006	7,122	58%
<u>307,607</u>	<u>446,198</u>	Total Operating Expenses	<u>2,485,474</u>	<u>2,620,281</u>	<u>134,787</u>	<u>2,576,943</u>	<u>4,070,575</u>	<u>61%</u>
<u>27,882</u>	<u>(124,630)</u>	Operating Income (Loss)	<u>(76,751)</u>	<u>(224,944)</u>	<u>148,193</u>	<u>(14,850)</u>	<u>45,021</u>	
-	-	Investment Income/Interest	36	34	2	39	34	
1,750	1,750	Additions to Marketing Reserves	12,250	12,250	0	-	21,000	
<u>(1,750)</u>	<u>(1,750)</u>	Net Expenses	<u>(12,214)</u>	<u>(12,216)</u>	<u>2</u>	<u>39</u>	<u>(20,968)</u>	
<u>26,132</u>	<u>(126,580)</u>	Net Income (Loss)	<u>(88,965)</u>	<u>(237,160)</u>	<u>148,195</u>	<u>(14,811)</u>	<u>24,055</u>	

E8-3

North Lake Tahoe Resort Association
BUDGET TO ACTUAL
Statement of Activities and Changes in Net Assets
For the Month Ended January 31, 2015
All Departments Ex Infrastructure/Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 218,898	\$ 218,898	Placer County TOT Funding	\$ 1,578,788	\$ 1,578,788	\$ -	\$ 1,730,957	\$ 2,673,276	59%
20,658	10,233	Membership	70,553	60,128	10,425	64,412	116,314	61%
300	375	New Member Fees	1,500	1,575	(75)	650	3,450	43%
2,715	3,900	Membership Activities	19,143	20,328	(1,185)	9,313	55,876	34%
1,560	800	Tuesday Morning Breakfast Club	8,361	5,601	760	7,805	9,601	66%
-	-	Sponsorships	750	750	-	-	8,100	9%
88	-	Special Events	51,000	51,000	-	87,708	51,000	100%
775	637	Non-Retail VIC Sales	7,175	7,037	138	5,666	10,222	70%
-	-	Visitor Guide Income	-	-	-	-	3,000	0%
4,423	750	Commissions	42,680	39,125	3,555	78,502	115,668	37%
3,868	4,449	Merchandise Sales	65,500	66,081	(581)	68,597	106,326	62%
<u>253,285</u>	<u>240,842</u>	Total Revenue	<u>1,843,448</u>	<u>1,830,411</u>	<u>13,037</u>	<u>2,053,610</u>	<u>3,153,035</u>	<u>58%</u>
2,049	2,418	Cost of Goods Sold/Discounts	35,303	35,672	369	37,601	56,287	63%
<u>2,049</u>	<u>2,418</u>	Total Cost of Goods Sold	<u>35,303</u>	<u>35,672</u>	<u>369</u>	<u>37,601</u>	<u>56,287</u>	<u>63%</u>
<u>251,236</u>	<u>237,624</u>	Gross Margin	<u>1,808,145</u>	<u>1,794,739</u>	<u>13,406</u>	<u>2,016,009</u>	<u>3,096,748</u>	<u>58%</u>
81,197	85,573	Salaries & Wages	688,237	692,613	4,376	642,126	1,168,296	59%
12,555	12,045	Rent	84,600	83,615	(985)	99,974	143,912	59%
2,348	2,760	Telephone	16,541	16,953	412	15,942	30,051	55%
148	416	Mail - USPS	1,801	2,068	267	2,021	4,145	43%
1,509	1,158	Insurance/Bonding	8,412	8,062	(350)	9,006	13,849	61%
1,227	1,062	Supplies	9,652	9,203	(449)	7,610	14,513	67%
-	-	Visitor Communications - Other	98	98	0	276	460	21%
90	871	Equipment Support & Maintenance	4,127	4,908	781	7,332	9,356	44%
877	475	Taxes, Licenses & Fees	3,099	2,729	(370)	2,476	5,184	60%
1,158	1,494	Equipment Rental/Leasing	8,558	7,418	(1,142)	9,368	14,886	57%
-	-	Training Seminars	1,248	1,248	0	955	2,382	52%
-	180	Public Outreach	-	180	180	-	180	0%
3,972	2,625	Professional Fees	19,567	18,220	(1,347)	16,120	21,220	92%
3,428	19,158	Community Marketing Programs	21,400	40,000	18,600	12,193	80,000	27%
231	-	Special Events/Sponsorships	392,668	395,468	2,800	413,805	512,753	77%
4,041	750	Membership Activities	15,996	12,458	(3,528)	9,005	33,158	48%
496	737	Tuesday Morning Breakfast Club	5,870	5,911	241	5,753	9,596	59%
120,000	120,000	Marketing Cooperative/Media	697,000	697,000	0	740,000	888,747	78%
-	-	Media/Collateral/Production	75	-	(75)	-	826	9%
5,118	40,130	Non-NLT Co-Op Marketing Programs	10,438	45,523	35,085	9,428	123,138	8%
-	6,956	Research & Planning	10,044	17,000	6,956	11,100	17,000	59%
-	-	Conference - PUD	-	-	0	-	8,000	0%
1,073	1,045	Employee Relations	2,742	2,716	(26)	1,785	4,379	63%
131	484	Board Functions	1,774	2,127	353	3,181	4,547	39%
431	549	Credit Card Fees	3,933	4,051	118	3,733	6,815	58%
564	573	Automobile Expenses	4,003	4,012	9	3,355	7,045	57%
1,325	380	Meals/Meetings	5,126	4,181	(945)	2,722	6,256	62%
1,683	215	Dues & Subscriptions	4,536	3,068	(1,468)	3,715	4,613	98%
1,172	575	Travel	2,521	1,925	(596)	3,337	8,791	29%
-	-	Classified Advertising	2,139	920	(1,219)	979	920	100%
513	505	Depreciation	3,457	3,448	(9)	3,365	5,973	58%
<u>245,287</u>	<u>300,716</u>	Total Operating Expenses	<u>2,029,452</u>	<u>2,087,121</u>	<u>57,669</u>	<u>2,040,642</u>	<u>3,150,991</u>	<u>64%</u>
5,949	(63,092)	Operating Income (Loss)	(221,307)	(292,382)	71,075	(24,633)	(54,243)	
-	-	Investment Income/Interest	36	34	2	39	34	
1,750	1,750	Additions to Marketing Reserves	12,250	12,250	0	-	21,000	
(7,925)	(7,835)	Allocated Expenses	(57,179)	(57,089)	90	(52,814)	(96,284)	
(6,175)	(6,085)	Net Expenses	(44,929)	(44,839)	90	(52,814)	(75,284)	
<u>12,124</u>	<u>(57,007)</u>	Net Income (Loss)	<u>(176,342)</u>	<u>(247,509)</u>	<u>71,167</u>	<u>28,220</u>	<u>21,055</u>	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Marketing

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 168,433	\$ 168,433	Placer County TOT Funding	\$1,225,531	\$1,225,531	\$ -	\$1,371,094	\$2,067,696	59%
88	-	Special Events	51,000	51,000	0	87,706	51,000	100%
<u>168,521</u>	<u>168,433</u>	Total Revenue	<u>1,276,531</u>	<u>1,276,531</u>	<u>-</u>	<u>1,458,802</u>	<u>2,118,696</u>	<u>60%</u>
Operating Expenses								
15,668	21,980	Salaries & Wages	187,667	193,979	6,312	167,379	315,907	59%
2,063	1,979	Rent	12,759	12,517	(242)	12,641	22,412	57%
608	884	Telephone	5,614	5,890	276	5,797	10,310	54%
7	96	Mail - USPS	134	223	89	124	703	19%
305	241	Insurance/Bonding	1,702	1,638	(64)	1,820	2,843	60%
417	276	Supplies	1,896	1,701	(195)	1,125	3,081	62%
27	200	Equipment Support & Maintenance	1,071	1,244	173	1,666	2,244	46%
-	60	Taxes, Licenses & Fees	295	355	60	281	655	45%
141	220	Equipment Rental/Leasing	1,088	1,167	79	1,390	2,267	48%
-	-	Training Seminars	-	-	0	-	334	0%
3,428	19,158	Community Marketing Programs	21,400	40,000	18,600	12,193	80,000	27%
231	-	Special Events/Sponsorships	392,668	395,468	2,800	413,805	512,753	77%
110,000	110,000	Marketing Cooperative/Media	627,000	627,000	0	670,000	778,747	81%
5,118	39,830	Non-NLT Co-Op Marketing Programs	10,288	45,000	34,712	9,428	121,000	9%
-	6,956	Research & Planning	10,044	17,000	6,956	11,100	17,000	59%
-	25	Employee Relations	267	293	26	115	418	64%
-	18	Credit Card Fees	-	16	16	-	97	0%
207	183	Automobile Expenses	1,748	1,723	(25)	1,517	2,638	66%
1,127	194	Meals/Meetings	3,604	2,671	(933)	1,923	3,641	99%
1,020	100	Dues & Subscriptions	2,362	1,442	(920)	2,381	2,642	89%
685	375	Travel	774	464	(310)	1,787	3,752	21%
-	-	Classified Advertising	1,219	-	(1,219)	-	-	100%
153	150	Depreciation	1,029	1,026	(3)	1,002	1,776	58%
<u>141,205</u>	<u>202,923</u>	Total Operating Expenses	<u>1,284,629</u>	<u>1,350,817</u>	<u>66,188</u>	<u>1,317,474</u>	<u>1,885,220</u>	<u>68%</u>
27,316	(34,490)	Operating Income (Loss)	<u>(6,098)</u>	<u>(74,286)</u>	<u>66,188</u>	<u>141,328</u>	<u>233,478</u>	
1,750	1,750	Additions to Marketing Reserves	12,250	12,250	0	-	21,000	
<u>17,292</u>	<u>17,493</u>	Allocated Expenses	<u>124,755</u>	<u>124,956</u>	<u>201</u>	<u>115,445</u>	<u>212,421</u>	
<u>8,274</u>	<u>(53,733)</u>	Net Income (Loss)	<u>(145,103)</u>	<u>(211,492)</u>	<u>66,389</u>	<u>25,883</u>	<u>55</u>	

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North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes In Net Assets
 For the Month Ended January 31, 2015
 Conference

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 187,005	\$ 187,005	\$ -	\$ 174,657	\$ 320,580	58%
-	641	Membership	184	824	(640)	4,689	7,690	2%
4,423	750	Commissions	42,680	39,125	3,555	76,502	115,868	37%
<u>31,138</u>	<u>28,106</u>	Total Revenue	<u>229,869</u>	<u>226,954</u>	<u>2,915</u>	<u>257,848</u>	<u>444,138</u>	<u>52%</u>
Operating Expenses								
21,077	19,095	Salaries & Wages	154,498	152,516	(1,982)	135,165	252,581	61%
1,038	991	Rent	6,468	6,262	(206)	6,333	11,217	58%
271	281	Telephone	1,437	1,447	10	1,565	2,495	58%
19	66	Mail - USPS	236	283	47	668	613	38%
305	223	Insurance/Bonding	1,702	1,620	(82)	1,820	2,735	62%
66	77	Supplies	992	992	0	622	1,377	72%
14	138	Equipment Support & Maintenance	340	464	124	1,464	1,154	29%
-	15	Taxes, Licenses & Fees	153	168	15	146	243	63%
141	188	Equipment Rental/Leasing	1,051	1,098	47	1,482	2,038	52%
10,000	10,000	Marketing Cooperative/Media	70,000	70,000	0	70,000	110,000	64%
-	-	Conference - PUD	-	-	0	-	8,000	0%
141	225	Employee Relations	301	385	84	469	398	76%
-	90	Automobile Expenses	432	522	90	357	972	44%
-	31	Meals/Meetings	200	231	31	98	366	52%
-	40	Dues & Subscriptions	425	465	40	425	510	83%
79	77	Depreciation	535	533	(2)	521	918	58%
<u>33,161</u>	<u>31,537</u>	Total Operating Expenses	<u>238,770</u>	<u>236,986</u>	<u>(1,784)</u>	<u>221,135</u>	<u>395,637</u>	<u>60%</u>
(2,013)	(3,431)	Operating Income (Loss)	<u>(6,901)</u>	<u>(10,032)</u>	<u>1,131</u>	<u>36,713</u>	<u>48,501</u>	
3,983	3,979	Allocated Expenses	28,590	28,606	16	26,977	48,501	
<u>(5,976)</u>	<u>(7,410)</u>	Net Income (Loss)	<u>(37,491)</u>	<u>(38,636)</u>	<u>1,147</u>	<u>9,736</u>	<u>-</u>	

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North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Transportation

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 459,340	\$ 459,340	\$ -	\$ 423,570	\$ 787,440	58%
65,620	65,620	Total Revenue	459,340	459,340	-	423,570	787,440	58%
Operating Expenses								
6,356	6,701	Salaries & Wages	59,098	59,444	346	40,193	96,618	51%
725	919	Rent	4,642	4,678	36	4,491	8,899	52%
225	232	Telephone	1,467	1,474	7	1,524	2,634	56%
-	-	Mail - USPS	22	22	0	25	122	18%
48	56	Insurance/Bonding	270	278	8	287	558	48%
141	93	Supplies	610	554	(56)	414	1,019	60%
8	47	Equipment Support & Maintenance	233	272	39	455	507	46%
-	-	Taxes, Licenses & Fees	95	95	0	90	347	27%
127	145	Equipment Rental/Leasing	934	952	18	873	1,677	59%
-	-	Public Outreach	-	-	0	-	950	0%
-	-	Research & Plan Dues	4,000	4,000	0	3,000	5,000	80%
5,001	1,580	Research & Planning	23,789	14,145	(9,644)	23,016	32,000	74%
36,023	123,309	Transportation Projects	266,452	353,738	87,286	371,742	589,420	45%
-	25	Employee Relations	221	246	25	75	371	60%
60	300	Automobile Expenses	470	710	240	723	2,304	20%
155	25	Meals/Meetings	529	399	(130)	12	524	101%
-	-	Dues & Subscriptions	-	-	0	45	1	0%
-	-	Classified Advertising	128	129	1	-	228	100%
49	49	Depreciation	330	329	(1)	320	574	57%
48,918	133,481	Total Operating Expenses	363,290	441,465	78,175	447,285	743,753	49%
16,702	(67,861)	Operating Income (Loss)	95,050	17,875	78,175	(23,715)	43,687	
3,242	3,423	Allocated Expenses	23,391	23,572	181	21,768	40,687	
13,460	(71,284)	Net income (Loss)	72,659	(5,697)	78,356	(45,483)	3,000	

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North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Visitor Information

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 166,250	\$ 166,250	\$ -	\$ 185,206	\$ 285,000	58%
775	637	Non-Retail VIC Sales	7,175	7,037	138	5,668	10,222	70%
-	-	Visitor Guide Income	-	-	0	-	3,000	0%
3,868	4,449	Merchandise Sales	65,500	66,081	(581)	68,597	108,329	62%
<u>28,393</u>	<u>28,836</u>	Total Revenue	<u>238,925</u>	<u>239,368</u>	<u>(443)</u>	<u>259,469</u>	<u>404,550</u>	<u>69%</u>
2,049	2,418	Cost of Goods Sold	35,302	35,672	370	37,601	56,287	63%
<u>2,049</u>	<u>2,418</u>	Total Cost of Goods Sold	<u>35,302</u>	<u>35,672</u>	<u>370</u>	<u>37,601</u>	<u>56,287</u>	<u>63%</u>
<u>26,344</u>	<u>26,418</u>	Gross Margin	<u>203,623</u>	<u>203,696</u>	<u>(73)</u>	<u>221,868</u>	<u>348,263</u>	<u>58%</u>
Operating Expenses								
13,917	13,095	Salaries & Wages	107,299	106,478	(821)	111,981	182,047	59%
6,193	6,225	Rent	46,671	46,545	(126)	62,433	78,190	60%
588	500	Telephone	3,112	3,024	(88)	2,178	5,524	56%
77	100	Mail - USPS	654	677	23	755	1,174	56%
401	304	Insurance/Bonding	2,221	2,124	(97)	2,395	3,641	61%
199	377	Supplies	1,979	2,066	87	2,678	3,951	50%
-	-	Visitor Communications Other	98	98	0	276	460	21%
14	175	Equipment Support & Maintenance	669	830	161	908	1,705	39%
-	125	Taxes, Licenses & Fees	153	311	158	204	936	16%
424	500	Equipment Rental/Leasing	3,072	1,670	(1,402)	3,011	4,170	74%
-	-	Training Seminars	848	848	0	-	1,448	59%
-	-	Media/Collateral/Production	75	-	(75)	-	826	9%
-	300	Non-NLT Co-Op Marketing Programs	150	523	373	-	2,138	7%
241	100	Employee Relations	438	300	(138)	283	550	80%
198	322	Credit Card Fees	2,364	2,489	125	2,380	4,172	57%
179	150	Automobile Expenses	830	801	(29)	877	2,001	41%
106	60	Meals/Meetings	422	375	(47)	338	720	59%
-	-	Travel	2	1	(1)	1	579	0%
79	80	Depreciation	535	535	0	521	935	57%
<u>22,616</u>	<u>22,413</u>	Total Operating Expenses	<u>171,592</u>	<u>169,695</u>	<u>(1,897)</u>	<u>191,219</u>	<u>295,167</u>	<u>58%</u>
3,728	4,005	Operating Income (Loss)	<u>32,031</u>	<u>34,001</u>	<u>(1,970)</u>	<u>30,649</u>	<u>53,095</u>	
3,602	3,618	Allocated Expenses	25,991	26,006	15	24,863	44,096	
<u>126</u>	<u>387</u>	Net Income (Loss)	<u>6,040</u>	<u>7,995</u>	<u>(1,955)</u>	<u>5,786</u>	<u>9,000</u>	

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Infrastructure

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 141,238	\$ 141,238	\$ -	\$ 122,514	\$ 231,408	61%
18,034	18,034	Total Revenue	141,238	141,238	-	122,514	231,408	61%
Operating Expenses								
6,318	6,663	Salaries & Wages	54,825	55,170	345	49,310	92,307	59%
725	845	Rent	4,642	4,604	(38)	4,491	8,999	52%
225	220	Telephone	1,470	1,465	(5)	1,524	2,565	57%
-	-	Mail - USPS	22	22	0	23	50	44%
48	40	Insurance/Bonding	270	262	(8)	287	462	56%
87	71	Supplies	527	505	(22)	368	872	60%
9	55	Equipment Support & Maintenance	233	280	47	455	655	36%
-	50	Taxes, Licenses & Fees	95	145	50	90	372	26%
127	146	Equipment Rental/Leasing	934	953	19	873	1,683	56%
-	-	Public Outreach	-	-	0	913	1,000	0%
5,001	3,580	Research & Planning	28,194	26,774	(1,420)	29,385	64,000	44%
-	25	Employee Relations	151	175	24	125	300	50%
59	117	Automobile Expenses	420	477	57	723	1,127	37%
155	50	Meals/Meetings	491	386	(105)	62	736	67%
-	-	Dues & Subscriptions	-	-	0	45	-	0%
-	-	Classified Advertising	128	128	0	-	128	100%
49	49	Depreciation	329	329	0	321	575	57%
12,803	11,911	Total Operating Expenses	92,731	91,675	(1,056)	89,015	175,831	53%
5,231	5,123	Operating Income (Loss)	48,507	49,563	(1,056)	33,499	55,577	
4,683	4,412	Allocated Expenses	33,788	33,517	(271)	31,046	55,577	
548	1,711	Net Income (Loss)	14,719	16,046	(1,327)	2,453	-	

Infrastructure Projects to be Recorded by Placer County:

Year-to-date Summary:

Capital Improvement Funding - Placer Held Infrastructure Projects	1,008,364	1,508,364	-	393,981	1,642,074
	(498,303)	(854,973)	356,670	(393,981)	(1,642,074)

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Membership

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Revenue								
\$ 20,658	\$ 9,592	Membership	\$ 70,369	\$ 59,304	\$ 11,065	\$ 59,723	\$ 108,624	65%
300	375	New Member Fees	1,500	1,575	(75)	650	3,460	43%
2,715	3,900	Membership Activities	19,143	20,328	(1,185)	9,313	55,876	34%
1,560	800	Tuesday Morning Breakfast Club	6,361	5,601	760	7,805	9,601	66%
-	-	Sponsorships	750	750	-	-	8,100	9%
<u>25,233</u>	<u>14,667</u>	Total Revenue	<u>98,123</u>	<u>87,558</u>	<u>10,565</u>	<u>77,491</u>	<u>185,651</u>	<u>53%</u>
Operating Expenses								
5,808	6,108	Salaries & Wages	37,933	38,233	300	39,067	77,428	49%
745	702	Rent	4,694	4,651	(43)	4,491	8,161	58%
236	310	Telephone	1,606	1,679	73	1,717	3,229	50%
7	66	Mail - USPS	210	269	59	171	599	35%
144	116	Insurance/Bonding	817	788	(29)	862	1,368	60%
142	57	Supplies	694	560	(134)	1,169	845	82%
9	47	Equipment Support & Maintenance	251	290	39	849	525	48%
-	75	Taxes, Licenses & Fees	170	245	75	190	700	24%
283	331	Equipment Rental/Leasing	2,046	2,094	48	1,017	3,749	55%
-	-	Training Seminars	-	-	0	405	-	0%
4,041	750	Membership Activities	15,986	12,458	(3,528)	9,005	33,158	48%
496	737	Tuesday Morning Breakfast Club	5,669	5,911	242	5,753	9,596	59%
-	-	Classified Advertising	341	341	0	545	341	0%
-	25	Employee Relations	365	390	25	200	515	71%
233	211	Credit Card Fees	1,569	1,546	(23)	1,353	2,546	62%
84	100	Automobile Expenses	752	768	16	492	900	84%
92	60	Meals/Meetings	683	652	(31)	136	952	72%
-	75	Dues & Subscriptions	345	420	75	774	720	48%
-	-	Travel	60	60	0	391	60	100%
49	48	Depreciation	329	328	(1)	321	568	58%
<u>12,369</u>	<u>9,818</u>	Total Operating Expenses	<u>74,520</u>	<u>71,683</u>	<u>(2,837)</u>	<u>68,908</u>	<u>146,960</u>	<u>61%</u>
12,864	4,848	Operating Income (Loss)	23,603	16,875	7,728	8,583	39,691	
3,242	3,257	Allocated Expenses	23,391	23,406	15	21,768	39,691	
<u>9,622</u>	<u>1,592</u>	Net Income (Loss)	<u>212</u>	<u>(7,531)</u>	<u>7,743</u>	<u>(13,185)</u>	<u>-</u>	

Use of Gain for Addition to EOY Net Assets Unrestricted Reserves

3,000

E8-10

North Lake Tahoe Resort Association
 BUDGET TO ACTUAL
 Statement of Activities and Changes in Net Assets
 For the Month Ended January 31, 2015
 Administration

Current Month Actual	Current Month Reforecast		Year to Date Actual	Year to Date Reforecast	Variance	2013 2014 Year To Date Actual	Total 2014 2015 Reforecast	Percent of YTD Reforecast Consumed
Operating Expenses								
\$24,727	\$25,295	Salaries & Wages	\$200,839	\$201,407	\$568	\$188,535	\$340,333	59%
2,516	2,148	Rent	14,008	13,640	(368)	14,076	23,932	59%
644	785	Telephone	4,773	4,913	140	4,885	8,493	56%
38	88	Mail - USPS	567	616	49	303	1,056	54%
353	274	Insurance/Bonding	1,917	1,892	(25)	2,108	3,262	59%
506	275	Supplies	4,193	3,884	(309)	2,017	5,259	80%
105	311	Equipment Support & Maintenance	1,849	2,080	231	2,445	3,728	50%
1,192	200	Taxes, Licenses & Fees	2,642	1,650	(992)	1,755	2,650	100%
170	255	Equipment Rental/Leasing	1,302	1,387	85	2,468	2,662	49%
-	-	Training Seminars	400	400	0	550	600	67%
-	-	Public Outreach	-	180	180	-	180	0%
3,972	2,625	Professional Fees	19,567	18,220	(1,347)	16,020	21,220	92%
691	670	Employee Relations	1,370	1,348	(22)	717	2,498	55%
131	484	Board Functions	1,774	2,127	353	3,161	4,547	39%
94	50	Automobile Expenses	242	198	(44)	112	534	45%
-	35	Meals/Meetings	217	252	35	226	557	39%
245	-	Dues & Subscriptions	987	741	(246)	135	741	133%
487	200	Travel	1,687	1,400	(287)	1,158	4,400	38%
-	180	Classified Advertising	579	579	0	434	579	100%
153	150	Depreciation	1,029	1,026	(3)	1,001	1,776	58%
36,024	34,025	Total Operating Expenses	259,942	257,940	(2,002)	241,906	429,007	61%
(36,024)	(34,025)	Operating Income (Loss)	(289,942)	(257,940)	(2,002)	(241,906)	(429,007)	
-	-	Investment Income/Interest	36	34	2	39	34	
(36,024)	(36,182)	Allocated Expenses	(259,906)	(260,063)	(157)	(241,867)	(440,973)	
-	2,157	Net Income (Loss)	-	2,157	(2,157)	-	12,000	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
Revenue										
Placer County TOT Funding	\$ 1,225,531	\$ 187,005	\$ 166,250	\$ 1,578,786	\$ -	\$ -	\$ 1,578,786	\$ 141,238	\$ 459,340	\$ 2,179,364
Membership	-	184	-	184	70,369	-	70,553	-	-	70,553
New Member Fees	-	-	-	-	1,500	-	1,500	-	-	1,500
Membership Activities	-	-	-	-	19,143	-	19,143	-	-	19,143
Tuesday Morning Breakfast Club	-	-	-	-	6,361	-	6,361	-	-	6,361
Sponsorships	-	-	-	-	750	-	750	-	-	750
Special Events	-	-	-	-	-	-	-	-	-	-
Non-Retail V/C Sales	51,000	-	-	51,000	-	-	51,000	-	-	51,000
Commissions	-	-	7,175	7,175	-	-	7,175	-	-	7,175
Merchandise Sales	-	42,680	-	42,680	-	-	42,680	-	-	42,680
Total Revenue	1,276,531	229,869	238,925	1,745,325	98,123	-	1,843,448	141,238	459,340	2,444,026
Cost of Goods Sold										
Total Cost of Goods Sold/Discounts	-	-	35,302	35,302	-	-	35,302	-	-	35,302
Gross Profit	1,276,531	229,869	203,623	1,710,023	98,123	-	1,808,146	141,238	459,340	2,408,724
Operating Expenses										
Salaries & Wages	187,667	154,488	107,299	449,464	37,933	200,839	688,236	54,825	59,098	802,159
Rent	12,759	6,468	46,871	65,898	4,694	14,008	84,600	4,642	4,642	93,884
Telephone	5,614	1,437	3,112	10,163	1,606	4,773	16,542	1,470	1,467	19,479
Mail - USPS	134	236	654	1,024	210	567	1,801	22	22	1,845
Insurance/Bonding	1,702	1,702	2,221	5,625	817	1,917	8,359	270	270	8,899
Supplies	1,896	992	1,979	4,867	684	4,193	9,754	610	527	10,891
Equipment Support & Maintenance	1,071	340	669	2,080	251	1,849	4,180	233	233	4,646
Taxes, Licenses & Fees	295	153	153	601	170	2,642	3,413	95	95	3,603
Equipment Rental/Leasing	1,088	1,051	5,211	8,350	2,046	1,302	8,559	934	934	10,427
Training Seminars	-	-	848	848	-	400	1,248	-	-	1,248
Professional Fees	-	-	-	-	-	19,587	19,587	-	-	19,587
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning	-	-	-	-	-	-	-	-	-	-
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	4,000	4,000
Transportation Projects	10,044	-	-	10,044	-	-	10,044	28,194	23,789	62,027
Community Marketing Programs	21,400	-	-	21,400	-	-	21,400	-	266,452	287,852
Special Events/Sponsorships	392,668	-	-	392,668	-	-	392,668	-	-	392,668
Membership Activities	-	-	-	-	15,986	-	15,986	-	-	15,986
Tuesday Morning Breakfast Club	-	-	-	-	5,669	-	5,669	-	-	5,669
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	627,000	70,000	-	697,000	-	-	697,000	-	-	697,000
Emergency Marketing	10,288	-	150	10,438	-	-	10,438	-	-	10,438
Non-NLT Co-Op Marketing Programs	267	301	438	1,006	365	1,370	2,741	152	221	3,114
Employee Relations	-	-	-	-	-	1,774	1,774	-	-	1,774
Board Functions	-	-	2,354	2,354	-	-	3,933	-	-	3,933
Credit Card Fees	-	-	630	630	752	242	4,004	420	470	4,894
Automobile Expenses	1,748	432	422	3,604	683	217	5,126	491	529	6,146
Meals/Meetings	3,604	200	425	4,229	345	987	4,119	-	-	4,119
Dues & Subscriptions	2,362	425	2	2,789	60	1,687	2,523	-	-	2,523
Travel	774	-	535	1,309	329	1,029	3,457	329	330	4,116
Depreciation	1,029	535	173	1,737	341	579	2,312	128	128	2,568
Miscellaneous/Classified Advertising	1,219	-	-	1,219	-	-	1,219	-	-	1,219
Total Operating Expenses	1,284,629	236,770	171,592	1,694,991	74,520	259,942	2,029,453	92,732	363,290	2,485,475
Operating Income (Loss)	(8,098)	(9,901)	32,031	15,032	23,603	(259,942)	(221,307)	48,506	96,050	(76,751)
Other Income										
Revenues- Interest & Investment	-	-	-	-	-	36	36	-	-	36
Additions to Marketing Reserves	12,250	-	-	12,250	-	-	12,250	-	-	12,250
Other Expenses	-	-	-	-	-	-	-	-	-	-
Allocated	124,755	28,590	25,991	179,336	23,391	(259,906)	(57,179)	33,788	23,391	-
Net Income (Loss)	(145,103)	(37,491)	6,040	(176,554)	212	-	(176,342)	14,718	72,659	(88,965)

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North Lake Tahoe Resort Association
COMPARISON BALANCE SHEET
At January 31, 2015

	January 31 2015	January 31 2014	<i>Audited</i> June 30 2014
Assets			
Current Assets			
Petty Cash	1,000	500	1,000
Cash - Operations Acct #6712	205,916	431,226	369,544
Cash - Payroll Account #7421	4,427	7,214	7,958
Marketing Cooperative Cash	0	41,876	0
Other Cash Accounts	136	594	221
UBS Cash	0	8,884	0
Cash In Drawer	463	411	1,545
Quickbooks Accounts Receivable	52,644	117,820	105,516
AVR - Sales Estimates	852	12,460	13,701
AVR - TOT Funding	437,796	498,014	361,702
Undeposited Funds	269	383	427
WebLink Accounts Receivable	55,125	76,410	19,756
Inventories	31,915	20,151	29,302
AR TOT Transportation NLTRA	131,242	1,072,889	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	36,070	1,335,847	35,006
AR TOT Infrastructure NLTRA Held	0	311,042	0
AR TOT Intra Maintenance County	0	150,000	0
Total Current Assets	967,655	4,085,601	1,085,700
Property and Equipment			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(64,969)	(63,338)	(63,948)
Computer Equipment	41,344	41,344	41,344
Accum. Depr. - Computer Equipment	(40,140)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(30,735)	(25,973)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,784)	(23,584)	(23,668)
Total Property and Equipment	8,642	15,435	12,757
Other Assets			
Prepaid Expenses	130,468	146,362	128,828
Prepaid Insurance	8,512	7,543	3,656
Total Other Assets	138,980	153,845	132,484
Total Assets	1,105,277	4,254,881	1,230,941
Liabilities and Net Assets			
Current Liabilities			
Accounts Payable	60,019	305,723	156,869
Salaries / Wages Payable	95,323	20,200	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
FUTA Taxes Payable	0	0	0
401(k) Plan	(2,883)	(3,167)	1,784
Estimated PTO	58,974	62,415	56,974
Sales and Use Tax Payable	395	322	1,685
Accrued Expenses	756	20,000	54,324
Marketing Cooperative Liabilities	(128)	41,876	0
Intra-Company Borrowings	(1,280)	(98)	(1,248)
Payroll Liabilities	(6,776)	4,528	2,833
Deferred Rev - Membership Dues	95,816	105,997	72,400
Deferred Revenue - Other	34,446	18,752	14,732
Deferred Support	0	954,260	6
Deferred Transportation Support	0	302,548	0
Deferred Infrastructure Support	0	1,457,291	0
Deferred Support- Infra Maint. Reserve	0	292,096	0
Total Liabilities	335,217	3,684,286	384,624
Net Assets			
Unrestricted Net Assets	392,909	368,805	509,348
Designated Marketing Reserve	309,401	337,694	265,694
Designated Infra Maint Reserve	0	98,544	0
Designated Visitor Support & Transportation	156,715	0	0
Net Income/(Loss)	(88,665)	(134,448)	41,275
Total Net Assets	770,060	670,595	846,317
Total Liabilities and Net Assets	1,105,277	4,254,881	1,230,941

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January 2015 Quickbooks Accounts Receivable									
Total	Customer/Business Name	Conf Dues age	amount	Group Comm age	amount	Misc. age	amount	For	Status
37.91	Harrah's / Harvey's			120+	37.91			8/30/13 Group commission	Invoice resent in Nov
202.50	Harrah's / Harvey's			120+	202.50			5/31/14 Group commission	Invoice resent in Nov
183.36	Hard Rock Hotel & Casino			120+	183.36			9/1/14 Conf (Sept-Dec 2014)	Invoice resent in Nov
825.01	Harrah's / Harvey's			120+	825.01			9/30/14 Group commission	Invoice resent in Nov
182.50	ICBA					120+	182.50	4/25/14 Partner advertising	Invoice resent in Nov
450.00	Matt Heron Fly Fishing					120+	450.00	8/31/14 Aug, Sep, Oct kiosk	Invoice resent in Nov
7,229.28	The Ritz-Carlton			120+	7,229.28			8/31/14 Group commission	Invoice resent in Nov
150.00	Northstar California					30	150.00	Kiosk Rental Dec 14 VIC	
1,888.00	Strategic Marketing Group					30	1,888.00	Ski Lake Tahoe Booth/Ski Dazzle	
3,300.00	Conference Dues		3,300.00			30		2015 Conference dues	
2,700.00	World Triathlon: 2014 Korbel				2,700.00			Sept - Dec Commissions	
22,804.22	Harrah's/Harvey's: Forever Living				22,804.22			Sept - Dec Commissions	
2,482.80	MontBleu: Meeting Solution				2,482.80			Sept - Dec Commissions	
545.10	Northstar California: CAMAC				545.10			Sept - Dec Commissions	
1,163.80	The Ritz-Carlton: IronMan				1,163.80			Sept - Dec Commissions	
185.20	Hyatt Regency: IronMan				185.20			Sept - Dec Commissions	
1,164.30	Hampton Inn: IronMan				1,164.30			Sept - Dec Commissions	
1,576.20	PlumpJack: IronMan				1,576.20			Sept - Dec Commissions	
121.68	Cedar Glen Lodge: IronMan				121.68			Sept - Dec Commissions	
1,512.00	The Ritz-Carlton: Superior Farms				1,512.00			Sept - Dec Commissions	
694.05	Lakeland Village: Corvettes				694.05			Sept - Dec Commissions	
480.80	Resort @ Squaw: Somach				480.80			Sept - Dec Commissions	
679.32	Squaw Valley Resort: VIP Marketing				679.32			Sept - Dec Commissions	
1,131.10	Harrah's/Harvey's: Novus (10%)				1,131.10			Sept - Dec Commissions	
180.00	Sustainable Community						180.00	12 Month Breakfast Club	
75.00	Ann Poole Weddings						75.00	"What's Going On" Jan-Mar	
150.00	Tahoe Dave's						150.00	Brochure of Month Jan-Feb	
300.00	Tahoma Lodge						300.00	Business of Month Jan-Feb	
75.00	Tahoe Youth Ballet						75.00	Kiosk Rental 1/21-2/7/15	
100.00	Tahoe City PUD						100.00	Kiosk Rental Jan 2015	
75.00	Sunnyside Resort						75.00	"What's Going On" Jan-Mar	
52,644.13	Paid in February 2015		3,300.00		45,718.63		3,625.50		

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January 2015 WebLink Accounts Receivable

Total	Business Name	Chamber		Membership		For	Status
		age	amount	age	amount		
75.00	Susie Scoops	180	75.00	180	75.00	7/31/14 Email blast	
250.00	Northstar California	90	250.00	90	250.00	Sponsorship 10/14	Ginger to contact
75.00	Tahoma Meadows B&B	30	75.00	30	75.00	Email Blast Dec 2014	Resent invoice in February
75.00	Squaw Valley Resort	30	75.00	30	75.00	Email Blast Dec 2014	
75.00	Sandbox (SDBX)	30	75.00	30	75.00	Email Blast Dec 2014	Resent invoice in February
75.00	Squaw Valley Institute	30	75.00	30	75.00	Email Blast Dec 2014	
300.00	Creative Concepts	30	300.00	30	300.00	Email Blast TFH Dec 14	
20.00	Tahoe Donner Association	30	20.00	30	20.00	Winter Recreation Event	Dana
75.00	Creative Concepts	New	75.00	New	75.00	Email Blast Jan 15	
75.00	Tahoe Truckee Unified School	New	75.00	New	75.00	Email Blast Jan 15	
1,500.00	April memb billing	330	1,500.00			4/1/14 Chamber dues	Emailed all outstanding invoices
3,685.00	May memb billing	300	3,685.00			5/1/14 Chamber dues	Emailed all outstanding invoices
4,800.00	June membership billing	270	4,800.00			6/1/14 Chamber dues	Emailed all outstanding invoices
1,525.00	July membership billing	200	1,525.00			7/1/14 Chamber dues	Emailed all outstanding invoices
730.00	August membership billing	180	730.00			8/1/14 Chamber dues	Emailed all outstanding invoices
605.00	September membership billing	160	605.00			9/1/14 Chamber dues	Emailed all outstanding invoices
260.00	October membership billing	120	260.00			10/1/14 Chamber dues	Emailed all outstanding invoices
1,555.00	November membership billing	90	1,555.00			11/1/14 Chamber dues	Emailed all outstanding invoices
2,040.00	December membership billing	60	2,040.00			12/1/14 Chamber dues	Emailed all outstanding invoices
37,330.00	January membership billings	30	37,330.00			1/1/2015 Chamber dues	New
55,125.00			54,030.00				
	Amounts paid in February				1,095.00		
			54,030.00		1,095.00		

KEY METRICS FOR JANUARY 31, 2015

Total TOT Collections by Quarter 2009 - 2015 (through December 31, 2014)	Quarter 1		Quarter 2		Quarter 3		Quarter 4		Total			
	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2009-10	2010-11		2011-12	2012-13	2013-14
	\$ 2,815,626	\$ 3,242,663	\$ 3,683,345	\$ 3,882,502	\$ 4,523,651	\$ 4,526,745	\$ 2,815,626	\$ 3,242,663	\$ 3,683,345	\$ 3,882,502	\$ 4,523,651	\$ 4,526,745
	\$ 1,633,431	\$ 2,107,554	\$ 1,794,633	\$ 2,103,112	\$ 2,145,657	\$ 297,528	\$ 1,633,431	\$ 2,107,554	\$ 1,794,633	\$ 2,103,112	\$ 2,145,657	\$ 297,528
	\$ 3,605,526	\$ 3,776,990	\$ 3,159,674	\$ 4,263,450	\$ 3,563,279	\$ -	\$ 3,605,526	\$ 3,776,990	\$ 3,159,674	\$ 4,263,450	\$ 3,563,279	\$ -
	\$ 1,190,129	\$ 1,361,343	\$ 1,554,224	\$ 1,444,425	\$ 1,741,295	\$ -	\$ 1,190,129	\$ 1,361,343	\$ 1,554,224	\$ 1,444,425	\$ 1,741,295	\$ -
	\$ 9,244,712	\$ 10,488,550	\$ 10,191,876	\$ 11,693,489	\$ 11,973,882	\$ 4,924,273	\$ 9,244,712	\$ 10,488,550	\$ 10,191,876	\$ 11,693,489	\$ 11,973,882	\$ 4,924,273
Total	\$ 22,774,532	\$ 10,081,915	\$ 18,368,919	\$ 7,291,416	\$ -	\$ -	\$ 22,774,532	\$ 10,081,915	\$ 18,368,919	\$ 7,291,416	\$ -	\$ -

VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 20XX - 20XX					YOY % Change
Referrals (July through Dec)	2011/2012	2012/2013	2013/2014	2014/2015	
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	30,034	27,791	-7.47%
Phone	2,912	2,997	1,784	1,448	-18.83%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

Infrastructure Fund Balances Held by Placer County as of 6/30/14	
Contracts In:	
FY 2013-14	\$ 1,348,042
Total Fund Balances	\$ 1,348,042

Chamber Of Commerce Total Membership	
December 2012	451
June 2013	465
January 2015	470

Calendar Year Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)					
Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	-23.0%

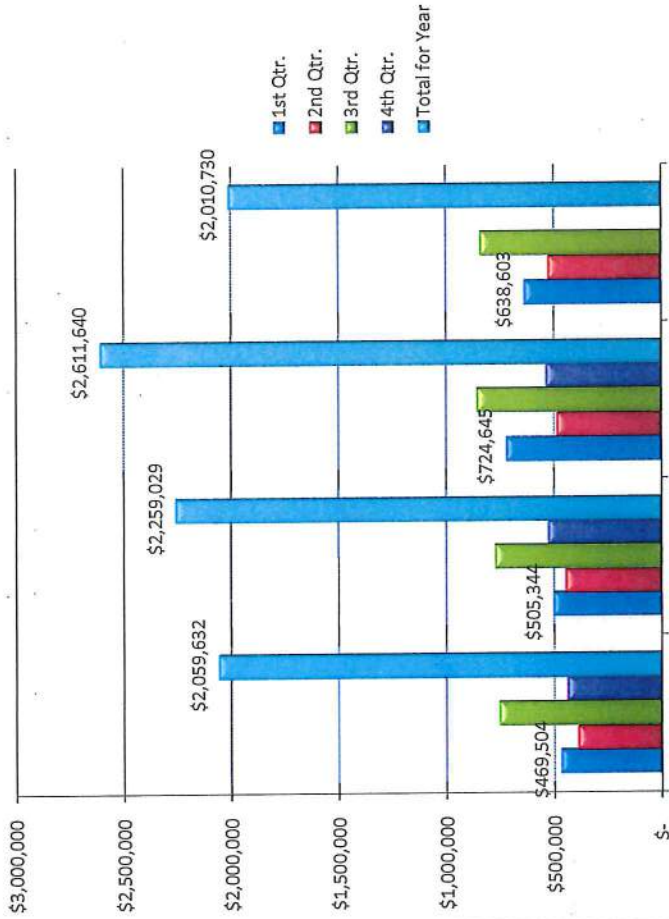
Destimetrics Reservations Activity		FY 13/14	FY 14/15	Change	
Occupancy during January		46.3%	48.7%	5.2%	
ADR January (Average Daily Rate)	\$	271	\$	272	0.4%
Occupancy Forecast February		36.6%	43.5%	18.9%	
ADR February (Average Daily Rate)	\$	292	\$	278	-4.8%
Occupancy (prior 6 months)		45.9%	45.8%	-0.2%	
ADR (prior 6 months)	\$	245	\$	250	2.0%
Occupancy (next 6 months)		22.8%	27.3%	19.7%	
ADR (next 6 months)	\$	247	\$	234	-5.3%

Unemployment		December 2013	June 2014	December 2014
California (pop. 38,332,521)		7.9%	7.1%	6.7%
Placer County (367,309)		6.5%	6.0%	5.2%
Dollar Point (1,215)		7.6%	7.1%	6.1%
Kings Beach (3,893)		6.5%	6.0%	5.2%
Sunnyside/Tahoe City (1,557)		7.6%	7.0%	6.1%
Tahoe Vista (1,433)		11.0%	10.1%	8.9%

Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX				
	2013-14		2014-15	
	Actuals	Forecasted	Actuals	Forecasted
FORWARD LOOKING (2014/15)				
Total Revenue Booked through December	\$ 2,807,318	\$ 2,882,168		
Forecasted Commission for this Revenue	151,069	153,417		
Number of Room Nights	15,289	17,495		
Number of Tentative Bookings	96	99		
CURRENT				
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000		
Annual Commission Goal	\$ 160,000	\$ 170,000		
Conference Revenue And Percentage by County:				
Placer (70% of revs in '14, 65% in '15)	\$ 1,981,316	\$ 1,859,659		
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082		
South Lake ('14; 17%; '15; 28%)	\$ 462,174	\$ 828,371		
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056		
Total Conference Revenue	\$ 2,807,318	\$ 2,882,168		

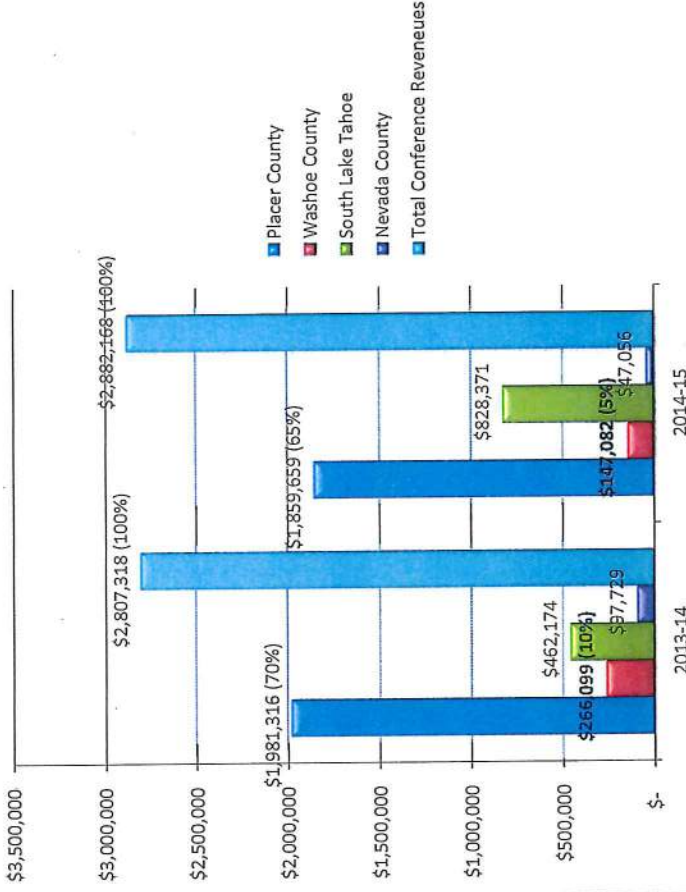
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Annual Sales Tax Revenue - Lake Tahoe (Calendar Year Basis)



Quarter	2011	2012	2013	2014	YOY % Change
First (JFM)	\$ 469,504	\$ 505,344	\$ 724,645	\$ 638,603	-11.9%
Second (AMJ)	\$ 391,536	\$ 446,802	\$ 488,100	\$ 528,094	8.2%
Third (JAS)	\$ 757,531	\$ 777,413	\$ 860,783	\$ 844,033	-1.9%
Fourth (OND)	\$ 441,061	\$ 529,470	\$ 538,112	\$ -	-
Total	\$ 2,059,632	\$ 2,259,029	\$ 2,611,640	\$ 2,010,730	-23.0%

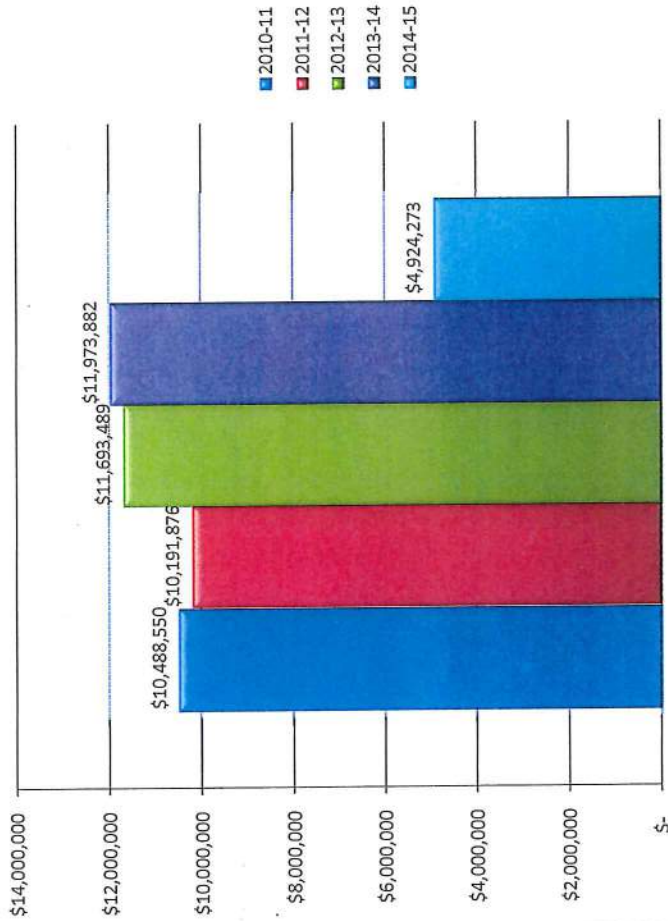
Conference Revenue Statistics & Revenue Share by County



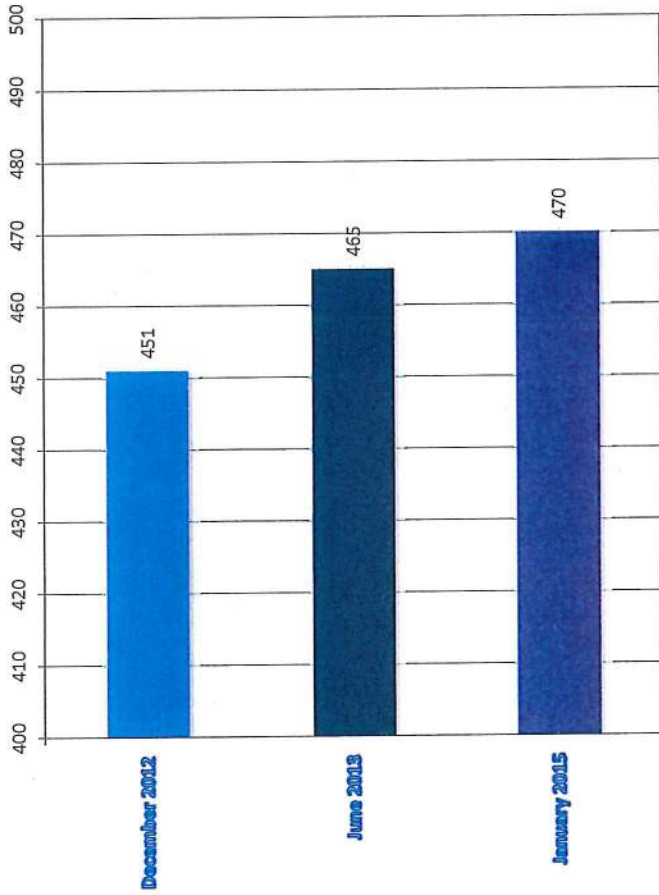
Conference Revenue Statistics Fiscal July 1, 20XX to June 30, 20XX			
	2013-14	2014-15	YOY % Change
FORWARD LOOKING (2014/15)	Actuals	Forecasted	
Total Revenue Booked through December	\$ 2,807,318	\$ 2,882,168	3%
Forecasted Commission for this Revenue	151,069	153,417	2%
Number of Room Nights	15,289	17,495	14%
Number of Tentative Bookings	96	99	3%
CURRENT			
NLT - Annual Revenue Goal	\$ 2,750,000	\$ 2,500,000	-9%
Annual Commission Goal	\$ 160,000	\$ 170,000	6%
Conference Revenue And Percentage by County:			
Placer (70% of revs in '14, 65% in '15)	\$ 1,981,316	\$ 1,859,659	-6%
Washoe ('14; 10%; '15; 5%)	\$ 266,099	\$ 147,082	-45%
South Lake ('14; 17%; '15; 28%)	\$ 462,174	\$ 828,371	79%
Nevada ('14; 3%; '15; 2%)	\$ 97,729	\$ 47,056	-52%
Total Conference Revenue	\$ 2,807,318	\$ 2,882,168	3%

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5-Year Annual TOT Collections (Fiscal Year Basis)



Chamber Membership (# of Members)



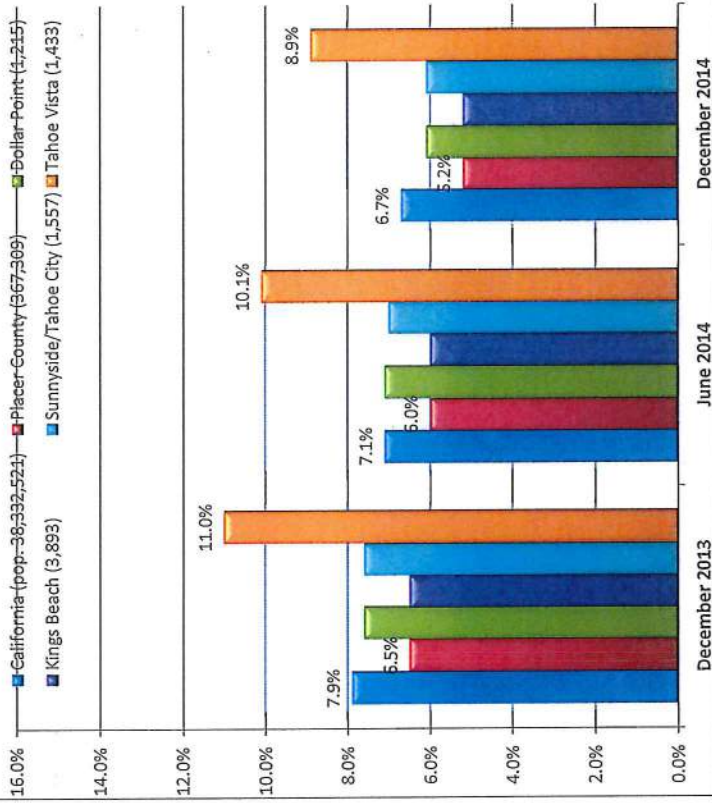
Total TOT Collections by Quarter 2009 - 2015 (through December 31, 2014)

	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	\$ 3,882,502	\$ 2,103,112	\$ 4,263,450	\$ 1,444,425	\$ 11,693,489
2013-14	\$ 4,523,651	\$ 2,145,657	\$ 3,563,279	\$ 1,741,295	\$ 11,973,882
2014-15	\$ 4,626,745	\$ 297,528	\$ -	\$ -	\$ 4,924,273
Total	\$ 22,774,532	\$ 10,081,915	\$ 18,368,919	\$ 7,291,416	\$ 49,272,070

Chamber Of Commerce Total Membership

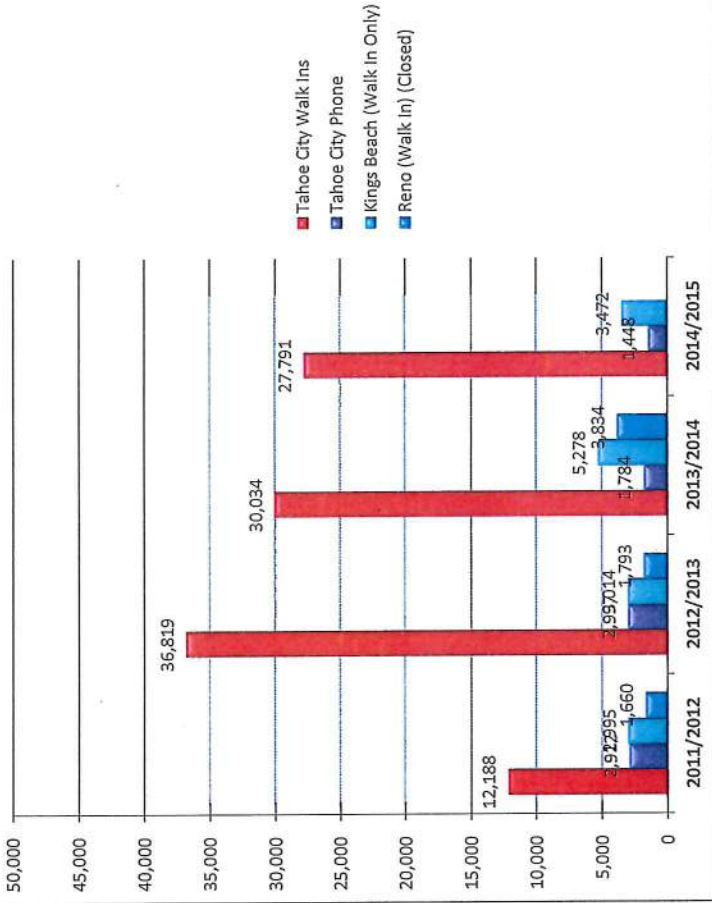
December 2012	451
June 2013	465
January 2015	470

Unemployment Rates by Region



Unemployment	December 2013	June 2014	December 2014
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%	5.2%
Sunnyside/Tahoe City	7.6%	7.0%	6.1%
Tahoe Vista	11.0%	10.1%	8.9%

Visitor Information - Fiscal YTD through December



VISITOR INFORMATION STATISTICS FOR FISCAL YEAR 2013 - 2014				
Referrals (July through Dec)	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:				
Walk In	36,819	30,034	27,791	-7.47%
Phone	2,997	1,784	1,448	-18.83%
Kings Beach (Walk In Only)	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,793	3,834	Closed	N/A

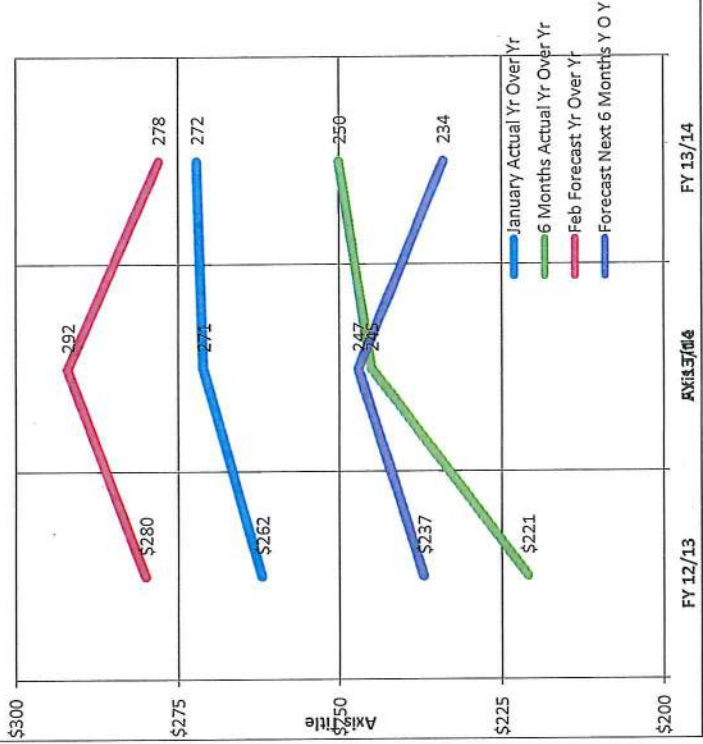
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Destimetrics Occupancy in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
Occupancy during January	46.3%	48.7%	5.2%
ADR January (Average Daily Rate)	271	272	0.4%
Occupancy Forecast February	36.6%	43.5%	18.9%
ADR February (Average Daily Rate)	292	278	-4.8%
Occupancy (prior 6 months)	45.9%	45.8%	-0.2%
ADR (prior 6 months)	245	250	2.0%
Occupancy (next 6 months)	22.8%	27.3%	19.7%
ADR (next 6 months)	247	234	-5.3%

Destimetrics RevPar in NLT Comparisons



Destimetrics Reservations Activity	FY 13/14	FY 14/15	Change
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ADR (next 6 months)	247	234	-5.3%

Monthly Infrastructure Payments FY 14/15 Through January 31, 2015

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	388.24	112	153,900.00	64,412.42	
July Total	07/25/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	4,382.27	113	153,900.00	60,418.39	
August	08/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Tahoe Pedestrian Safety Program	3,106.06	T-NL-17	44,400.00	-	314,472.05
	08/12/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	68,014.59	TB0006	153,632.00	86,118.41	311,365.99
	08/15/14	FALLON MULTIMEDIA	Regional Transit System Branding	7,750.00	1101	100,000.00	92,250.00	
	08/20/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	6,090.00	115	153,900.00	54,328.39	
August Total	08/20/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Regional Wayfinding Sign Project	9,492.93	T-NL19	150,000.00	135,618.14	
				94,453.58				
September	09/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	51,828.44	TB0007	153,632.00	34,289.97	
	09/12/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2013-2014 Winter bike trail snow clearing program	366.29	00200514	70,000.00	26,856.45	310,999.70
	09/15/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	Not Paid	117	153,900.00	54,418.39	
September Total	09/29/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Feasibility Study	484.28	118	153,900.00	53,934.11	
				52,679.01				
October	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	Snow Creek Restoration Project Wayfinding Signs	5,712.00	T-NL21	12,000.00	2,688.00	
	10/08/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	15,656.16	T-NL20	66,000.00	49,793.95	
	10/09/14	FINELINE INDUSTRIES INC	North Lake Tahoe Water Shuttle Service	28,263.59	TB0008	153,632.00	5526.12??	
	10/09/14	LSC TRANSPORTATION CONSULTANTS	North Lake Tahoe Water Shuttle Service	2,449.39	48767	153,632.00	3076.73??	
	10/17/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Truckee River Trail 2014 Clean Up	2,039.43				308,960.27
	10/28/14	TRUCKEE NORTH TAHOE TRANSPORTATION (TMA)	North Lake Tahoe Water Shuttle Service	3,076.00	16602	153,632.00	0.73??	
	10/28/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	36,540.00	119	96,000.00	59,460.00	
October Total	10/28/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Homewood Bike Trail Design & Environmental	17,171.25	13894	144,500.00	39,932.02	
				110,907.82				
November	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	35,000.00	13904	118,000.00	83,000.00	
	11/18/14	TAHOE CITY PUBLIC UTILITY DISTRICT	Lake Forest Boat Ramp Rehab Project	89,000.00	13905	118,000.00	-	
	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	KBCOJP Public Arts Project	5,848.00	J. Transfer	25,000.00	9,152.00	
November Total	11/18/14	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	10,109.36	T-NL22	66,000.00	39,684.59	
				133,957.36				
December	12/16/14	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	19,524.92	00200559	70,000.00	50,475.08	289,435.35
	12/16/14	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	121	96,000.00	47,280.00	
December Total	12/16/14	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	37,757.50	141072	45,900.00	8,142.50	
				69,462.42				
Total Infrastructure Payments		Total Infrastructure Expenditures through 12/31/14		465,842.46				
January 2015	01/06/15	TAHOE REGIONAL ARTS FOUNDATION	North Tahoe Regional Arts Theatre Proj (Phase II)	12,180.00	120	96,000.00	35,100.00	
	01/06/15	SQUAW VALLEY PUBLIC SERVICE DISTRICT	2014-2015 Winter bike trail snow clearing program	2,186.59	00200571	70,000.00	48,286.49	287,246.76
	01/06/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Parking Study/Tahoe City Plan	14,774.98	T-NL23	66,000.00	24,909.61	
January Total	01/08/15	ECONOMIC PLANNING SYSTEMS	NL/T/Truckee Transit Vision Economic Analysis	11,591.25	141072-2	45,900.00	-	
				40,734.82				

Light blue payments are Infrastructure Maintenance Balance Payments

27,225.29

E8.1-6



north lake tahoe

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Membership Department Pacing and Metrics Report

Date: February 26, 2015

	Activities Revenue	Activities Expense	Dept. Profit/ (Loss)	New Members	Attrition Members	Net Gain
Budget	55,698	24,085	10,659	67	70	20
Actual	19,143	15,986	212	31	14	3
Forecast	55,876	33,158	0	48	40	20

Year-to-Date Information:

31 new members added to Membership through the month of January.

The actual pace through January is 4.43 new members per month.

Projected information per plan: 67 new members for year or 5.6 per month.

224 members renewed their existing memberships through the month of January. 14 members dropped their existing memberships. Budgeted attrition is 70 members for the year. Existing membership over attrition nets to 60 members. A gain of 20 members was budgeted. Total membership of 467 from fiscal 2013/14 was budgeted to 487 members by end of the 14/15 fiscal year. The current membership number is 470 members.

Event Financial Updates:

February, 2015 Winter Bridal Faire

Revenues: \$6,440 projected vs. \$6,190 actual (\$250 under budget)

All booths sold out. 122 brides enrolled for faire with information gathered.

Expenses: \$3,765 projected vs. \$3,215 actual (\$550 under budget)

Event Gain: \$2,675 projected vs. \$2,975 actual realized (Event last year netted a gain of \$1,235)

2015 Creative Cocktail Series

This is a new membership event concept.

Revenues: \$125 projected vs. \$90 actual each event.

Expenses: \$0 projected vs. \$0 actual (budget realized)

Event Gain: \$125 projected vs. \$90 actual realized. Pure profit as there is no cost.

Upcoming Event Metrics:

March 2015 61st Annual Community Awards Dinner

Revenues: \$27,400 projected

All booths sold out. Ticket sales expected to be around 150 total or \$12,000. \$12,000 net profit expected from silent auction. \$8000 in value of donated items up for the silent auction as of this report date.

Expenses: \$15,850 projected

Projected Event Gain: \$11,550 (Event last year netted a gain of \$1,235)

June 2015 Summer Recreation Lunch

Budgeted Revenues: \$2,375; budgeted expenses: \$1,600. Projected profit is \$775.



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Recommendation on Fees/Discounts for Membership & Conference Depts.

Date: February 26, 2015

There was discussion at the January Finance Committee Meeting on the late payments and collection process on some accounts related to invoices for the Membership and the Conference departments. The prospect of late fees on all invoices deemed to be delinquent in terms of collections was posed for both departments. Below is a summary of discussions with the department heads of Membership and Conference in January and a recommendation as to what should be implemented going forward:

Membership: After meeting with Ginger Karl on the discussion of late fees for any members delinquent in paying membership dues, Ginger was against the idea of adding any additional late charges to past due invoices. Any additional charges could inflame the situation of non-paying members as the amounts due are not contractually collectable. There would be the potential of losing members over time with an aggressive late fee policy. In summary, adding a late fee policy to membership invoices would probably not expedite payments on past due invoices.

Conference: After meeting with Jason Neary on the discussion of late fees on resorts and properties delinquent in paying commissions, Jason was for the idea of additional late charges for past due invoices. In his department, he has built in a 1.5% late fee for past due invoices. This policy has never been instituted in the Accounting Department to date however.

Sandy Evans Hall has suggested a discount program of say 1.5% to 2% for early payments on both Membership and Conference invoices. This discount is given by many businesses to encourage earlier payments than an average time frame and encourages overall payments in general. Also, it was suggested that we discuss possible value-added items that could be given to members as incentives if invoices were paid within the month billed. Such items could be possible entry

E8-1-9

to network events or discounted event costs or the use of a "Chamber Bucks" towards a membership program or event in the future.

Recommendation: The Director of Finance believes that a discount of 1.5% should be given to early payers of both departments as in a 1.5%/10 Net 30 type of payment situation which means a 1.5% deduction if the amount is paid within the first ten days of the invoice otherwise the whole amount is due within 30 days of invoice. A value-added item could also be given to members paying amounts in Membership but this should be discussed with the Committee first. There should be no penalty or late fees on Membership invoices as the amount due is not contractual and could cost that department overall membership. However, there should be a 2% late fee added to Conference invoices uncollected after 30 days of original issuance. The late fee could be added to all reminder and repeat invoices to the property in the future.

EB1-10

NLTRA

Health Insurance Analysis

February 25, 2015

Plan Highlights:	What we currently have:		Option 1:	Option 2:
	Aetna PPO (H.S.A.) CA Bronze MC HAS 3500 70/50	CA Bronze Full PPO (H.S.A.) 3500	Blue Shield Bronze Full PPO (H.S.A.) 3500	Blue Shield Silver Full PPO 1700
Deductible In-Network	\$3,500	\$3,500	\$3,500	\$1,700
Out of Network	\$7,000	\$6,400	\$6,400	\$3,400
P.C. Specialist In-Network	30%	30%	30%	\$40/\$50 deductible waived
Out of Network	70%	50%	50%	50%
Co-Insurance In-Network	30%	30%	30%	30%
Out of Network	50%	50%	50%	50%
Out Of Pocket Limit In-Network	\$6,350 Includes deductible	\$6,250 Includes deductible	\$6,250 Includes deductible	\$6,250 Includes deductible
Out of Network	\$12,700 Includes deductible	\$10,000 Includes deductible	\$10,000 Includes deductible	\$10,000 Includes deductible
Inpatient In-Network	30%	30%	30%	30%
Out of Network	50%	50%	50%	50% \$600 max. per day
Generic Prescriptions In-Network	\$20	\$15	\$15	\$15 deductible waived
Out of Network	Not covered.	Not covered.	Not covered.	Not covered.
Preferred Prescriptions In-Network	\$40	\$50	\$50	\$50 (after first \$300)
Out of Network	Not covered.	Not covered.	Not covered.	Not covered.
Non-Preferred Prescriptions In-Network	\$100	\$75	\$75	\$75 (after first \$300)
Out of Network	Not covered.	Not covered.	Not covered.	Not covered.
Cost of Plan in Total:	\$148,089	\$143,000	\$143,000	\$153,418
Employer's Portion:	\$121,463	\$117,260	\$117,260	\$125,803
Cost to Employees:	\$26,626 Premiums based upon age.	\$25,740 Premiums based upon age.	\$25,740 Premiums based upon age.	\$27,615 Premiums based upon age.
Single	\$ 326 \$ 693 85/15	\$ 311 \$ 529 85/15	\$ 311 \$ 529 85/15	\$ 334 \$ 568 85/15
Family-Dependents	\$ 466 \$ 466 75/25 \$ 431	\$ 445 \$ 445 75/25 439	\$ 445 \$ 445 75/25 439	\$ 477 \$ 477 75/25 \$ 512
With Spouse	\$ 385 \$ 931 80/20 \$ 380	\$ 367 \$ 889 80/20 362	\$ 367 \$ 889 80/20 362	\$ 394 \$ 955 80/20 \$ 426

This is a co-pay plan and not eligible for an H.S.A. contribution. Can use H.S.A. funds to pay.

EBT

Monthly Report January 2015
CONFERENCE REVENUE STATISTICS

North Shore Properties

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 14/15</u>	<u>FY 13/14</u>	<u>Variance</u>
Total Revenue Booked as of 1/31/15:	\$2,053,796	\$2,075,521	-1%
Forecasted Commission for this Revenue:	\$122,489	\$159,109	-23%
Number of Room Nights:	11223	11474	-2%
Number of Delegates:	6841	6507	5%
Annual Revenue Goal:	\$2,500,000	\$2,750,000	
Annual Commission Goal:	\$140,000	\$150,000	
Number of Tentative Bookings:	99	101	-2%

<u>Monthly Detail/Activity</u>	<u>January-15</u>	<u>January-14</u>	
<u>Number of Groups Booked:</u>	2	8	
Revenue Booked:	\$109,861	\$52,456	109%
Projected Commission:	\$6,498	\$4,173	56%
Room Nights:	833	435	91%
Number of Delegates:	325	346	-6%

Booked Group Types:	2 Assn.	1 Corp, 6 Smf, 1 Assn.
Lost Business, # of Groups:	9	4

<u>Arrived in the month</u>	<u>January-15</u>	<u>* Est.</u>	<u>January-14</u>	
Number of Groups:	3		7	
Revenue Arrived:	\$28,082		\$159,033	-82%
Projected Commission:	\$241		\$9,815	-98%
Room Nights:	137		758	-82%
Number of Delegates:	90		368	-76%
Arrived Group Types:	1 Corp, 2 Assn.		3 Corp, 3 Assn, 1 Govt.	

<u>Monthly Detail/Activity</u>	<u>December-14</u>	<u>December-13</u>	
<u>Number of Groups Booked:</u>	3	12	
Revenue Booked:	\$96,912	\$672,078	-86%
Projected Commission:	\$4,564	\$47,775	-90%
Room Nights:	740	5038	-85%
Number of Delegates:	540	3225	-83%

Booked Group Types:	3 Smf	1 Corp, 6 Assn, 2 Tour Oper., 2 Smf, 1 Govt
Lost Business, # of Groups:	5	5

ET-1

<u>Arrived in the month</u>	<u>December-14</u>	<u>December-13</u>
Number of Groups:	0	0
Revenue Arrived:	\$0	\$0
Projected Commission:	\$0	\$0
Room Nights:	0	0
Number of Delegates:	0	0
Arrived Group Types:		
Arrived Group Types:		

<u>Monthly Detail/Activity</u>	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	5	3	
Revenue Booked:	\$225,094	\$10,800	1984%
Projected Commission:	\$9,249	\$459	1915%
Room Nights:	1360	90	1411%
Number of Delegates:	1533	80	1816%
	1 Film, 1 Corp,		
Booked Group Types:	1 Smf, 2 Assn.	3 smf	
Lost Business, # of Groups:	6	3	

<u>Arrived in the month</u>	<u>November-14</u>	<u>November-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$11,520	\$13,351	-14%
Projected Commission:	\$1,728	\$0	
Room Nights:	80	75	7%
Number of Delegates:	18	40	-55%
Arrived Group Types:	1 Film crew	1 Corp	

<u>Monthly Detail/Activity</u>	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	4	7	
Revenue Booked:	\$44,208	\$163,439	-73%
Projected Commission:	\$895	\$12,807	-93%
Room Nights:	260	1080	-76%
Number of Delegates:	180	473	-62%
		5 Corp, 1 Smf,	
Booked Group Types:	1 Corp, 3 Smf	1 Corp	
Lost Business, # of Groups:	6	2	

<u>Arrived in the month</u>	<u>October-14</u>	<u>October-13</u>	
Number of Groups:	4	5	
Revenue Arrived:	\$74,408	\$158,725	-53%
Projected Commission:	\$1,160	\$13,718	-92%
Room Nights:	510	980	-48%
Number of Delegates:	568	675	-16%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc, 1 Smf, 1 Non-Profit, 1 TA	

E9-2

Monthly Detail/Activity	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	8	6	
Revenue Booked:	\$367,511	\$59,226	521%
Projected Commission:	\$28,336	\$5,421	423%
Room Nights:	3417	347	885%
Number of Delegates:	2115	265	698%
		1 Corp, 2	
Booked Group Types:	2 Corp, 6 Assoc	Assoc, 3 Smf	
Lost Business, # of Groups:	5	9	

<u>Arrived in the month</u>	<u>September-14</u>	<u>September-13</u>	
Number of Groups:	9	12	
Revenue Arrived:	\$537,101	\$848,564	-37%
Projected Commission:	\$7,879	\$17,455	-55%
Room Nights:	2782	4052	-31%
Number of Delegates:	1675	2148	-22%
Arrived Group Types:	4 Assoc, 1 Corp, 3 Smf and 1 Society	4 Corp, 2 Assoc, 1 Govt, 1 Film, 4 Smf	

Monthly Detail/Activity	<u>August-14</u>	<u>August-13</u>	
<u>Number of Groups Booked:</u>	7	5	
Revenue Booked:	\$328,584	\$106,808	208%
Projected Commission:	\$14,879	\$6,248	138%
Room Nights:	1452	767	89%
Number of Delegates:	723	359	101%
	4 Smf, 2 Corp,	2 Seminar, 2	
Booked Group Types:	1 Assn, 1 Govt.	Film, 1 Smf	
Lost Business, # of Groups:	4	4	

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	8	15	
Revenue Arrived:	\$44,210	\$552,037	-92%
Projected Commission:	\$1,739	\$31,949	-95%
Room Nights:	252	2457	-90%
Number of Delegates:	278	1064	-74%
Arrived Group Types:	2 Corp., 1 Assoc 4 Smf and 1 Govt.	6 Corp, 7 Assoc, 1 Smf, 1 Film	

Monthly Detail/Activity	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	4	6	
Revenue Booked:	\$156,104	\$45,413	244%
Projected Commission:	\$1,075	\$2,247	-52%
Room Nights:	636	369	72%
Number of Delegates:	390	328	19%
	2 Assoc., 2	4 Assn, 6 Smf,	
Booked Group Types:	Corp	1 Govt.	
Lost Business, # of Groups:	1	4	

<u>Arrived in the month</u>	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	12	10	
Revenue Arrived:	\$546,907	\$177,016	209%
Projected Commission:	\$23,673	\$5,685	316%
Room Nights:	2103	1256	67%
Number of Delegates:	898	1086	-17%
Arrived Group Types:	6 Smf, 2 Corp, 2 Assoc., 2 Sem.	3 Assoc, 5 Smf, 1 Govt 1 Corp.	
		(Goal)	
For 2015/16:	\$1,542,984	\$1,500,000	
For 2016/17:	\$2,074,171	\$2,000,000	

NUMBER OF LEADS Generated as o 1/31/15: 87

Total Number of Leads Generated in Previous Years:

2013/14	172
2012/2013:	171
2011/2012:	119
2010/2011:	92
2009/2010:	107
2008/2009:	151
2007/2008:	209
2006/2007:	205

E1-4

Monthly Report January 2015
CONFERENCE REVENUE STATISTICS

South Lake Tahoe

Year to Date Bookings/Monthly Production Detail FY 14/15

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>14/15</u>	<u>13/14</u>	<u>Variance</u>
Total Revenue Booked as of 1/31/15:	\$828,371	\$494,762	67%
Forecasted Commission for this Revenue:	\$30,928	\$7,478	314%
Number of Room Nights:	6272	4842	30%
Number of Delegates:	3306	1440	130%
Annual Commission Projection:	\$30,000	\$10,000	

<u>Monthly Detail/Activity</u>	<u>January-15</u>	<u>January-14</u>	
<u>Number of Groups Booked:</u>	2	1	
Revenue Booked:	\$21,882	\$1,350	1521%
Projected Commission:	\$1,289	\$202	538%
Room Nights:	175	20	775%
Number of Delegates:	118	25	372%
Booked Group Types:	1 Corp., 1 Assn.	1 Corp.	

<u>Arrived in the month</u>	<u>January-15</u>	<u>Est.</u>	<u>January-14</u>
Number of Groups:	2		0
Revenue Arrived:	\$9,603		\$0
Projected Commission:	\$480		\$0
Room Nights:	80		0
Number of Delegates:	30		0
Arrived Group Types:	2 Smf		0

<u>Monthly Detail/Activity</u>	<u>December-14</u>	<u>December-13</u>	
<u>Number of Groups Booked:</u>	0	0	
Revenue Booked:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Booked Group Types:			

<u>Arrived in the month</u>	<u>December-14</u>	<u>Est.</u>	<u>December-13</u>
Number of Groups:	1		1
Revenue Arrived:	\$83,187		\$382,681
Projected Commission:	\$0		\$0
Room Nights:	1170		3769
Number of Delegates:	900		1000
Arrived Group Types:	1 Corp.		1 Corp.

ET-5

Monthly Detail/Activity	<u>November-14</u>	<u>November-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$20,898	\$28,800	-27%
Projected Commission:	\$0	\$4,320	
Room Nights:	180	93	94%
Number of Delegates:	60	30	100%
Booked Group Types:	1 Corp.	1 smf.	

	<u>November-14</u>	<u>November-13</u>	
<u>Arrived in the month</u>			
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

Monthly Detail/Activity	<u>October-14</u>	<u>October-13</u>	
<u>Number of Groups Booked:</u>	0	1	
Revenue Booked:	\$0	\$9,841	
Projected Commission:	\$0	\$1,476	
Room Nights:	0	105	
Number of Delegates:	0	35	
Booked Group Types:		1 Corp.	

	<u>October-14</u>	<u>October-13</u>	
<u>Arrived in the month</u>			
Number of Groups:	0	0	
Revenue Arrived:	\$0	\$0	
Projected Commission:	\$0	\$0	
Room Nights:	0	0	
Number of Delegates:	0	0	
Arrived Group Types:			

Monthly Detail/Activity	<u>September-14</u>	<u>September-13</u>	
<u>Number of Groups Booked:</u>	1	1	
Revenue Booked:	\$38,493	\$36,900	4%
Projected Commission:	\$1,925	\$1,800	7%
Room Nights:	230	490	-53%
Number of Delegates:	200	220	-9%
Booked Group Types:	1 Smf	1 Assoc.	

	<u>September-14</u> *Est.	<u>September-13</u>	
<u>Arrived in the month</u>			
Number of Groups:	4	1	
Revenue Arrived:	\$529,298	\$8,792	5920%
Projected Commission:	\$27,774	\$1,318	2007%
Room Nights:	4211	48	8673%
Number of Delegates:	1665	40	4063%
Arrived Group Types:	2 Corp, 1 Assn, 1 Smf	1 Assoc.	

E9-10

Monthly Detail/Activity	<u>August-14</u>	<u>August-13</u>
<u>Number of Groups Booked:</u>	2	0
Revenue Booked:	\$9,603	\$0
Projected Commission:	\$481	\$0
Room Nights:	80	0
Number of Delegates:	30	0
Booked Group Types:	2 Smf	1 Corp, 1 Assoc.

<u>Arrived in the month</u>	<u>August-14</u>	<u>August-13</u>	
Number of Groups:	1	1	
Revenue Arrived:	\$39,794	\$8,792	353%
Projected Commission:	\$0	\$1,318	
Room Nights:	217	48	352%
Number of Delegates:	75	40	88%
Arrived Group Types:	1 Corp.	1 Assoc.	

Monthly Detail/Activity	<u>July-14</u>	<u>July-13</u>	
<u>Number of Groups Booked:</u>	1	3	
Revenue Booked:	\$10,800	\$490,297	-98%
Projected Commission:	\$0	\$24,010	
Room Nights:	55	1525	-96%
Number of Delegates:	40	3666	-99%
Booked Group Types:	1 Smf	1 Corp, 1 Assoc.	

<u>Arrived in the month</u>	<u>July-14</u>	<u>July-13</u>	
Number of Groups:	2	1	
Revenue Arrived:	\$111,391	\$10,103	1003%
Projected Commission:	\$825	\$1,515	-46%
Room Nights:	760	60	1167%
Number of Delegates:	320	40	700%
Arrived Group Types:	2 Assn.	1 Smf	

NUMBER OF LEADS Generated as of 1/31/15: 87

Total Number of Leads Generated in Previous Years:

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

EQ-7



north lake tahoe
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NLTRA Executive Committee

Tuesday, February 17, 2015
7:30 a.m.
NLTRA Offices

Report

A. Open Session

1. Items for Board Agenda – March 4
 - a. Merit pay – Closed Session
 - b. Master Plan Update

Yes, keep these two items on the board agenda.
2. Strategic Discussion ideas
The group decided to ask Jennifer Merchant to provide a presentation and discussion of the Economic Development Incentives for North lake Tahoe Town Centers done by EPS. Second choice would be to have JT provide a discussion of the strategies for increasing our destination visitor segment of the market.
3. Additional Requests for Board Agenda:
 - a. Placer County (TOT Audit – Jerry Gamez)
Sandy has spoken to Andy Sisk at Placer County and this will be on the agenda for the April board meeting
4. Staff Retreat – Monday, March 2 at Granlibakken – working with Laura on team building
5. TOT forecast number for 2015/16: \$6,953,000 –
Sandy reported that if this is 60% then the total forecasted is \$11,588,333. 2013/14 total was \$11,972,764 and we are on pace to do over \$12M this year. Last year we were able to front load \$500K from the fund balance and we may be able to do the same this year as we see numbers on 3rd quarter.
6. Revise Supplemental Operating Procedures and Policies to reflect the new Conflict of Interest form 700; do we still want a form of our own as the county has the board members' forms?
Sandy will visit with Steve Gross of Porter Simon to check on the need to revise our policies to reflect the new form 700 and on what we should do for our organization conflict of interest.

E10-1

7. TCDA/NTBA fund request for barge repairs - \$20-\$25K
EC members recommended that there be multiple bids for this project.

8. Master Plan Update
Sandy reported on the following meetings:
 - Meeting with Jennifer Merchant Tuesday, Feb. 18 to go over Chapter 5**
 - Meeting with Jennifer Merchant and Seana Dougherty on Thursday, Feb. 26 to discuss Outreach Plan**



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March 4, 2015

Subject: Monthly Activity Report—February, 2015

From: Ron Treabess, Director of Community Partnerships and Planning

A. Capital Investment/Transportation Work Plan Projects—Update

1. North Lake Tahoe Resort Triangle Transportation Vision Coalition

- The following are receiving further research
 - Funding techniques of other resort areas
 - Sales Tax survey for Placer County
- Staff will discuss strategy for advancing the vision with Placer County
- The Coalition is on hold pending support and direction from Placer County
- Coalition will then start to develop a suggested funding process

2. North Lake Tahoe Express

- A new contract was successfully negotiated and service commenced starting July 1st.
- Funding levels based on amount of service, which are the same as last year, were acceptable to all partners. This includes up to \$110,000 of TOT.
- October and November were the first months that subsidy amount was necessary, but that amount was offset by December revenues, taking the total subsidy back to \$0.
- After meeting in December, the funding partners agreed to immediate changes to the consumer's website. Additional changes will be determined for inclusion in the 2015/16 contract.
- The funding partners then met in January to review the service and determine the need to re-bid for 2015/16.
- A tentative agree with the current contractor has been reached for 2015/16.
- An RFP will be prepared to solicit a provided for a longer term contract .

3. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- The revised draft has been further reviewed for added clarity and flow between all the chapters by Design Workshop which has been involved with NLTRA previous master plans.
- The Master Plan committee met and reviewed revisions proposed by Design Workshop and now believes the Plan is very close to being ready for public review
- Public outreach is now planned for March/April 2015.

E11-1

4. SR28/Fanny Bridge Community Revitalization Project

- The draft environmental documents for the SR 89/Fanny Bridge project have been prepared.
- The Notice of Availability/Notice of Comment Period for Public Review and Hearings has been released.
- Comments should be focused on the adequacy of information within the Draft EIR/EIS/EA and submitted no later than February 17, 2015.
- There have been three public hearings on the document during January, including two on the North Shore.
- The next step will be a February workshop to consider comments made during the formal Public Comment Period which officially ends February 17th.

5. Homewood Bike Trail and Dollar Creek Bike Trail

- The California Tahoe Conservancy has approved \$1 million dollars in grants to these two projects.
- \$500,000 will go to TCPUD toward the construction of the Homewood Trail. Construction of the Homewood Trail should commence in FY 2014/15.
- \$500,000 will go to Placer County to enable the purchase of a parcel in Cedar Flat to allow the terminus of the Dollar Creek Trail to connect with neighborhood streets and continuation of the bike route.
- The Dollar Creek Trail is also receiving a portion of the funding from the Federal Land Access Program and TOT local match funds (\$285,000).
- Caltrans now is planning for the Homewood Trail to be able to start construction in 2016

6. North Tahoe Parking Study

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners are preparing the study
- The study will provide project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It will analyze the development of a parking management strategy and new parking standards for North Lake Tahoe.
- The review period for the draft study has been completed and the comments are now being considered for incorporation

7. Kings Beach Commercial Core Improvement Project.

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- The project has been wrapped up for the winter season
- This has been the largest single project allocation of TOT funds,

8. Capital Investment and Transportation Work Plan Application Process

- One of the main items included is the new Requests for Funding Application Process which is recommended to be a once-a-year event with some exceptions.

- The CIT Committee listened to all applicants presentations at its October 27th meeting and again at its November 17th meeting and recommended the projects to the Board of Directors
- The Board approved the Committee recommendations at its December Board meeting.
- Final approval now awaits consideration of the Placer County Board of Supervisors. At this time, no meeting date has been scheduled for the Supervisors to hear the project funding requests.
- Some of the applicants are ready to proceed but must be assured their funding request will be approved.

9. Trail System Maintenance Reserve Account

- The NLTRA Board rejected the CI/T recommendation to allocate \$300K annually to a maintenance reserve account for the purpose of 20-year cycle trail reconstruction/rehabilitation requirements.
- Further discussions are necessary for preparation of a master trail plan and maintenance needs.

10. Next Capital Investment/Transportation Committee Meeting

- The next Committee meeting is scheduled for Monday, **March 23, 2015, 1:30 p.m. until 4:00 p.m., at the Tahoe City Public Utility District.**
- Everyone is welcome to attend these meetings and take part in project discussions.

B. Other Meetings and Activities Attended

- Tuesday Morning Breakfast Club
- PCTPA Trans-Sierra Transportation Meeting
- TMA Board
- Olympic Museum Board
- Master Plan Revision Review
- Kings Beach State Park Pier Planning
- North Lake Tahoe Express/TMA
- Tahoe City Golf Course Oversight
- Tahoe Transportation District/Fanny Bridge Board
- Capital Investment/Transportation Committee
- Placer County Transportation Planning Agency Board



CEO Update – February 2015

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

Transportation Vision

- Met with Jennifer Merchant in December to discuss how to best strategize with Placer County on the funding of the Transit Vision as well as other needs such as trail development and maintenance, and destination visitor marketing. We determined that there would be a meeting scheduled in January to include CEO staff, BOS Jennifer Montgomery, NLTRA CEO and board officers to discuss next steps. In the meantime, NLTRA staff will get cost estimates on polling, and cost projections for trail development and maintenance. Still waiting for scheduling of meeting with Jennifer Merchant and CEO office.

Master Plan Review

- Scheduled meeting with Jennifer Merchant on February 17 to review all changes to recommendations chapter and getting county approval to move forward with community outreach.
- Met with Seana Dougherty and Jennifer Merchant on Feb. 26 to go over Outreach Plan and gain consensus moving forward
- Final document is now planned for June-July

Tahoe City Mobility Meeting

- Attended the first meeting of stakeholders to discuss the Tahoe City Mobility Plan being facilitated by Design Workshop. Areas discussed include egress and access along Hwy 20, traffic congestion caused by pedestrian crossings, continuation of Lakeside Trail around Tahoe Marina Lodge, and signage/kiosks that would make the area more pedestrian friendly.
- Next step will be a public workshop on March 11 in the evening

Amgen Ladies Tour

- Met via conference call with S. Lake Tahoe Visitor Bureau staff to go over the needs and expectations for the Women's Pro Bike Tour in May. Follow up meeting will be on March 2 with Medalist race organizers.

Public Art Jury 2

- Met with Marguerite Srague to get instructions for the second public art jury that will be narrowing the scope of the contestants for the Kings Beach Roundabouts from 12 to 5 pieces. Those will be presented to the public for voting on March 19.

E12-1

Lake Tahoe Partnership

- Reviewed changes proposed to the Lake Tahoe Restoration Act to go to Congress for approval. Reductions in amount requested were made and priorities made for fuels reduction and protection from Invasive Species. These were the suggested changes from federal legislators garnered from prior visits to the Capitol.

Area Plan

- Attended a meeting on Feb. 17 to understand changes proposed to the Placer County Area Plans by consultant Arlo. A variety of concepts were discussed that are meeting approval of TRPA and other entities such as using the high capability of the golf course in the town plan boundary and removing other properties from the town boundary for a net reduction of land within the boundary.

Health and Wellness Tourism

- Met with Roger Kahn and Joseph Mattioli to discuss a concept for health and wellness tourism. Will continue to explore this concept with other regional partners.

Board of Supervisors

- Attended the Board of Supervisors meeting in Auburn on Feb. 24 to support the acquisition of the S. Lake Tahoe motel and encourage the board to move forward with a business plan regarding the Economic Incentive report presented by EPS.

E12-2



MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE
COUNTY OF PLACER

TO: Honorable Board of Supervisors

FROM: David Boesch, County Executive Officer
By: Jennifer Merchant, Deputy County Executive Officer

DATE: February 24, 2015

SUBJECT: Economic Development Incentives for Tahoe Basin Town Centers Final Report

Action Requested

1. Receive a presentation by the consultant Economic Planning Systems and accept Economic Development Incentives for Tahoe Basin Town Centers Report.
2. Provide input and direction to staff regarding recommendations to be analyzed in subsequent business plan.

Background

On April 22, 2014 your Board affirmed its commitment to facilitating development in Tahoe Regional Planning Agency (TRPA)-designated Town Centers. This affirmation was supported by an allocation of funds to create an investment strategy and business plan. County staff initiated a contract with EPS to analyze current roadblocks to investment and make recommendations regarding policies, financing, and utilization of land use commodities as incentive tools.

On October 21, 2014 your Board received a project status report that outlined initial report findings, including documentation of extraordinary private sector investment risk due to regulations, weather, remoteness, land costs and land development process timelines, and the need for public sector assistance to reduce risk by acquiring up-front land development commodities such as Tourist Accommodation Units and further analyze financial strategies such as sale-leaseback, other public-private financing methods, and seeking out new opportunities such as Infrastructure Finance Districts.

Since October, staff has sought feedback from business and development community stakeholders and regulatory partners, and worked with the consultant to further refine the findings and recommendations, including completion of sample development pro formas.

The report includes five stand-alone analyses, including a review of existing demographic and community conditions, analysis of existing regulatory process and development constraints, development prototype feasibility analysis, potential incentive funding sources, and more detailed analysis on possible financial incentive tools.

Report findings are similar to those presented in October, however are now inclusive of related recommendations, which will be further analyzed for possible implementation in the subsequent

Business Plan. The findings and recommendations are contained within the Executive Summary, and include:

- **Finding** - Alignment of the land use development process among key agencies is a critical step to realizing the redevelopment necessary to achieve desired environmental and economic sustainability in the Tahoe Basin. Disconnects and lack of process clarity between the County, TRPA, and other jurisdictional agencies has led to a protracted that many of the stakeholders interviewed explained as a "project killer."
- **Recommendation– Immediate**
 - The County should take responsibility to lead and manage process improvements to facilitate desired environmental redevelopment projects to a targeted timeline of about two years, including California Environmental Quality Act (CEQA) analysis and Improvement Plans.
 - A multi-agency process map is needed and should include a complete breakdown of costs and fees (e.g., coverage mitigation fees, traffic impact fees), timelines showing all agency approvals needed at each step of the process, with a focus on eliminating the need for applicants to submit multiple/duplicate information.
 - Because of the complex nature of the existing process, at least in the in the mid-term, an expert staff member or consultant is recommended to more effectively project manage larger scale projects. This person must have an in-depth knowledge and understanding of the requirements of all of the approving agencies in the Tahoe Basin.
- **Finding**– Development risk in North Lake Tahoe is too high relative to potential investor return. As a result, few private sector projects can absorb costs inherent with redevelopment in the Tahoe Basin.
- **Recommendation– Immediate**
 - Each project will have unique commodity requirements, but most redevelopment involving accommodations will require the acquisition of TAUs. It is recommended that Placer County immediately initiate a program to obtain, bank and make TAUs available to projects that meet desired environmental and economic objectives.
- **Recommendation– Mid-Term**
 - It is also recommended that Placer County continue its participation in ongoing efforts by TRPA to re-vamp its hard and soft coverage mitigation system, including advocating for code changes that facilitate environmental redevelopment, and working with existing land banks such as the California Tahoe Conservancy to ensure availability of coverage for desired projects.
- **Finding**– Existing parking policies are outdated with regard to current California practices in mixed-use centers and further exacerbate project feasibility challenges. However, code changes and improving walkability alone will not fully ameliorate the high cost of parking in the Tahoe basin. Given the scarcity of available land, structured parking is likely necessary in the Town Centers.

- **Recommendation - Immediate**

- Shared parking, centralized parking, in-lieu fees, and peak time-of-use analysis should be given strong consideration in the forthcoming Area Plan, and mixed use requirements tailored specific to future needs in the Town Centers.
- Public financing, such as Enhanced Investment Finance Districts, should be further explored by the County's business plan as an alternative to facilitate public-private partnerships to implement and share parking costs, especially as those costs are often directly related to tourism, environmental benefits and facilitating walkable communities.

Staff is requesting that, pending additional public comment, your Board accept the Report draft and direct staff to complete the subsequent Business Plan. Utilizing data in the report and additional market-specific studies, the Business Plan will provide a road map for implementing Report recommendations, including development of specific parameters related to return on the County's investment for any incentives utilized.

Fiscal Impact

There is no impact on the County's General Fund associated with the presentation of the Report. The Report and subsequent Business Plan were funded following approval of your Board from Community and Agency Support, a budgeted net County cost of up to \$75,000.

Attachment 1:

Economic Development Incentives for Tahoe Basin Town Centers Final Report –
Executive Summary

EXECUTIVE SUMMARY

Introduction and Background

Placer County's (County) Tahoe Basin Town Centers of Tahoe City and Kings Beach have served as lakeside hubs of tourist activity for much of the last century. As the development boom of the 1950s and 1960s gave way to awareness that Lake Tahoe's fragile ecosystem and unique alpine lake environment was not only the region's key tourist attraction, but at risk of suffering irreparable damage, state and national interests aligned to create strict land use regulations to protect remaining assets and restore those that had been unintentionally damaged.

In 1987, the Tahoe Regional Planning Agency created its first Regional Plan to protect environmental resources. Since that time, significant investment of public dollars has been made in infrastructure improvements that achieve TRPA environmental standards for water quality, air quality and other threshold measurements. Placer County, together with other public partners dedicated to making environmental improvements, has allocated over \$200 million in public funding toward projects that meet environmental and economic development goals, such as stream zone restoration, public gathering places, bike trails, sidewalks, transit projects and service expansion, and wayfinding signage improvements. And while that public investment provides a foundation for private sector investment interest, significant investment in new commercial properties, including tourist accommodations in the Placer County Lake Tahoe Basin Town Centers of Tahoe City and Kings Beach has not taken place for more than 50 years.

At the same time, communities located just outside the Lake Tahoe Basin have been the focus of vast investment, creating comprehensive village-style resorts that capture visitor interest and revenue, but for the most part lack full-time residential populations that provide an authentic community atmosphere. This investment phenomenon has further diverted or flattened tourism market share from the once thriving lakeside Tahoe basin communities.

Substantial reinvestment in existing Tahoe basin properties has also been limited. As the existing stock of tourist accommodations and retail venues continues to deteriorate, the communities become less and less attractive and improvements critical to protecting Lake Tahoe's environment are not realized. One of the fundamental intended outcomes of TRPA's 2012 Regional Plan is "pairing ecosystem restoration with redevelopment activities to promote mixed-use Town Centers where people can live, work, and thrive." As such, the Regional Plan allows for some code changes within Town Centers including increased coverage, density, height, transfer ratios from sensitive lands, and reduced parking, if those code changes are coupled with additional investment in environmental improvements. It is important to note that these code changes are allowed only as components of approved sub-regional "Area Plans" that meet the primary goal of ecosystem restoration. Placer County's Area Plan for Tahoe Basin Communities is currently underway. This report identifies Placer County's unique set of challenges and outlines strategies to further TRPA and Placer County's shared objectives of environmental and economic sustainability.

The County retained Economic & Planning Systems, Inc. (EPS) and Joe DeCredico Studio (JDeS) to analyze the current economic health of the Town Centers and reasons for lack of private

investment to date, and to develop policy recommendations designed to stimulate the desired strategic development in its two Town Centers. It also provides an analysis of development opportunities and constraints, economic circumstances facing private investors, policy options for incentivizing desired development in the Town Centers, opportunities to form stronger partnerships with other agencies within the region, organizational changes necessary to effectively process developments, and public-private financial strategies to overcome feasibility obstacles. Together, these make up the framework for a business plan the County should develop and implement to achieve desired environmental and economic gains in the Tahoe Basin.

Key Findings and Recommendations

The following findings and recommendations are immediate action steps on which the County should focus its efforts:

- **Finding**—Alignment of the land use development process among key agencies is a critical step to realizing the redevelopment necessary to achieve desired environmental and economic sustainability in the Tahoe Basin. Disconnects and lack of process clarity between the County, TRPA, and other jurisdictional agencies has led to a protracted and “subjective” project approval process that can take between 4-5 years, regarded by many of the stakeholders interviewed as a “project killer.”
- **Recommendation—Immediate**
 - The County should take responsibility to lead and manage process improvements to facilitate desired environmental redevelopment projects to a targeted timeline of about two years, including California Environmental Quality Act (CEQA) analysis and Improvement Plans.
 - A multi-agency process map is needed and should include a complete breakdown of costs and fees (e.g., coverage mitigation fees, traffic impact fees), timelines showing all agency approvals needed at each step of the process, with a focus on eliminating the need for multiple submittals or duplicate information.
 - Because of the complex nature of the existing process, at least in the in the mid-term, an expert staff member or consultant is recommended to more effectively project manage larger scale projects. This person must have an in-depth knowledge and understanding of the requirements of all of the approving agencies in the Tahoe Basin.
- **Finding**—Development risk in North Lake Tahoe is too high relative to potential investor return. The probability that returns on investments will be eliminated, interrupted, or less than projected is extremely high throughout the Lake Tahoe Basin. As a result, few private sector projects can absorb costs inherent with redevelopment in the Tahoe Basin. These high costs include land, holding costs related to the complex and protracted process, acquisition of TRPA-required commodities such as Tourist Accommodation Units (TAUs), Commercial Floor Area and Coverage, up-front fees, potential infrastructure costs such as parking, environmental improvements, and generally higher construction costs due to weather, remoteness, and a short building season.

- **Recommendation—Immediate**

- Each project will have unique commodity requirements, but most redevelopment involving accommodations will require the acquisition of TAUs. It is recommended that Placer County immediately initiate a program to obtain, bank and make TAUs available to projects that meet desired environmental and economic objectives. Depending on project circumstances, the value of the County's contribution in this regard could possibly be recouped through any number of techniques (e.g., Transient Occupancy Tax [TOT] and/or a surcharge, overnight parking fees associated with overnight stays, and other approaches).

- **Recommendation—Mid-Term**

- It is also recommended that Placer County continue its participation in ongoing efforts by TRPA to critically evaluate its hard and soft coverage mitigation system, including advocating for code changes that facilitate environmental redevelopment, and working with existing land banks such as the California Tahoe Conservancy to ensure availability of coverage for desired projects.

- **Finding**—Existing parking policies are outdated with regard to current California practices in mixed-use centers and further exacerbate project feasibility challenges. The region is still perceived as a “drive-up” market. This driving-based daytime economy leads to an under-representation of activity usually accompanying summer resort operations, such as high-end evening dining, entertainment, and other local activities relying on a lodging base. Creation of new lodging and mixed use commercial product in the Town Centers to encourage walking, biking, use of public transit and other activities typically seen in economically vibrant mountain communities will assist in changing this dynamic. However, code changes and improving walkability alone will not fully ameliorate the high cost of parking in the Tahoe basin. Given the scarcity of available land, structured parking is likely necessary in the Town Centers.

- **Recommendations—Immediate**

- Shared parking, centralized parking, in-lieu fees, and peak time-of-use analysis should be given strong consideration in the forthcoming Area Plan, and mixed use parking requirements tailored specifically to future needs in the Town Centers. Work underway on the Area Plan update should be meaningful and is of high importance to ensure a more up-to-date code is implemented.
- Public financing, such as Enhanced Investment Finance Districts (EIFD), should be further explored by the County's business plan as a step that will make development more feasible by reducing extraordinary parking-related costs borne by the private sector. This step should facilitate the successful culmination of public-private partnerships involving projects needing structured parking, which is an important feature in key infill locations, where visitors seek walkable communities and environmentally progressive design features.

Conclusion

Effecting change is difficult. Despite the demise of its redevelopment agency, the current regional regulatory and economic climate is ripe for Placer County to Invest resources to make long-needed improvements and seize today's opportunity to incentivize investment in its Tahoe Basin Town Centers of Tahoe City and Kings Beach.

While the recent Improvements to regional regulations have, along with some measure of economic recovery, led to investor interest in environmental restoration and redevelopment projects, the level of risk remains high In comparison to investor upside potential. Despite significant public investment in what most investors would consider important foundational infrastructure, prevailing economics, processes, and policies have failed to produce successful private investment.

Placer County must prioritize making significant improvements to its land development process within the Tahoe basin. Unless it is substantially streamlined and shortened, even leveraging TRPA incentives, banking and distributing TAUs, and improving parking opportunities, it will remain extremely challenging for infill and environmental redevelopment projects to succeed in North Tahoe's Town Centers. Concurrently, Placer County should move forward to secure Tourist Accommodation Units needed to facilitate creation of new lodging product in the Tahoe basin. Because parking has been identified as a cost impediment, modern code requirements should be put in place concurrent with area wide planning and investment in parking that will facilitate desired environmental redevelopment that attracts non-auto-centric visitation.

In order to ensure both environmental restoration of the Lake Tahoe Basin and a vibrant economic future for the Tahoe Basin Town Centers of Tahoe City and Kings Beach, Placer County must take an active lead role in breaking down process barriers and creating incentives to attract desired private investment.

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north lake tahoe

Chamber | CVB | Resort Association

March 4, 2015

Subject: FY 2015/16 Recommended Transportation Services and Proposed Budget

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- The NLTRA Board approves the FY 2015/16 Transportation Services and Proposed Budget for use in preparing the Draft NLTRA Budget for presentation to Placer County.
- Based on additional information in this report, staff requests that the Board reconsider the two services, T-8, and T-19 that were not recommended by the CI/T Committee.

Capital Investment/Transportation Committee Recommendation:

- The CI/T voted unanimously (14-0-0) to recommend the proposed budget with the exclusion of three services, T-8, T-15, and T-19 which required further discussion.
- The CI/T voted (0-14-0) to not recommend \$20,000 toward Traffic Management in support of the Ironman Special Event. (T-19)
- The CI/T voted (9-4-0) to not recommend funding the North Lake Tahoe Water Shuttle exclusively from transportation dollars, and to look for alternate funding sources for this year. (T-8)
- The CI/T voted (12-0-0) to recommend the proposed budget for the North Lake Tahoe Express airport service.

Decision Considerations:

- FY 2015/16 TOT funding for Transportation services T-3, 4, 5, 9, 11, 15, 16, 17, 18, as recommended by the Committee, is proposed to be \$1,352,530.
- As recommended by the Committee, the 15/16 Transportation budget is \$149,290 less than the 14/15 budgeted amount.
- Other recommended services T-1, 2, 12, will be funded by Placer County with Local Transportation Funds (See attached Transportation Services Work Plan project descriptions, proposed 15/16 budget, and current 5-year cash flow summary)
- If the proposed T-19 and T-8 are reconsidered and included, the total FY 2015/16 Transportation TOT funding proposed is \$1,507,530.
- Proposed T-19, Special Events Traffic Management, \$20,000 for Ironman was not recommended. Comments included:
 - Traffic management for special events and one-time events should be funded by marketing TOT.
 - Ironman is a marketing event to bring people and not an overall transportation service.
 - Purpose of transportation budget is to fund services for transportation user
- Other points for consideration of T-19:
 - Approved Project Funding Strategy Guidelines include consideration of projects that support Special Events/Regional Events

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- Funding for Ironman traffic management was provided in 2013, but was not needed in 2014 because of race cancellation.
- Request is to fund \$20,000 portion of \$80,000 Ironman traffic management budget.
- Proposed T-8, North Lake Tahoe Water Shuttle, \$170,000 was not recommended if exclusively funded from Transportation TOT. Committee comments included:
 - Look for alternative funding
 - Specify criteria for improving the program
 - Concerned that the numbers won't ever improve, even if the program is funded
 - Fare seems too reasonable, consider increase
 - Improved metrics is what is needed for this program
 - Is a good marketing tool, so marketing funding should be used
 - Wrong time, too expensive, cannot serve total area
 - Should put money in other transit services
- Staff is requesting Board reconsideration based on actions to address Committee concerns:
 - Revision of proposed TOT transportation funding for 2015 Water Shuttle (See attached North Lake Tahoe Water Shuttle Funding Request 2015/16)
 - Total program cost has been reduced from \$199,000 to \$188,000
 - The previous request of up to \$170,000 TOT transportation funding is now proposed as up to \$135,000.
 - Request proposed for up to \$15,000 TOT marketing funding
 - This will be third full year of operation, first year out of the Capital Investment pilot program
 - Most shuttle programs take 5-7 years to reach growth figures that can continue to be expected
 - On-going projects have a direct link to water shuttle, i.e. Kings Beach Pier, Homewood Mountain Resort, Tahoe City Area Plan
 - Each year ridership has increased, farebox has increased, and passenger subsidies have reduced
 - Ridership is at approximately 28% of conservative potential ridership (11,760)
 - Proposed fare increase to increase farebox revenue by up to \$13,850
 - Reduction in operator cost
 - Potential additional dock for this season
 - 71% of all users surveyed were visitors
 - 75% of those surveyed stated if not having taken the water shuttle, they would have driven to the same or another destination
 - Application for Grant funding has been submitted for the 2016 operating system
 - The TMA, Tahoe Regional Planning Agency, and Tahoe Transportation District will continue to explore and apply for future alternative funding sources. (See attached TMA letter and TRPA letter)
- Other attachments include 1) the TART request, the TMA summary sheet for non-TART requests, and *Criteria Guidelines for Evaluating TOT Funded Transit Services*. These guidelines were prepared in 2009 for consideration in evaluating existing and proposed transportation services. These are similar to what has been used in the above analyses and funding requests.

Background:

- Based on the Current CI/T Work Plan, which established a new funding process for recommendation of Capital Investment projects (September of each year) and

Transportation services (February of each year), the Transportation element is now being reviewed, evaluated, and recommended for the 2015/16 budget process.

- In difference to the Capital Investment funding requests which are individually approved by NLTRA and Placer County, the Transportation services are approved as a budget item each year during the preparation of the County/NLTRA annual agreement.
- It was recommended by the Committee and approved by the NLTRA Board to prepare the draft Transportation services budget in February as many funding partners are starting budget preparation at this time and coordination of funding amounts between the partners is required.
- In addition, several of the Transportation services require contract preparation with the service providers for which negotiations must occur now to be ready for summer operation.
- These include the North Lake Tahoe Express, Night Rider, and Water Shuttle.
- If, after reviewing the Transportation budget, the Board requests additional information before making its recommendation, staff will bring the draft back to the April meeting.

Tourism Master Plan/Strategic Goals/Funding Strategy Criteria:

- **By 2016, transportation systems within the North Lake Tahoe area will effectively link visitor destinations, recreation and lodging products with increased ridership on service and recreational routes.**
- **By 2016, the organization will have provided advocacy for all project and program development that align with our mission.**
- **Projects that support NLTRA key core function areas and strategic goals.**
 - **Resort Triangle Transportation Vision**

ATTACHMENT A-3 FY 2015-16 Proposed Transportation Programs and Services

	Approved 14-15	Proposed 15-16	
Traffic Management			
T-17 Winter Traffic Management (Existing)	\$ 20,000	\$20,000	
T-18 Summer Traffic Management (Existing)	22,000	22,000	
T-19 Special Events Traffic Management (New)		20,000	Not recommended by CI/T Committee
Sub-Total Traffic Management Programs	\$ 42,000	\$42,000	\$62,000 if T-19 reconsidered by Board
Transportation/Transit Programs			
Enhanced Winter Skier & Employee Transit Service, TART, Highway 89, (Existing)	48,700 *		*(T-1 funded by Local Transportation Funds)
T-2 Enhanced Winter Transit Service TART, Highway 267 (Existing)	86,500 *		*(T-2 funded by Local Transportation Funds)
T-3 Enhanced Winter Skier/ Employee Shuttle Truckee/Sugar Bowl (Existing)	29,000	29,000	
T-4 Winter Regional Coordinated Ski Shuttle and Voucher Program (Existing)	30,000	30,000	**
T-5 Winter Nighttime Transit Service (Existing)	247,420	275,730	
T-8 North Lake Tahoe Water Shuttle Program (Existing)		170,000	Not recommended revised to \$135,000
Enhanced Summer Daytime Transit Service, Squaw Valley, Kings Beach, Tahoe City, (Existing)	\$ 164,800 *	171,900 *	
T-9 Summer Hourly Nighttime-Squaw, Hyatt, Tahoma (Existing)	155,000	163,800	
T-11 Year Round Highway 89 Hourly Service (Fall & Spring) (Existing)	135,200 *		*(T-12 funded by Local Transportation Funds)
T-12 Reno/North Lake Tahoe Year Round Airport Shuttle-NLTE (Existing)	110,000	110,000	
T-15 TART Baseline Svc. Shortfall	279,300 *	530,100	* Includes TOT funds previously used for T-1, T-2, T-12
Sub-Total Transit Programs	\$ 1,285,920	1,310,530	\$1,445,530 if T-8 reconsidered by Board
Transportation & Transit/Management Total	\$ 1,327,920	\$1,352,530	\$1,507,530 if T-8 & T-19 reconsidered
*Services provided by Placer County including Baseline			
Services provided by other providers			
** \$24,000 provided to Placer; \$6,000 provided to others (TMA)			

Capital Investment/Transportation Projects Draft 2014-2015 Budget 5-Year Cash Flow Summary
February 23, 2015 Work Plan

	Total	Maintenance Reserve
2014-15 *Starting Funds	\$1,292,391	\$317,178
2014-15 Proposed Contract C.I. TOT Funds	\$1,642,074	
2014-15 Proposed Contract Transportation TOT Funds	\$589,420	
2014-15 Proposed County Transportation TOT Funds	\$459,200	
2014-15 *Fund Balance Carryover	\$0	
2014-15 Approved Contract C.I. Paid Invoices	(\$1,486,580)	(\$21,564)
2014-15 Approved Contract Trans. Paid Invoices	(\$205,710)	
2014-15 Approved Contract Trans. Potential Invoices	(\$383,710)	
2014-15 Approved County Trans. Potential Invoices	(\$459,200)	
2014-15 C.I. Potential Projects Requiring Application	(\$283,366)	(\$67,036)
2014-15 Undesignated Potential Funding	\$1,164,519	\$228,578

	Total	Maintenance Reserve
2015-16 Starting Funds	\$1,164,519	\$228,578
2015-16 Contract C.I. TOT Funds	\$1,600,000	\$150,000
2015-16 Contract Transportation TOT Funds	\$840,530	
2015-16 County Transportation TOT Funds	\$702,000	
2015-16 *Fund Balance Carryover	\$0	
2015-16 Approved Contract C.I. Probable Invoices	(\$1,014,167)	
2015-16 Contract Trans. Potential Invoices	(\$840,530)	
2015-16 County Trans. Potential Invoices	(\$702,000)	
2015-16 Potential C.I. Projects Requiring Application	(\$1,481,609)	(\$70,000)
2015-16 Undesignated Potential Funding	\$268,743	\$308,578

	Total	Maintenance Reserve
2016-17 Starting Funds	\$268,743	\$308,578
2016-17 Contract C.I. TOT Funds	\$1,600,000	\$150,000
2016-17 Contract Transportation TOT Funds	\$840,530	
2016-17 County Transportation TOT Funds	\$702,000	
2016-17 *Fund Balance Carryover	\$0	
2016-17 Approved Contract C.I. Probable Invoices	(\$496,667)	
2016-17 Contract Trans. Potential Invoices	(\$840,530)	
2016-17 County Trans. Potential Invoices	(\$702,000)	
2016-17 Potential C.I. Projects Requiring Application	(\$1,178,600)	(\$70,000)
2016-17 Undesignated Potential Funding	\$193,476	\$388,578

	Total	Maintenance Reserve
2017-18 Starting Funds	\$193,476	\$388,578
2017-18 Contract C.I. TOT Funds	\$1,600,000	\$150,000
2017-18 Contract Transportation TOT Funds	\$870,500	
2017-18 County Transportation TOT Funds	\$750,000	
2017-18 *Fund Balance Carryover	\$0	
2017-18 Approved Contract C.I. Probable Invoices	(\$499,167)	
2017-18 Contract Trans. Potential Invoices	(\$870,500)	
2017-18 County Trans. Potential Invoices	(\$750,000)	
2017-18 Potential C.I. Projects Requiring Application	(\$715,000)	(\$70,000)
2017-18 Undesignated Potential Funding	\$579,309	\$468,578

	Total	Maintenance Reserve
18-19/22-23 Starting Funds	\$579,309	\$468,578
18-19/22-23 Contract C.I. TOT Funds	\$8,000,000	\$750,000
18-19/22-23 Contract Transportation TOT Funds	\$4,800,000	
18-19/22-23 County Transportation Funds	\$3,750,000	
18-19/22/23 *Fund Balance Carryover	\$0	
18-19/22-23 Approved Contract C.I. Possible Req.Applicat.	(\$3,885,000)	
18-19/22-23 Contract Trans. Potential Invoices	(\$4,800,000)	
18-19/22-23 County Trans. Potential Invoices	(\$3,750,000)	
18-19/22-23 Potential C.I. Projects Requiring Application	(\$1,420,000)	(\$740,000)
18-19/22-23 Undesignated Potential Funding	\$3,274,309	\$478,578

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CAPITAL INVESTMENT PROJECTS – TRANSPORTATION SERVICES

T. Transit and Transportation Services

T-1. Enhanced Winter Skier Transit-TART HWY 89 and North Shore Runs

Lead Agency: TART

Project Status: In partnership with TART, the Town of Truckee, Sugar Bowl and others, the NLTRA contributes funds to shuttles and enhanced bus service during the winter season. This provides a much needed service for skiers and employees. For clarity, these winter services have been separated into three project descriptions: T-1, T-2, and T-3. The T-1 component of the Enhanced Winter Transit Service increases TART service by allowing for additional runs between the hours of 6:30 am and 6:30 pm with 60 minute headways on the Highway 89 corridor connecting the North Shore, Alpine Meadows, Squaw Valley, and Truckee. The additional earlier and later runs also serve Highway 28 along the North Shore. Necessary TOT funding approved for 2014-15 is \$48,700.

NLTRA funds for 15-16: -0- To Be Funded by Placer with Local Transportation Funds

T-2. Enhanced Winter Transit Service- TART Hwy 267

Lead Agency: TART

Project Status: This component of the Enhanced Winter Transit Service connects the North Shore, Northstar, the Truckee Tahoe Airport, and the Truckee Railway Depot along Highway 267. The service runs hourly between 7:00 am and 6:00 pm and interfaces with the Highway 89 and Sugar Bowl routes at the Depot. It is proposed that in summer, 2014, this service begins operating on a year round basis (T-13), or at least summer and winter. The added summer service will require an additional \$60,000 of which Town of Truckee must pay a share. The NLTRA TOT funding approved for 2014-15 is \$86,500.

NLTRA funds for 15-16: -0- To Be Funded by Placer with Local Transportation Funds

T-3. Enhanced Winter Skier Transit Service- Sugar Bowl/Truckee Depot

Lead Agency: Town of Truckee, Sugar Bowl

Project Status: The third component of the Enhanced Winter Transit Service runs every two hours between the Truckee Depot and the Sugar Bowl/Donner Summit area. Hours of operation are from 7:00 am until 6:00 pm. This service is contracted by the Town of Truckee and is financially supported by the Town, Sugar Bowl and the NLTRA. With the initiation of the Coordinated Skier Shuttle pilot program, the schedules of the two shuttles enable skiers to easily transfer in Truckee and ride to any destination in North Lake Tahoe. The programs may become more integrated depending on the continuation of the Coordinated Skier Shuttle. TOT Funds approved for 14-15 are \$29,000.

NLTRA potential funding for 15-16: up to \$29,000 Total program cost is \$103,000

T-4. Regional Coordinated Skier Shuttle Program

Lead Agency: TART, TMA, NLTRA,

Project Status: Through the leadership of the newly organized Truckee Tomorrow Transportation Committee and Truckee North Tahoe-Transportation Management Association (TMA), there has been a strong interest to develop a free coordinated regional skier shuttle program. 2014/15 is the third year of the program. TART is continuing to run the shuttles. The free ski shuttle program is being enhanced by a lodging voucher program allowing lodging guests to ride to ski areas free, 7

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days a week, on the regular TART service. NLTRA has contributed \$26,000 for the ski shuttle and up to \$4,000 for the voucher program. This remaining funding of this \$101,000 program is being provided by Squaw Valley and Homewood ski areas. This transit program has shifted to transportation funding instead of infrastructure funding that was used for the pilot. Potential funds for 15/16 will remain the same. Total funds expended to date in 14-15 are \$70,000. NLTRA potential funding for 15-16: \$30,000

T-S. Winter Nighttime Transit Service-Squaw to Stateline, West Shore, Northstar

Lead Agency: Tahoe Transportation District, TNT/TMA

Project Status: Nighttime transit service is provided during peak winter season by private contractor. The nighttime service includes 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar. Ridership, which has increased each year, has been further supported by increasing the service until 2:00 a.m. each evening. The NLTRA provides funding support for this free nighttime program, in conjunction with private sector sponsorships, including contributions to marketing. Funds expended during 14-15 will be \$247,420. The hourly rate to provide this service is expected to increase during 15-16. There is an opportunity to extend this service, as well as that described in T-11, into Incline Village. This would require funding for the extension to be provided by funding partners outside of Placer County.

NLTRA potential funding 15-16: \$275,730

T-6. Winter, Summer Daytime Half-hour Transit-Squaw Valley to Tahoe City Service

Lead Agency: TART

Project Status: Based on Work Plan recommendations, the goal is to provide 30 minute headways during both winter peak daytime and summer peak daytime from Squaw Valley to Tahoe City. This service would interface with the daytime hourly service between Truckee and Tahoe City, and the daytime half-hourly frequency that will be provided in the North Shore corridor. The first year this is provided would require half-year funding and then annual funding of \$145,000. This is a future proposal and will not occur during 15-16.

NLTRA potential first year proportional funding: \$72,000

T-7. Winter, Summer Half-Hour Nighttime Squaw Valley to Stateline

Lead Agency: Tahoe Transportation District, TNT/TMA

Project Status: This would be provided in summer and winter by inserting additional vehicles to the hourly nighttime service now in operation. Half-hourly service would be extended to Northstar. The West Shore would continue to be served with hourly service. These services would replace the nighttime services included in T-5 and T-11, which, ideally, will all be served by the same provider which could be TART. This is a future proposal and will not occur during 15-16

NLTRA potential annual funding: \$475,000

T-8. North Lake Tahoe Water Shuttle

Lead Agency: NLTRA, TMA, TTD

A three-year pilot program has been developed to provide water shuttle service on a small scale along the north and west shores of Lake Tahoe, which was initiated during summer, 2012 . The Tahoe Transportation District (TTD) is looking at this project as a possible component in the overall lake shuttle program that they have taking the lead to develop. TTD, TNT/TMA and NLTRA have contracted for operation of the vessel(s), prepared specific routes, selected

landside facilities, obtained permits, completed marketing and ticketing programs, and have an on-going data evaluation process which will continue even with the conclusion of the pilot project. 2015 will be the fourth year of the project, and there will be continue to be positive adjustments based on the evaluation from previous years' operations. An important evaluation during the 15-16 summer, will be to research the economic expenditures of visitors that are riding the water shuttle. This service has been a well-known marketing advantage for visitors enjoying North Lake Tahoe. As of 15-16, this water transit program has shifted to transportation funding instead of infrastructure funding now that it is no longer a pilot program. Previous TOT funding had averaged \$180,000/year with the 14-15 year being \$154,000 because of previous year surplus.
NLTRA funds potential funding: \$135,000

T-9. Summer Enhanced Daytime Transit Service

Lead Agency: TART

Project Status: The additional bus along the North Shore, which facilitates more frequent summer service from Tahoe City to Stateline by providing half-hour headways, has been very effective. Another route that is enhanced by this funding recommendation is the Highway 89 summer daytime service between Tahoe City and Squaw Valley.

An addition to the summer enhanced transit service has been for TART to provide hourly daytime service between Northstar and Stateline. Northstar, with its new lodging, completion of its village, emphasis on summer activities, and increased number of employees, got to the point that hourly transit service to and from the North Shore is needed. While this service will eventually connect with the Truckee Tahoe Airport and the Truckee Depot, TOT funding would require partnerships with others and the Town of Truckee. At this time, the Town is not prepared to participate in funding the extension of this service. The proposed addition of this "first step" summer service will be a natural step toward the ultimate goal of connecting to Truckee.

TART will continue to provide an hourly West Shore service to Tahoma, where a connection can be made to South Shore with transportation provided by TTD, which has come as far north as Tahoma. Funds expended for enhanced daytime service during summer 2014: \$164,800.
NLTRA potential funding for same service 2015: \$171,900

T-10. Emerald Bay Summer Shuttle

Lead Agency: TART, Tahoe Transportation District (TTD)

Project Status: A similar plan to that in T-9 was operated on the West Shore for the summer of 2013 using a trolley that connected the South Shore wye with the Tahoe City Transit Center. Funding was provided by the U S Forest Service but those federal funds are no longer available. TTD is currently researching a more efficient way for Visitors to get to Emerald Bay and to South Shore. To this time, no TOT funds have been allocated to support this service, but it would be an integral part of the summer transit program, at a minimum to serve Emerald Bay from Tahoe City without having to transfer in Tahoma. Two or three round trips to Emerald Bay from the North Shore is estimated to cost \$55,000 and should be considered in the near future.
NLTRA potential funding to Emerald Bay: \$55,000

T-11. Summer Hourly Nighttime Service-Squaw to Hyatt, West Shore, Northstar

Lead Agency: TNT/TMA, Tahoe Transportation District (TTD)

Project Status: Nighttime transit service is provided during peak summer season by private contractor. The nighttime service includes 60 minute headways between Squaw Valley and Stateline, with routes serving the West Shore and Northstar. Ridership, which has increased each year, has been further supported by increasing the service until 2:00 a.m. each evening. The NLTRA provides funding support for this free nighttime program, in conjunction with private sector sponsorships, including contributions to marketing. Funding for summer 2014 will include the 2:00 a.m. extension. Funds approved for 2014 were \$155,000. NLTRA potential funding for same service in 2015: \$163,800

T-12. Year Round Hwy 89 Hourly Transit Service (Fall and Spring)

Lead Agency: TART

Project Status: TART provides hourly service, year round between North Shore, Alpine Meadows, Squaw Valley, and Truckee by adding spring and fall service to their existing peak seasons transit program. Funding necessary for 2014-15 will be \$135,200.

NLTRA TOT funds for 15-16: -0- To be funded by Placer with Local Transportation Funds

T-13. Year Round Highway 267/Hourly Transit Service (All Season)

Lead Agency: TART

Project Status: The provision of hourly transit service on Highway 267 remains an unmet need and a very high priority. It is recommended that if necessary funding is available, TART can provide this necessary service in spring, 2014, and year round thereafter. Additional funding will be provided by NLTRA, the Town of Truckee, Truckee-Tahoe Airport, and private funding partners. Funding needed is estimated to be \$400,000 annually in addition to the funding now provided for T-2 and T-8. NLTRA anticipated share will be \$300,000. To initiate this service in spring, 2016, (4th Quarter), matching funds from other sources must become available. This will not occur in 2015-16.

NLTRA potential proportional funding when initiated: \$60,000

T-14. Year Round Daytime Half-Hourly Transit Service Tahoe City to Stateline

Lead Agency: TART

Project Status: Currently, half-hourly frequency is provided by TART between Tahoe City and the Hyatt only during the peak summer daytime period. This will be expanded to provide the half-hourly daytime service for the North Shore corridor year round. This funding is in addition to T-9. This will not occur in 2015-16.

NLTRA potential annual future funding: \$250,000

T-15. Year Round Reno/North Lake Tahoe Airport Shuttle Service (NLTE)

Lead Agency: Tahoe Transportation District, TNT/TMA

Project Status: This long needed airport shuttle service began in the fall of 2006. 8 runs are provided on 2 hour headway between the Reno-Tahoe Airport (RTIA) and the North Shore. A private contractor is operating the service which is managed by the Tahoe Transportation District and the TNT/TMA. The NLTRA is the primary source of funding for this service, with additional funding provided by Washoe County, the Town of Truckee and some private sources. Ridership and revenues have continued to increase each year the service has been in operation allowing the subsidy to be reduced each year. Funding includes that necessary for marketing, and route increase. More frequent service (addition runs) is a continuous request from the airport, lodging, conference groups, and individuals. The slow winter season has required service reductions for 14/15, and more active involvement in service management by the

contract operator. An overall evaluation will be reviewed before the start of 2015/16 to determine the most efficient service with reasonable subsidy to be provided next year. TOT funds expended to date in 2014-15 have been \$55,450. The intent is to issue an RFP during 15/16 to solicit bids from potential operators of the service. Simultaneously, a multi-year business plan will be developed for the purpose of increasing the shuttle service as greater incentive for visitors arriving on growing air service to RTIA to use transit to and around North Lake Tahoe. This business plan will be funding with TOT Research and Planning funds.
NLTRA potential funding of service in 2015-16: up to \$110,000

T-16. Year Round TART Base Line Service

Lead Agency: TART

Project Status: This funding need is a very high priority to enable the base line TART service at North Lake Tahoe to continue providing transit with no reductions to the number of routes or to the frequency of headways. The economic conditions over the past few years had caused the normal State transportation funding sources to inadequately provide Placer County with necessary operating funds. To be able to continue necessary transit services for visitors and employees, it has been appropriate that TOT funds are used to backfill TART's operations shortfall. At this time some of this State funding, Local Transportation Funds (LTF), are rebounding, but only for use outside the TRPA jurisdiction. Consequently, there are now LTF funds available that can be substituted for transit services that TOT has been supplemented outside the Basin and those TOT monies can be used within the Basin where LTF funds are inadequate to fully fund the TART service. The proposal is for Placer to use LTF to provide the T-1, T-2, and T-12 NLTRA supported services outside the Basin and the TOT funds from those now moved to the services in the Basin that otherwise would have a shortfall. The baseline transit services and funding support level will be reviewed annually and reduced as other funding sources continue to return. The total budgeted for TART base line service in each of the last two years has been \$441,800 and \$279,300. It is proposed that this TOT amount is increased for 2015/16 to \$530,100. This is an increase of \$250,800 that would come from the savings incurred from T-1, T-2, and T-12, which amount to \$270,400.

NLTRA potential TOT funding of TART Base Line service in the Basin: \$530,000

T-17. Winter Traffic Management

Lead Agency: Placer County/NLTRA

Project Status: This ongoing program in Tahoe City and at the Hwy 89/West River Street intersection will continue at approximately the same level as 2011-12. In Tahoe City, flexibility of cone placement will remain a part of this program as agreed to by Placer County, Caltrans, and the contractor. The program will operate every day from 3 pm until 6 pm during the Christmas/New Year's holiday period, and for the same hours on Saturdays and some Fridays through Easter, 201. When needed, the program at the Hwy 89/West River Street intersection has proved very successful in enabling traffic to exit the ski areas on Sunday and holiday afternoons. This program will be continued in partnership with the Town of Truckee, only when needed, with funding provided on an equal basis. NLTRA funds committed for 2014-15 were \$20,000 because of the light winter in 13-14 which provided unused funds to be carried over. Expenditures should not exceed \$20,000 in 2014-15.

NLTRA potential funds for 15-16: \$20,000

T-18. Summer Traffic Management

Lead Agency: NLTRA/California Highway Patrol

Project Status: Caltrans has installed a self-actuated pedestrian signal on the south side of Fanny Bridge along with a signalization project at the Tahoe City "Y". The success of this new signal has allowed the transfer of CHP traffic management to the intersection of Bear St. and Hwy. 28 in Kings Beach on weekends and holidays. The CHP has continued the program on Thursday mornings for the Farmer's Market traffic in Tahoe City. With the relocation of the Farmer's Market to Tahoe Lake School during the high season, the CHP now provides this service at the intersection of Hwy 28 and Grove Street. Funds expended for summer 2013 were \$21,500.

NLTRA potential funding for 2014: \$22,000

T-19. Regional Special Events Traffic Management and Coordination

Lead Agency: NLTRA/Others

Project Status: The NLTRA Master Plan identified the need for coordination of the various individual traffic management programs for special events and periods of visitor congestion in the region. At this time, funding has provided to assist with traffic management for the Lake Tahoe Ironman Event. In 2014, \$20,000 was provided as part of the \$90,000 traffic management expenditure for the event. This minimal match of funding for a major visitor attraction event should be continued in 2015.

NLTRA potential funding: \$20,000

G/M



North Lake Tahoe Water Shuttle Funding Request 2015-16

Program Description: The North Lake Tahoe Water Shuttle provides boat services between the North and West Shore accommodating 12 passenger seating, 8 bike racks and one wheelchair tie down. Service began operation August 2012, completing two months of service for the 1st season. The second season operated June 27, 2013 through September 22, 2013, with extended evening hours for the 2013 season. The 3rd and final pilot season operated June 21, 2014 through September 21, 2014 again offering extended evening hours. The 3-year pilot program has come to an end and permeant funding alternatives are being evaluated in order to continue service on the North and West Shores. The end goal would allow service to remain in operation for future connection with the Cross Lake Ferry being proposed by the Tahoe Transportation District; allowing for a North Shore water shuttle connection for those traveling by water. Funding for the North Lake Tahoe Water Shuttle has been provided by NLTRA through TOT funds.

Goals and Objectives 2015-16:

- *Evaluation of additional funding partners and expansion of program
- *Ride-along through season "secret shopping trips"
- *Increased marketing coordination efforts with chambers, lodging partners, and events being held within region
- *Signage
- *Enhancement of identified areas of improvement per LSC Report October 2014

TOT Funding Request 2015-16:

Total TOT Request	Number of Service Days	Total Program Cost
\$158,000*	98	\$188,000

*\$144,150 with fare increase

G1-12

North Lake Tahoe Water Shuttle Budget

	2011-12 A	2012-13 A	2013-14 A	2014-15 YTD	2015-16 Proposed Budget
Revenues					
Funding Sources:					
NLTRA (TOT)	5,000	174,312	164,640	153,633	\$ 158,000
Fare box	-	11,400	23,825	28,879	\$ 30,000
On-Boat Advertising	-	-	500	-	\$ -
Rollover Funding	-	-	4,295	6,566	\$ -
Rollover Expense - Future Year	2,546	-	-	-	\$ -
Total	\$ 7,546	\$ 185,712	\$ 193,260	\$ 189,078	\$ 188,000
Total Revenue	\$ 7,546	\$ 185,712	\$ 193,260	\$ 189,078	\$ 188,000
Expenses					
Contracted Operations	-	134,996	144,640	148,107	\$ 139,240
Program Management	5,000	15,000	20,000	19,290	\$ 15,000
Marketing Materials/Ad Design	2,546	20,819	12,088	12,279	\$ 13,500
Marketing Management	-	-	5,000	4,748	\$ 10,000
Distribution - Contract Services	-	6,433	1,544	1,500	\$ 1,500
IT/Reservations System	-	1,623	1,262	276	\$ 2,000
Bank Fees	-	-	1,465	1,691	\$ 2,500
Permits/Landing Site Improvements	-	-	1,000	1,140	\$ 1,200
Wafer Shuttle Monitoring	-	-	-	-	\$ -
Insurance	-	-	-	-	\$ 2,700
Attorney Fees	-	-	-	-	\$ -
Signage	-	-	1,354	48	\$ -
Rollover Expense - Previous Year	-	2,546	-	-	\$ -
Rollover Revenues to Future Year	-	4,295	4,908	-	\$ 360
Total Expenses	\$ 7,546	\$ 185,712	\$ 193,260	\$ 189,078	\$ 188,000
Net Balance	\$ -	\$ 0	\$ (0)	\$ (0)	\$ (0)

5/13



Fiscal Year	2012-13	2013-14	2014-15	2015-16 Projected - 2014 Rate	2015-16 Projected -Rate Increase Alt #1	2015-16 Projected -Rate Increase Alt #2
Total Program Cost	\$186,417	\$186,694	\$189,078	\$188,000	\$188,000	\$188,000
Farebox Revenues	\$11,400	\$24,325	\$28,879	\$30,000	\$37,520	\$43,850
Operator Cost	\$134,996	\$144,640	\$148,107	\$139,240	\$139,240	\$139,240
Admin/Marketing/IT/Bank Fees/Permits	\$51,421	\$42,054	\$40,971	\$48,760	\$48,760	\$48,760
Total Subsidy Investment	\$179,312	\$164,640	\$153,633	\$158,000	\$150,480	\$144,150
Program Profit/Loss	\$4,295	\$2,271	(\$6,566)	\$0	\$0	\$0
Running Program Net Balance	\$4,295	\$6,566	\$0	\$0	\$0	\$0
Number of Days	59	88	93	98	98	98
Ridership (Passengers)	1,306	2,885	3,165	3,300	3,165	3,165
Passengers Per Day	22.14	32.78	34.03	33.67	32.30	32.30
Vessel Service Hours	1080	1089	1119	1080	1080	1080
Passengers Per Vessel Service Hour	1.21	2.65	2.83	3.06	2.93	2.93
Cost Per Passenger	\$142.74	\$64.71	\$59.74	\$56.97	\$59.40	\$59.40
Fare Revenue Per Passenger	\$8.73	\$8.43	\$9.12	\$9.09	\$11.85	\$13.85
TOT Subsidy Per Passenger	\$137.30	\$57.07	\$48.54	\$47.88	\$47.55	\$45.55

Updated 2/27/15

91-14

Water Shuttle Rate Increase Alternatives - Summer 2015

Number of Adult and Child Tickets - 2014 3165	2014 Adult Rate \$ 10.00	2014 Child Rate \$ 7.00	2014 Revenues \$ 28,879.00	2014 Actual Average Rate \$ 9.12	
Projected Number of Adult and Child Tickets - 2015 3165	Proposed 2015 Adult Rate - Alt. #1 \$ 13.00	Proposed 2015 Child Rate - Alt. #1 \$ 10.00	Proposed 2015 Average Rate - Alt. #1 \$ 11.50	Proposed 2015 Revenues - Alt #1 \$ 36,397.50	Proposed 2015 Additional Farebox Revenues Alt #1 \$ 7,518.50
Projected Number of Adult and Child Tickets - 2015 3165	Proposed 2015 Adult Rate - Alt. #2 \$ 15.00	Proposed 2015 Child Rate - Alt. #2 \$ 12.00	Proposed 2015 Average Rate - Alt. #2 \$ 13.50	Proposed 2015 Revenues - Alt #2 \$ 42,727.50	Proposed 2015 Additional Farebox Revenues Alt #2 \$ 13,848.50

G1-15



February 27, 2015

Mr. Ron Treabess
Director of Partnerships and Community Planning
North Lake Tahoe Resort Association/Chamber of Commerce/CVB
PO Box 5459
Tahoe City, Ca. 96145

Re: Continued Funding for the North Lake Tahoe Water Shuttle – summer 2015

Dear Ron:

As a result of the NLTRA CI/T committee meeting held on Monday, February 23, 2015, it appears continued funding for the North Lake Tahoe Water Shuttle may be in jeopardy for summer 2015 and future years.

The North Lake Tahoe Water Shuttle has played a vital role in evaluating the success of waterborne transit within the Tahoe Basin. The Tahoe Transportation District (TTD) is using this information as part of its analysis of the proposed Lake Tahoe "Cross Lake" Ferry service. The TNT/TMA and TTD recognize that a network of water shuttles would help feed passengers to the larger vessels of the Cross Lake service. Given the Lake's long-range plan to return passenger ferry service to Lake Tahoe, we recognize it is vital for the North Lake Tahoe Water Shuttle program to remain operational, as there is still much more to learn. Ceasing operations would be a serious setback and could possibly result in the North Shore not having a waterborne shuttle service connecting with the proposed "Cross Lake" Ferry.

The Water Shuttle gained momentum each year ending on an upward trend in ridership, fare box revenues, and reduced passenger subsidies. The water shuttle has proven to be an attractive alternative for our residents and visitors alike; providing increased multi-modal transit and mobility opportunities.

With the pilot program having come to an end, continued TOT funding for the Water Shuttle will be critical as we work to explore other funding alternatives. Given the number of public transit projects funded with local TOT dollars, alternative funding for the Water Shuttle is being pursued in order to not exhaust TOT as a single funding source.

The TNT/TMA has submitted an application for the Placer County Clean Air Grant as of February 27, 2015. Grant dollars secured through this application process will be used for the summer 2016 operating season of the North Lake Tahoe Water Shuttle. Additional alternative funding sources are currently and will continue to be evaluated by the TNT/TMA in coordination with the Tahoe Regional Planning Agency (TRPA) and the TTD.

G71-16

In addition to the Lake's long range plan to return passenger ferry service to the basin, the water shuttle has played many different roles affecting the North and West Shores directly:

- Enhancement of our destination
 - In a survey taken for the North Tahoe Water Shuttle 2014 Program Monitoring Report performed by LSC, 100% of the respondents said that the Water Shuttle made North Tahoe more attractive as a resort destination. 71% of these respondents were visitors to the area
- Overall increased knowledge and attractiveness of the North Tahoe transit system as a whole.
- Increased public transit use - Getting people out of their cars!
 - In the same survey, 75% of respondents indicated that had they not ridden the North Tahoe Water Shuttle, they would have **driven** to the same destination, or another destination
- Increased multi-modal use (Bike Trails, TART, Night Rider)
 - In the same survey, of those who were using the Water Shuttle one-way, 40% were returning via bicycle and 10% via public transit
- Increased business to water front dining.
 - Also in the program monitoring survey, 38% of respondents indicated that they were taking the water shuttle as part of a dining trip.

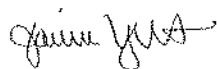
Future projects also have a direct link to the North Lake Tahoe Water Shuttle including:

- Kings Beach Pier
- Homewood Mtn. Resort Master Plan
- Tahoe City Area Plan Update

Allowing the North Lake Tahoe Water shuttle to continue operation allows for increased transit presence throughout the summer seasons, reduced VMT and congestion for those whom otherwise would be driving a personal auto, and an opportunity to touch and feel the driver of our destination, LAKE TAHOE!

The TNT/TMA has truly valued being a part of the North Lake Tahoe Water Shuttle pilot program and strongly advocates for the approval of funding for summer 2015 operations.

Sincerely,



Jaime Wright
Executive Director

6-17



**TAHOE
REGIONAL
PLANNING
AGENCY**

Mail

PO Box 5310
Stateline, NV 89449-5310

Location

128 Market Street
Stateline, NV 89449

Contact

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

February 26, 2015

Jamie Wright
Truckee-North Tahoe TMA
10183 Truckee Airport Road
Truckee, CA, 96161

Subject: Support for application to fund North Lake Tahoe Water Shuttle

Dear Ms. Wright;

The Lake Tahoe Water Shuttle is important to the future of transportation and transit within the Tahoe Basin and connecting areas. The water shuttle will contribute a valuable transit service that is an essential component of the regional transit system at Lake Tahoe.

This project will contribute to regional goals to reduce the dependency on private automobiles by offering additional travel options to the public. This will reduce vehicle miles traveled and contribute to air quality and GHG reduction goals of the region. TRPA looks forward to continuing to work with the TNT-TMA on implementing this valuable transit option.

If you have any questions or comments, please feel free to contact me.

Sincerely,

Nick Haven
Transportation Planning Manager

KF/jw

imagine. plan. achieve.

G1-18

**Placer County FY 2015-2016 Request for T.O.T. Funds
For Tahoe Area Regional Transit Service**

Route Service	Days of Service	TOT Funds Requested	Ridership	Ridership per Day	Cost per Passenger	Fare per Passenger	Subsidy per Passenger	TOT Funds per Passenger
TART Placer Co. Bus Routes	366	\$530,100	287,550	786	\$ 10.74	\$ 1.17	\$ 9.57	\$ 1.84
TART Summer Added Routes	68	\$171,900	15,950	235	\$ 11.95	\$ 1.17	\$ 10.78	\$ 10.78
TOTAL	366	\$702,000	303,500	829	\$ 10.80	\$ 1.17	\$ 9.63	\$ 2.31

Prepared by Placer County DPW 2/17/14

Placer County DPW is requesting a total of \$702,000 for TART services in Fiscal Year 2015/16. It should be noted the "Free Ski Shuttle" funding in the amount of \$21,200 of TOT is also budgeted for TART in FY 2015/16 and is included in a separate request from the TNT/TMA. The \$702,000 being requested directly by Placer County consists of \$530,100 for TART year-round bus route service and \$171,900 for added summer routes. This request is to fund only TART service in California.

In FY 15/16 Placer County is proposing to fund routes on Highway 89 and Highway 267 with additional Local Transportation Funds (LTF) thereby reducing the amount of TOT funding requested for these routes. This is possible because the LTF fund is rebounding for the apportionment area outside of the TRPA jurisdiction. FTA 5311 funds have also increased. However, and unfortunately, the LTF funds in the TRPA jurisdiction are insufficient to fully fund the TART service requiring TOT funds to balance the budget. Overall, the request is \$12,000 less than FY 14/15. The TOT represents 21% of the funding for TART service in California. The remaining 79% is funded by Local Transportation Fund, State Transit Assistance, Federal Transit Administration 5311 funds, contributions from the Town of Truckee, and contributions from resorts. Placer County intends to continue funding these services that were started up with TOT funds and have been historically funded by TOT and included in the annual work program. The specific routes are listed on the table below.

Expenses are for the operation of TART, including labor, fuel, fleet maintenance, facility maintenance, utilities, bus stop maintenance, snow removal, administration, and contract management. Expenses for purchase of buses and other equipment are not funded with TOT funds and use other grant funds.

TART operates a fleet of 12 buses 7 days per week including every holiday. Annual ridership is 340,000. TART routes span from Tahoma to the Hyatt Incline Village on the lakeshore, and to the Town of Truckee on the Highway 89 and 267 routes. TART operates from 6:00 AM to 7:30 PM. TART employs 18 permanent staff locally. In addition, TART has a roster of 5 to 8 extra-help seasonal bus drivers. Also in addition, TART contracts with MV transportation to provide additional peak season drivers to round out the added shifts. During the peak winter season, 24 bus drivers are required to operate the service. TART buses are maintained by Placer County Fleet services co-located at the Cabin Creek facility with TART. Facilities and bus stops are maintained through various contractors and supported by Placer County Department of Facility Services. Placer County provides support for various administrative services including legal, risk management, payroll, accounting, information technology and procurement services. Placer DPW provides direct management, oversees compliance with state and federal requirements and coordinates with funding agencies.

67-19

TOT Funds in TART Budget

Purpose	Actual FY 13/14	Final Budget FY 14/15	Proposed Budget FY 15/16	Difference Proposed Budget - CFY
TART Baseline Svc Shortfall	\$ 441,800	\$ 279,300	\$ 530,100	\$ 250,800
Ski Shuttle	\$ 9,565	\$ 20,600	\$ 21,200	\$ 600
Summer Transit	\$ 164,800	\$ 164,800	\$ 171,900	\$ 7,100
Winter Hwy 89 & Nshore	\$ 47,250	\$ 48,700	\$ -	\$ (48,700)
Winter Hwy 267	\$ 84,000	\$ 86,500	\$ -	\$ (86,500)
Year Round Hwy 89	\$ 131,250	\$ 135,200	\$ -	\$ (135,200)
TOTAL	\$ 878,665	\$ 735,100	\$ 723,200	\$ (11,900)

TOT Transportation Funding Requests 2015-16

Program Name	2015-16 Proposed Days in Service	2015-16 TOT Request	2014-15 TOT Budget Allocation	2014-15 Days in Service YTD	2014-15 TOT Investment YTD	2014-15 Passengers Per Day YTD	2014-15 Cost Per Passenger YTD	2014-15 TOT Subsidy Per Passenger YTD
North Lake Tahoe Express*	365	\$ 110,000	\$ 110,000	184	\$ 55,452	16.21	\$ 65.31	\$ 18.59
North Lake Tahoe Water Shuttle	98	\$ 158,000	\$ 153,633	93	\$ 153,633	34.03	\$ 59.74	\$ 48.54
Night Rider - Summer	68	\$ 163,771	\$ 155,000	68	\$ 149,610	300.93	\$ 7.31	\$ 7.31
Night Rider - Winter*	116	\$ 275,727	\$ 247,420	46	\$ 99,761	405.65	\$ 5.35	\$ 5.35
North Lake Tahoe FREE Ski Shuttle*	46	\$ 30,000	\$ 30,000	22	\$ 12,866	50.73	\$ 42.08	\$ 24.11
Donner Summit Ski Shuttle*	88	\$ 29,000	\$ 29,000	14	\$ 3,818	118.86	\$ 8.70	\$ 2.29
Total Existing Programs	-	\$ 766,498	\$ 725,053	-	-	-	-	-
Emerald Bay Shuttle	68	\$ 55,000	\$ -	N/A	N/A	N/A	N/A	N/A
Total New Programs		\$ 55,000	\$ -	-	-	-	-	-
Total Funding Request		\$ 821,498	\$ 725,053					

*YTD Reporting

G1-21

CRITERIA GUIDELINES
For
EVALUATING TOT FUNDED TRANSIT SERVICES

The North Lake Tahoe Resort Association has been successful in providing TOT funding for on-going transit services, as well as for both planning and start-up funds for various transit service expansions in the North Lake Tahoe area. Through its Transportation Committee, partnerships with Placer County, the TNT-TMA, TTD, and participation in other public forums, many of the transit goals in the 2004 NLTRA Master Plan and the 2003 TART Systems Plan are being achieved. Both of these plans, which have been approved by the Placer County Board of Supervisors, outline transit needs for North Lake Tahoe that will improve the visitor experience, the mobility of residents, and the quality of the environment.

In order to ensure that TOT funds allocated for transit operations are done so in a cost-effective manner that provides measurable return on investment while continuing to meet the intent of the plans, the following Criteria Guidelines will be utilized to evaluate the success of on-going transit services and, to the extent possible, the potential success of recommended service expansions. These Guidelines should assist the Resort Association in allocating resources for successful services or to assist in making decisions on one service versus another if necessary. This should also provide a tool for maintaining consistency among different operating models, which should further improve ridership and return on investment. The Guidelines will be considered collectively with flexibility, and no one criteria will be used singularly to determine the success or failure of a route or service. Quantifiable factors, including dollar amounts, should allow a phased approach for achievement, and should be reviewed regularly to reflect annual cost changes.

Ridership Guidelines-

- Passengers per vehicle service hour: First and second years- 5.6 p/vsh, third year- 8 p/vsh, ongoing growth to exceed 10 p/vsh (From TART Plan) (TART Routes range from 10.75 to 30.17 for FY 07/08)
- Visitor/employees serving visitors ridership

Fiscal Guidelines-

- Subsidy per passenger all funding sources: First and Second years- \$8, third year- \$5, ongoing not to exceed \$4 (TART 07/08 = \$5.44 systemwide; West Shore is highest at \$9.47 and North Shore is lowest at \$2.65)
- Subsidy per passenger- TOT funding source- should not be more than 75% of all funding sources. This % should not be used to eliminate otherwise successful routes or services (compare to % of visitor/employees serving visitors ridership)
- Farebox ratio: First and second years-10%, third year-14%, ongoing 17%
- Long-term funding source(s) availability
- Multiple funding sources and equitability

Other Guidelines-

- Clearly identifiable signage and stops
- Coordinated marketing program targeted to employment and visitor user groups
- Span of service (Operating Hours)
- Regional connectivity/coordinated schedules
- Vehicle accessibility
- Bike Racks
- Complementary paratransit service, if required
- Maintenance standards
- Training standards



north lake tahoe

Chamber | CVB | Resort Association



Photo by Keoki

**The North Lake Tahoe Visitor
Information Center Presents**

**MEET THE FOUR LEGGED
HEROES OF WINTER**

**Thursday, March 5
From 5:30 to 7:30 pm**

**The Squaw Valley Rescue Dogs are ready for a
Tail-wagging good time! Learn how pups are
picked and how they train and educate them to
rescue people from avalanches and accidents.**

**You can also get your picture taken with
a furry friend!**

**This event is free and open to the public. All proceeds go to the
Squaw Valley Avalanche Rescue Dog & Education Fund**

Sponsors & Featured Artist



Squawdogs



**GALLERY
KEOKI**

100 North Lake Blvd. Tahoe City, Ca 96145 * GoTahoeNorth.com * 530.581.6900

H1d-1



Monday, March 9th

Alibi Ale Works, Incline Village • 5:30-6:30pm

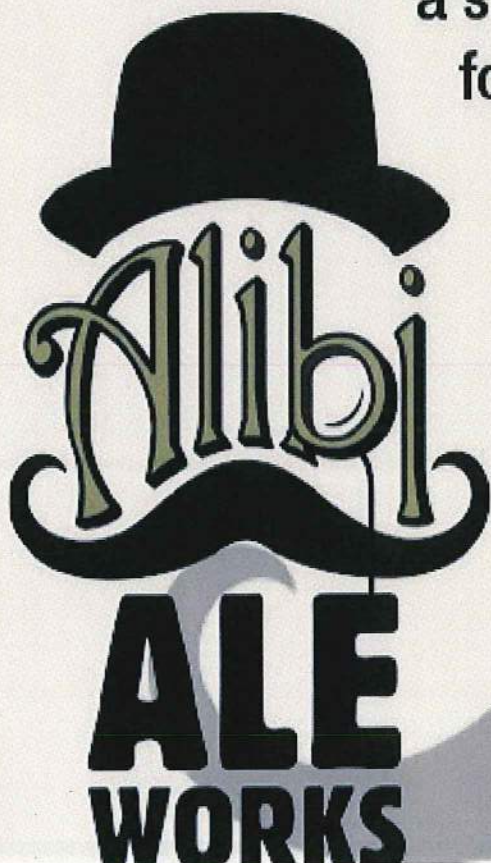
Catered by Mountain High Sandwich Co.

Creative Cocktail toasts local ventures prospering within the new economy and provides a social setting to discover opportunities for further economic growth. Come out and make new connections

for your business!

\$5/members

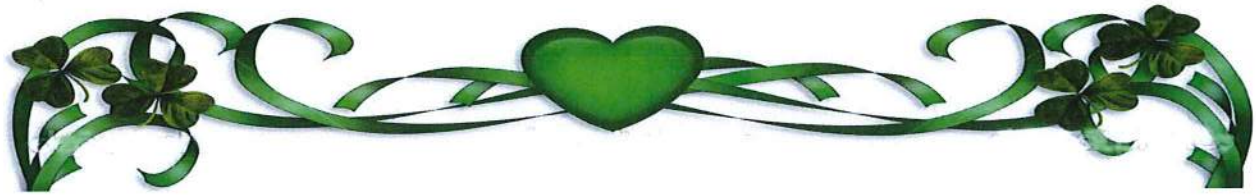
\$10/non-members



204 E Enterprise
Incline Village



Hdl-2



This CATT Mixer is brought to you by:



Thursday, March 12, 2015
5-7 PM
Food, Drinks, Networking, & Raffles

Located at: Village Center, Lower Level
797 Southwood Blvd, Bldg 2, Ste 4, Incline Village, NV

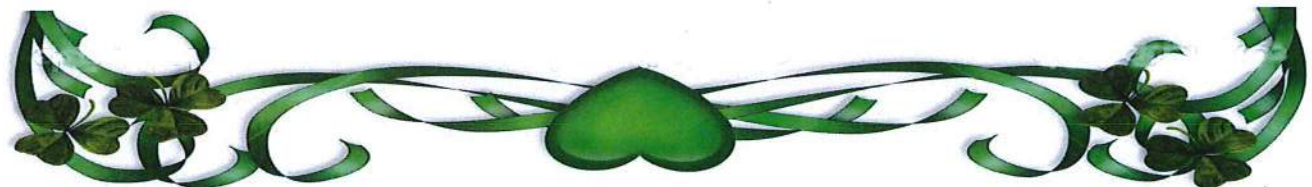


EAT DRINK

BE IRISH!



Contact CATT Office Manager, Amanda Bullard, at 530-550-9999 or info@catt.com for more information.



Hall-3



north lake tahoe
Chamber | CVB | Resort Association

MONTHLY MIXER

NEXT: MARCH 19
5 TO 7 P.M.
Auerbach Engineering
645 West Lake Blvd.
Tahoe City, CA 96145



STRENGTHEN +
WIDEN
YOUR BUSINESS
NETWORK

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



Appetizers,
Drinks, Music,
+ Giveaways

Hd1-4

Accurate Answers to the Most Common Questions about Lake Tahoe

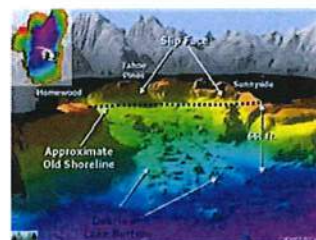
Education Program co-sponsored by UC Davis Tahoe Environmental Research Center
and North Lake Tahoe Chamber/CVB/Resort Association

DATE: Tuesday, March 24, 2015
TIME: 5 – 7 p.m.
LOCATION: UC Davis Tahoe Science Center, 291 Country Club Drive, Incline Village,
Nevada on the Sierra Nevada College campus
HAPPY HOUR: Wine, Beer, and Appetizers Served

Presentation: Fibs, Fakes and Falsehoods – Mistaken Tahoe

Be certain that you and your staff are getting the information you share with your customers about Lake Tahoe right. David Antonucci will debunk the common myths and provide accurate answers to the most common questions about Lake Tahoe, such as:

- Why is Lake Tahoe blue?
- Why doesn't Tahoe freeze?
- Are there dead bodies in Lake Tahoe?
- Is there a Lake Tahoe monster? Tahoe Tessie?



Help UC Davis Evaluate New Products and Planned Exhibits

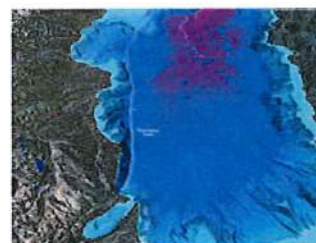
UC Davis is conducting a short evaluation of recently developed products and needs your feedback. 100 people are needed during week of March 24 – 28. Come to this event on Tuesday, March 24 or sign up for a different timeslot by contacting tercinfo@ucdavis.edu.

- View a short 3D Film "Following a Drop of Water"
- Test out the "Healthy and Unhealthy Lakes" App
- Demo the "Seiche Wave" hands-on science activity
- Play "Race to Save Lake Tahoe" game
- Provide feedback for planned exhibits
- Complete a short 5 – 10 minute survey and receive a thank-you gift of your choice!



Optional: Check Out the Existing UC Davis Tahoe Science Center Exhibits

- View "Lake Tahoe in Depth" 3D movie (15 minutes)
- View the interactive "3D Earthquake Viewer" (5 minutes)
- Try hands-on science activities (Why is Tahoe blue?, Measuring Clarity, and Understanding Pressure)



Please RSVP to Heather Segale, hmsegale@ucdavis.edu or 775-881-7562. Thank you!



Hd1-5



The 61st Annual Community Awards Dinner & Silent Auction

an event brought to you by the North Lake Tahoe Chamber/CVB/Resort Association

Music, Dinner and Awards

March 26, 2015

The Resort at Squaw Creek

6 pm, \$80 per person

Tables of 10, \$800

Don't miss the opportunity to recognize your favorite businesses, volunteers, and employees who have gone above and beyond in 2014!

Submit your nominations today!

Valerie@GoTahoeNorth.com 530.581.8727

Hd1-6

Submit your nominations [HERE](#)

Register to attend [HERE](#)



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of January 31, 2015

CONFIDENTIAL: Reproduction or further distribution prohibited

Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,547 Units ('DestiMetrics Census'*)

		2014/15	2013/14	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Paid Occupancy Rate for last month (January) changed by (5.2%)	Paid Occupancy Rate (January)	48.7%	46.3%	5.2%
North Lake Tahoe Average Daily Rate for last month (January) changed by (0.3%)	ADR (January)	\$272	\$271	0.3%
North Lake Tahoe RevPAR for last month (January) changed by (5.5%)	RevPAR (January)	\$133	\$126	5.5%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Paid Occupancy Rate for next month (February) changed by (18.9%)	Paid Occupancy Rate (February)	43.5%	36.6%	18.9%
North Lake Tahoe Average Daily Rate for next month (February) changed by (-4.9%)	ADR (February)	\$278	\$292	-4.9%
North Lake Tahoe RevPAR for next month (February) changed by (13.2%)	RevPAR (February)	\$121	\$107	13.2%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Paid Occupancy Rate for the prior 6 months changed by (-0.3%)	Paid Occupancy Rate	45.8%	45.9%	-0.3%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (1.9%)	ADR	\$250	\$245	1.9%
North Lake Tahoe RevPAR for the prior 6 months changed by (1.7%)	RevPAR	\$114	\$113	1.7%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Paid Occupancy Rate for the upcoming 6 months changed by (19.9%)	Paid Occupancy Rate	27.3%	22.8%	19.9%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-5.4%)	ADR	\$234	\$247	-5.4%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (13.4%)	RevPAR	\$64	\$56	13.4%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Jan. 31, 2015 vs. Previous Year				
Rooms Booked during last month (January, 2015) compared to Rooms Booked during the same period last year (January, 2014) for arrival January to June has changed by (17.6%)	Booking Pace (January)	4.3%	3.7%	17.6%

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

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

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

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

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

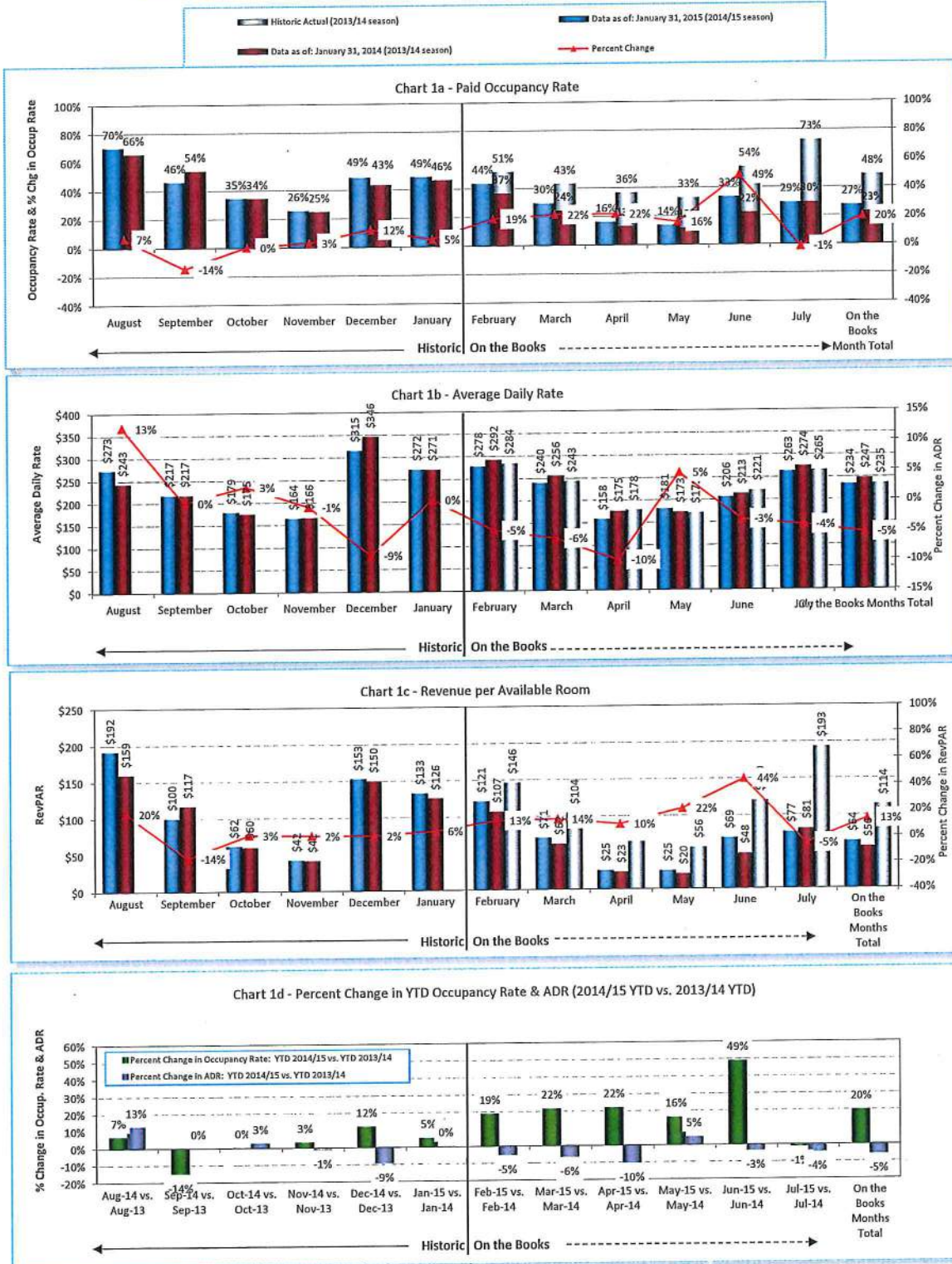
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H2a-1

RESERVATIONS ACTIVITY REPORT
SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2014/15 YTD (as of January 31, 2015) vs. 2013/14 YTD (as of January 31, 2014) vs. 2013/14 Historical

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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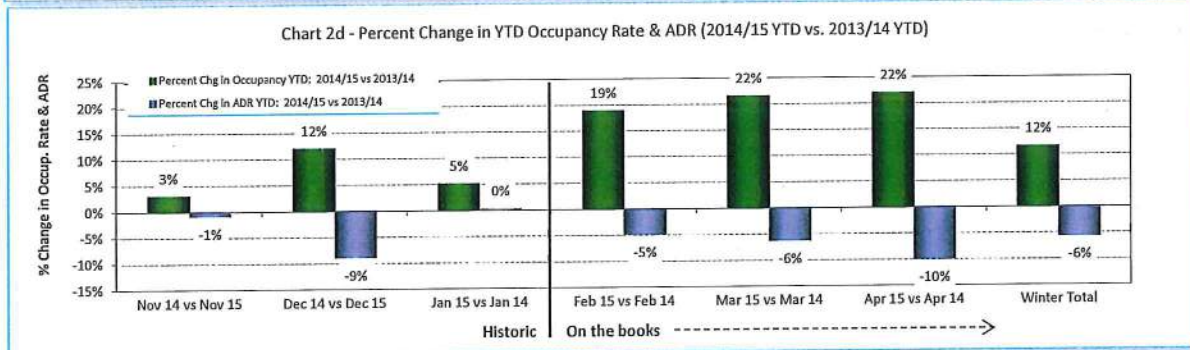
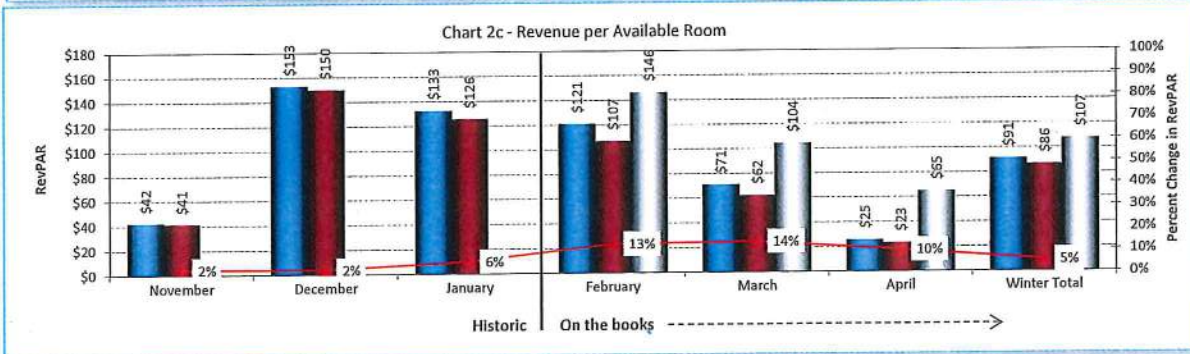
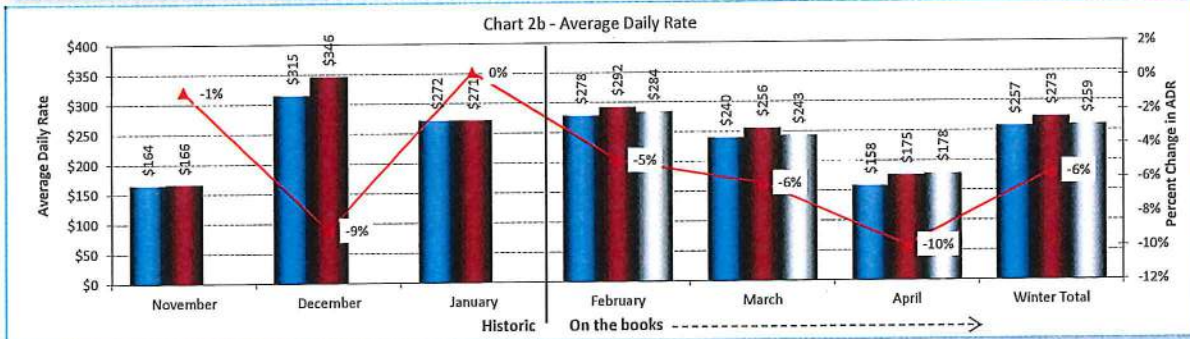
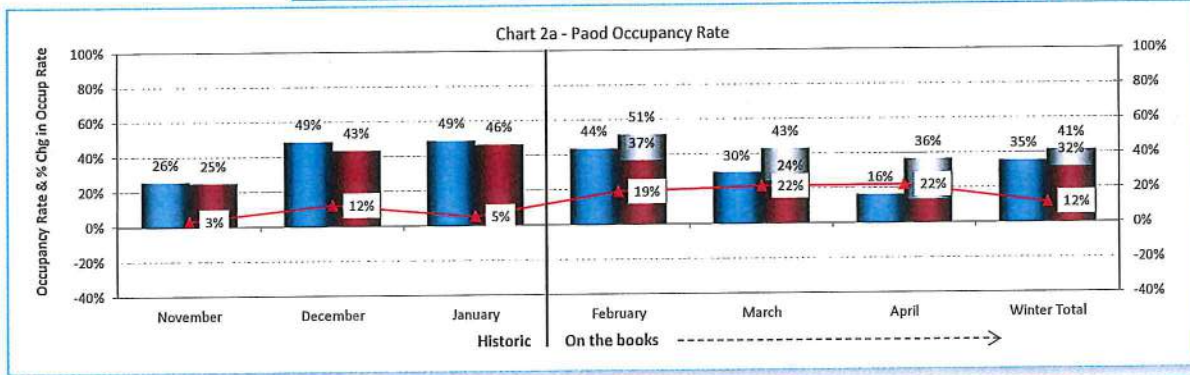
H2a-2

RESERVATIONS ACTIVITY REPORT
SECTION 2 - WINTER SEASON SUMMARY GRAPHS

2014/15 YTD (as of January 31, 2015) vs. 2013/14 YTD (as of January 31, 2014) vs. 2013/14 Historical

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

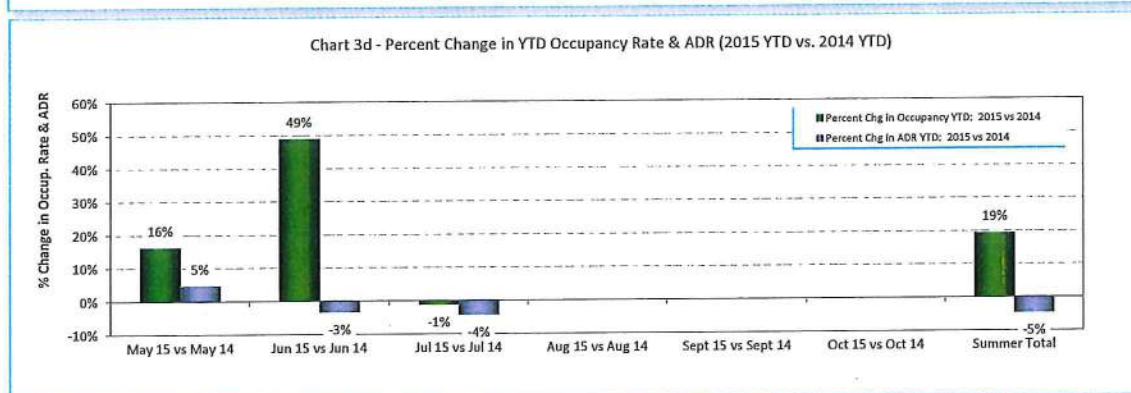
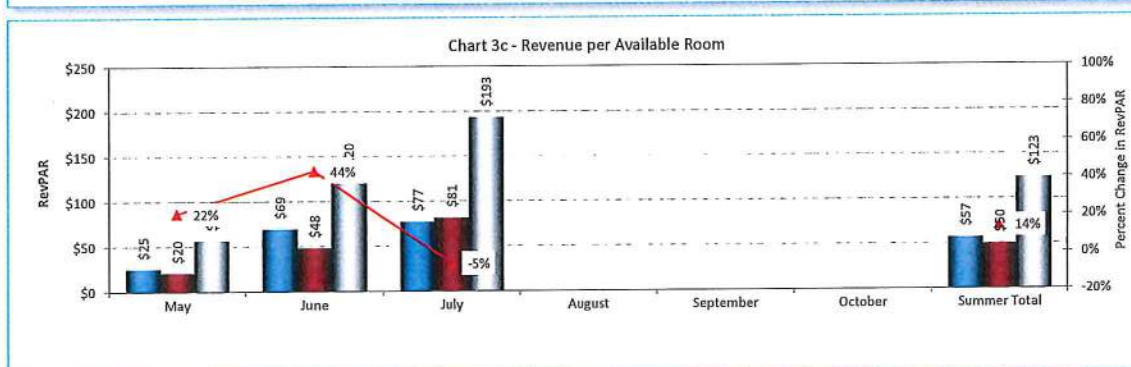
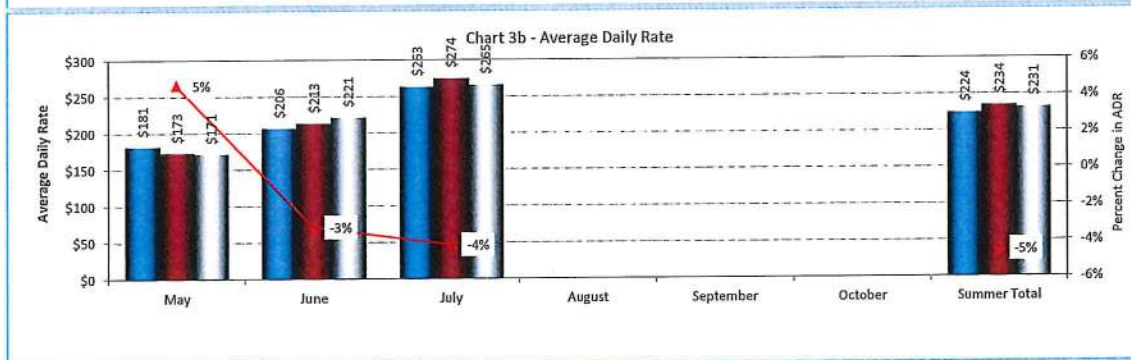
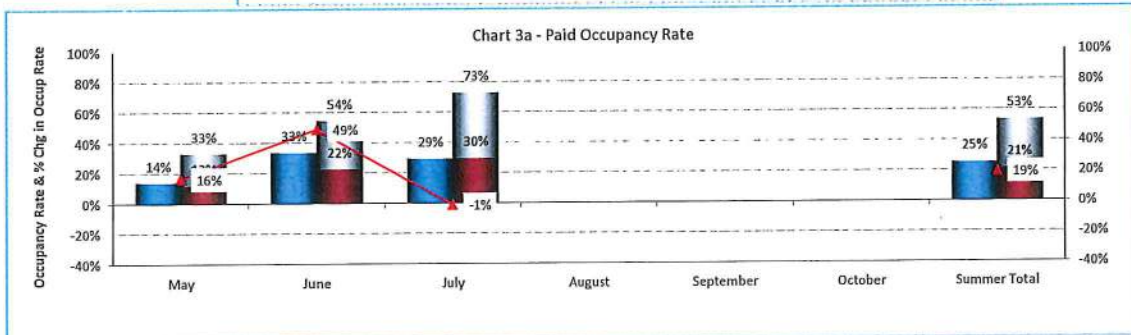
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RESERVATIONS ACTIVITY REPORT SECTION 3 - SUMMER SEASON SUMMARY GRAPHS

2015 YTD (as of January 31, 2015) vs. 2014 YTD (as of January 31, 2014) vs. 2014 Historical

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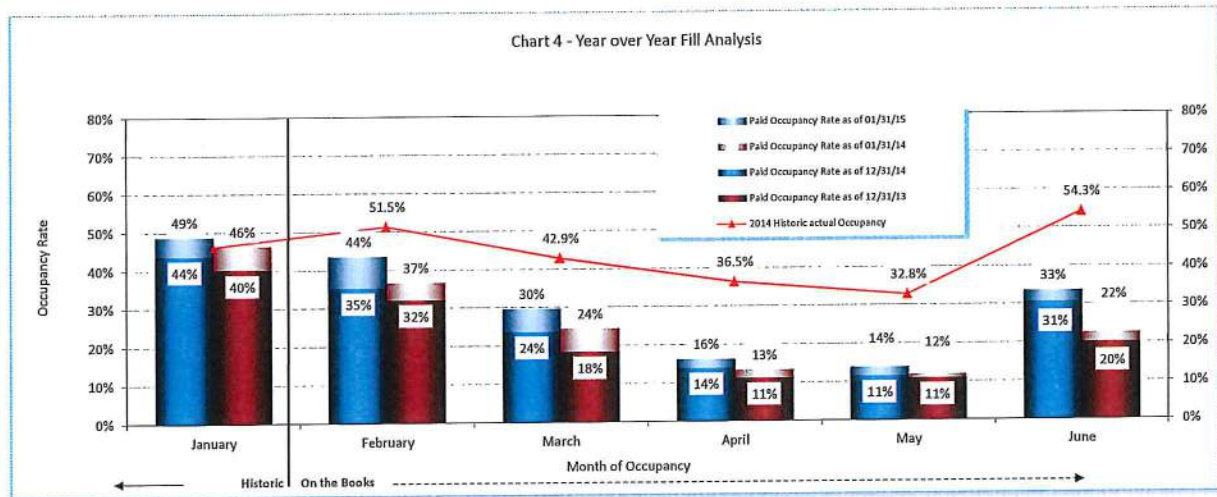


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2014/15 Paid Occupancy Rate Pace (as of January 31, 2015) vs. 2013/14 Paid Occupancy Rate Pace (as of January 31, 2014) vs. same period 2013/14

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy	PAID OCCUPANCY RATE AS OF JAN 31			PAID OCCUPANCY RATE DEC 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2014 Historic actual Occupancy
	Occupancy Rate as of 01/31/15	Paid Occupancy Rate as of 01/31/14	Absolute Change	Occupancy Rate as of 12/31/14	Paid Occupancy Rate as of 12/31/13	Absolute Change	Incremental Occupancy booked during Jan. 2015	Incremental Occupancy booked during Jan. 2014	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	January	48.7%	46.3%	2.4%	43.7%	40.1%	3.6%	5.0%	6.2%	-1.2%	
February	43.5%	36.6%	6.9%	35.3%	32.1%	3.2%	8.2%	4.5%	3.7%	82.1%	51.5%
March	29.5%	24.3%	5.2%	23.6%	18.3%	5.3%	5.9%	6.0%	-0.1%	-1.9%	42.9%
April	16.1%	13.2%	2.9%	13.9%	11.2%	2.7%	2.2%	2.0%	0.2%	10.3%	36.5%
May	13.7%	11.8%	1.9%	11.5%	10.8%	0.6%	2.2%	0.9%	1.3%	133.6%	32.8%
June	33.5%	22.5%	11.0%	30.6%	20.0%	10.6%	2.8%	2.5%	0.3%	14.0%	54.3%
Total	30.7%	25.7%	5.0%	26.3%	22.0%	4.4%	4.3%	3.7%	0.6%	17.6%	43.9%

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

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



RESERVATIONS ACTIVITY REPORT
SECTION 5a - SUPPORTING DATA TABLES
 Bookings as of January 31, 2015

NOTE: This is not a forecast of bookings. Data represents Paid Occupancy Rate on the books as of the date noted above

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PAID OCCUPANCY RATE	PAID OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)	# of Properties in Sample	
	Month of Paid Occupancy Rate (2014/15 & 2013/14)	Occup. Rate as of: January 31, 2015 (2014/15 season)	Occup. Rate as of: January 31, 2014 (2013/14 season)			Percent Change in YTD Occ. Rate
August		70.2%	65.8%	6.7%	11	
September		46.0%	53.8%	-14.5%	11	
October		34.5%	34.4%	0.4%	11	
November		25.7%	24.9%	3.1%	11	
December		48.5%	43.3%	12.1%	11	
January	Historic	48.7%	46.3%	5.2%	11	
February	On the Books	43.5%	36.6%	18.9%	51.5%	11
March		29.5%	24.3%	21.6%	42.9%	11
April		16.1%	13.2%	22.1%	36.5%	11
May		13.7%	11.8%	16.3%	32.8%	11
June		33.5%	22.5%	48.9%	54.3%	11
July		29.2%	29.6%	-1.1%	72.8%	11
Grand total		36.6%	34.4%	6.5%	47.2%	11
Historic Months Total		45.8%	45.9%	-0.3%	45.9%	11
On the Books Month Total		27.3%	22.8%	19.9%	48.5%	11

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)	# of Properties in Sample	
	Month of Paid Occupancy Rate (2014/15 & 2013/14)	ADR as of: January 31, 2015 (2014/15 season)	ADR as of: January 31, 2014 (2013/14 season)			Percent Change in YTD ADR
August		\$273	\$243	12.6%	11	
September		\$217	\$217	0.1%	11	
October		\$179	\$175	2.7%	11	
November		\$164	\$166	-0.8%	11	
December		\$315	\$346	-8.9%	11	
January	Historic	\$272	\$271	0.3%	11	
February	On the Books	\$278	\$292	-4.9%	\$284	11
March		\$240	\$256	-6.3%	\$243	11
April		\$158	\$175	-9.9%	\$178	11
May		\$181	\$173	4.6%	\$171	11
June		\$206	\$213	-3.2%	\$221	11
July		\$263	\$274	-4.1%	\$265	11
Grand total		\$244	\$246	-0.8%	\$240	11
Historic Months Total		\$250	\$245	1.9%	\$245	11
On the Books Months Total		\$234	\$247	-5.4%	\$235	11

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)	# of Properties in Sample	
	Month of Paid Occupancy Rate (2014/15 & 2013/14)	RevPAR as of: January 31, 2015 (2014/15 season)	RevPAR as of: January 31, 2014 (2013/14 season)			Percent Change in YTD RevPAR
August		\$192	\$159	20.2%	11	
September		\$100	\$117	-14.4%	11	
October		\$62	\$60	3.0%	11	
November		\$42	\$41	2.3%	11	
December		\$153	\$150	2.1%	11	
January	Historic	\$133	\$126	5.5%	11	
February	On the Books	\$121	\$107	13.2%	\$146	11
March		\$71	\$62	14.0%	\$104	11
April		\$25	\$23	9.9%	\$65	11
May		\$25	\$20	21.6%	\$56	11
June		\$69	\$48	44.2%	\$120	11
July		\$77	\$81	-5.2%	\$193	11
Grand total		\$89	\$84	5.7%	\$113	11
Historic Months Total		\$114	\$113	1.7%	\$113	11
On the Books Months Total		\$64	\$56	13.4%	\$114	11

H2a-6



RESERVATIONS ACTIVITY REPORT
SECTION 5b - SUPPORTING WINTER DATA TABLES
Winter Bookings as of January 31, 2015

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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PAID OCCUPANCY RATE	PAID OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)
	Occup. Rate as of: January 31, 2015 (2014/15 season)	Occup. Rate as of: January 31, 2014 (2013/14 season)	Percent Change in YTD Occ. Rate	
Month of Paid Occupancy Rate (2014/15 & 2013/14)				
November	25.7%	24.9%	3.1%	
December	48.5%	43.3%	12.1%	
January	Historic 48.7%	46.3%	5.2%	
February	On the Books 43.5%	36.6%	18.9%	51.5%
March	29.5%	24.3%	21.6%	42.9%
April	16.1%	13.2%	22.1%	36.5%
Winter Total	35.4%	31.7%	11.7%	41.4%

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)
	ADR as of: January 31, 2015 (2014/15 season)	ADR as of: January 31, 2014 (2013/14 season)	Percent Change in YTD ADR	
Month of Paid Occupancy Rate (2014/15 & 2013/14)				
November	\$164	\$166	-0.8%	
December	\$315	\$346	-8.9%	
January	Historic \$272	\$271	0.3%	
February	On the Books \$278	\$292	-4.9%	\$284
March	\$240	\$256	-6.3%	\$243
April	\$158	\$175	-9.9%	\$178
Winter Total	\$257	\$273	-5.6%	\$259

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)
	RevPAR as of: January 31, 2015 (2014/15 season)	RevPAR as of: January 31, 2014 (2013/14 season)	Percent Change in YTD RevPAR	
Month of Paid Occupancy Rate (2014/15 & 2013/14)				
November	\$42	\$41	2.3%	
December	\$153	\$150	2.1%	
January	Historic \$133	\$126	5.5%	
February	On the Books \$121	\$107	13.2%	\$146
March	\$71	\$62	14.0%	\$104
April	\$25	\$23	9.9%	\$65
Winter Total	\$91	\$86	5.4%	\$107

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H2a-7



RESERVATIONS ACTIVITY REPORT
SECTION 5c - SUPPORTING SUMMER DATA TABLES
Summer Bookings as of January 31, 2015

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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PAID OCCUPANCY RATE	<u>PAID OCCUPANCY RATE: YTD 2015 VS. YTD 2014</u>			Historic Actual Occup. Rate (2014 Season)
	Occup. Rate as of: January 31, 2015 (2015 Season)	Occup. Rate as of: January 31, 2014 (2014 Season)	Percent Change in YTD Occ. Rate	
Month of Paid Occupancy Rate (2015 & 2014)				
May	13.7%	11.8%	16.3%	32.8%
June	33.5%	22.5%	48.9%	54.3%
July	29.2%	29.6%	-1.1%	72.8%
August				
September				
October				
Summer Total	25.4%	21.3%	19.4%	53.4%

AVERAGE DAILY RATE	<u>ADR: YTD 2015 VS. YTD 2014</u>			Historic Actual ADR (2014 Season)
	ADR as of: January 31, 2015 (2015 Season)	ADR as of: January 31, 2014 (2014 Season)	Percent Change YTD ADR	
Month of Paid Occupancy Rate (2015 & 2014)				
May	\$181	\$173	4.6%	\$171
June	\$206	\$213	-3.2%	\$221
July	\$263	\$274	-4.1%	\$265
August				
September				
October				
Summer Total	\$224	\$234	-4.5%	\$231

REVENUE PER AVAILABLE ROOM	<u>REVPAR: YTD 2015 VS. YTD 2014</u>			Historic Actual RevPAR (2014 Season)
	RevPAR as of: January 31, 2015 (2015 Season)	RevPAR as of: January 31, 2014 (2014 Season)	Percent Change in YTD RevPAR	
Month of Paid Occupancy Rate (2015 & 2014)				
May	\$25	\$20	21.6%	\$56
June	\$69	\$48	44.2%	\$120
July	\$77	\$81	-5.2%	\$193
August				
September				
October				
Summer Total	\$57	\$50	14.0%	\$123

H2a-8



DAILY OCCUPANCY REPORT

Destination: North Lake Tahoe

Period: Bookings as of January 31, 2015

Contents & Overview

Contents: Graphs

- a. Rolling 6-month view
- b. Static winter view
- c. Static summer view
- d. 45-day advance view

Participating Properties:

PROPERTIES REPRESENTED:

DHR - NLT Resort at Squaw Creek
Hyatt Regency Lake Tahoe Resort
IW - NLT - Village at Squaw Valley
Northstar at Tahoe
Plumpjack Squaw Valley Lodge

About the Daily Occupancy Report:

DESCRIPTION: The Daily Occupancy Report tracks occupancy on a daily level of granularity. The report combines the data sets of participating properties into a destination wide view that features three data sets (providing that sufficient information is available) including: i) current YTD occupancy, ii) last YTD occupancy, iii) last season's ending occupancy.

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

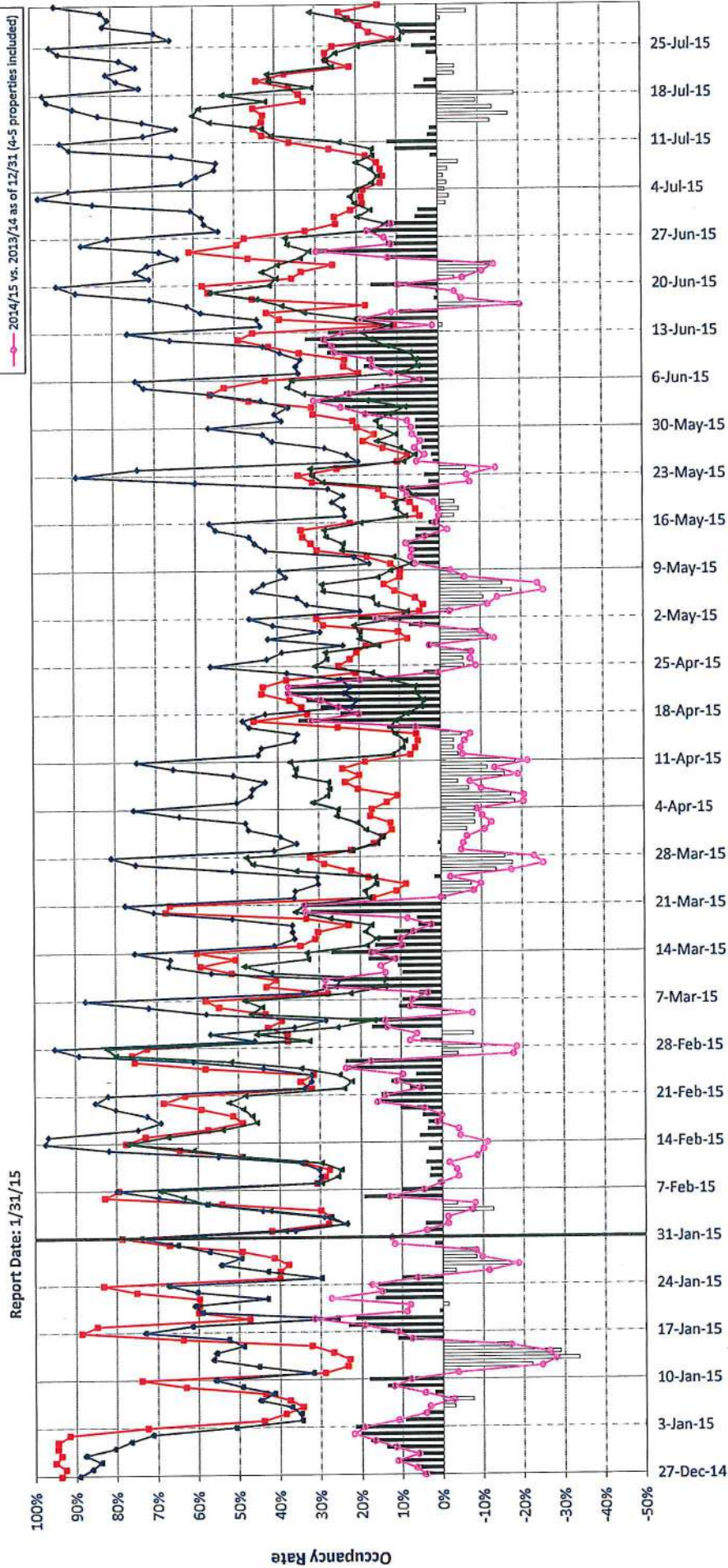
As is the case in all DestiMetrics data, all information provided by individual properties is strictly confidential, except when aggregated with other data and indistinguishable as a result.

Note: This is not a forecast of bookings. Data presented in this report represents Occupancy on the books as of the date noted above. Information provided here is CONFIDENTIAL INFORMATION and is the exclusive property of DestiMetrics LLC. It is expressly not for reproduction. Sample reports are being provided to interested persons, specifically for purposes of their evaluation of a potential subscription. All samples are hypothetical and do not reflect actual results. Copyright 2015.

H2a-9

North Lake Tahoe Daily Occupancy Report as of January 31, 2015

ROLLING 6-MONTH VIEW

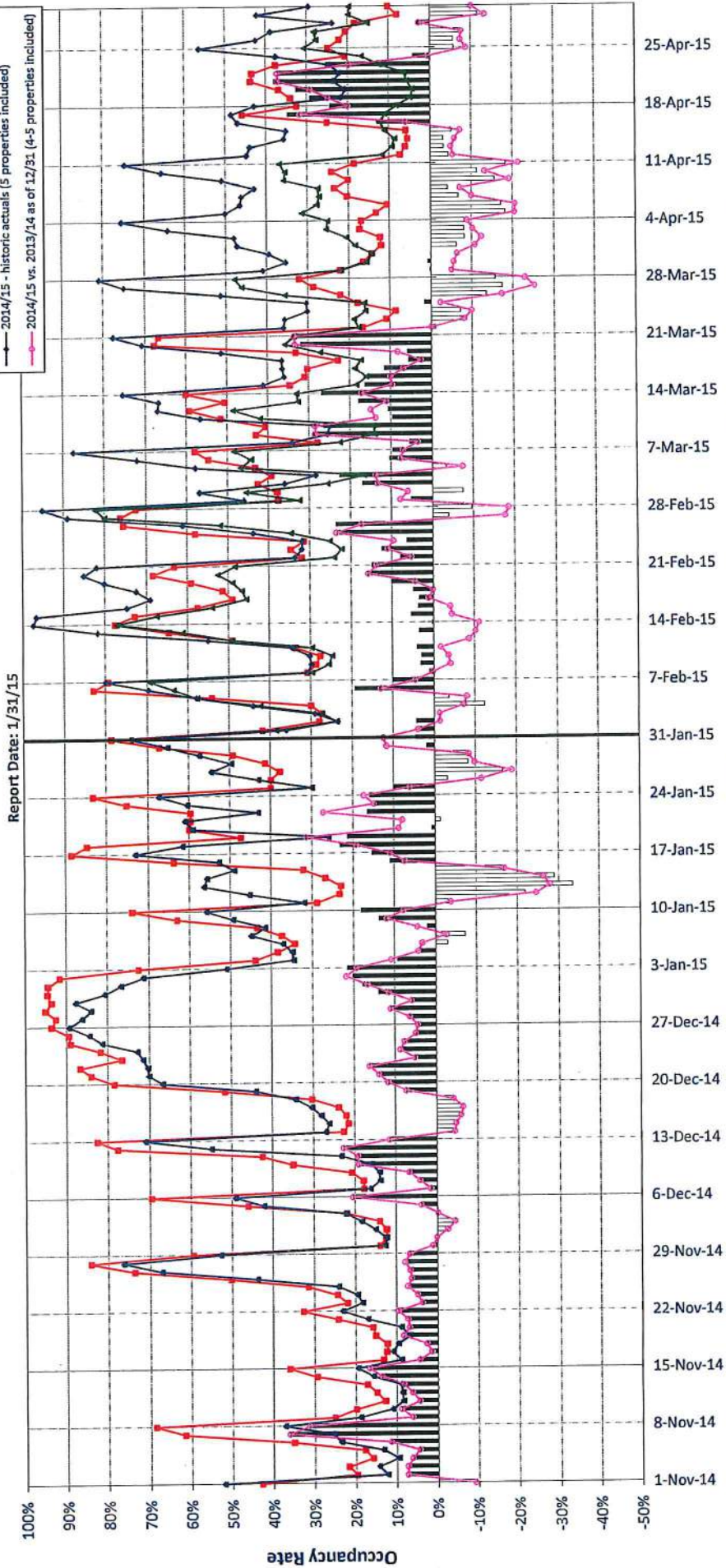


NOTE: This is not a forecast of bookings. Data presented in this report represents occupancy on the books as of the report date.

Source: DestiMetrics. Copyright 2015.

H2a-10

North Lake Tahoe Occupancy Report as of January 31, 2015 STATIC WINTER VIEW



NOTE: This is not a forecast of bookings. Data presented in this report represents occupancy on the books as of the report date.

Date
(Gridlines Aligned with Saturdays)

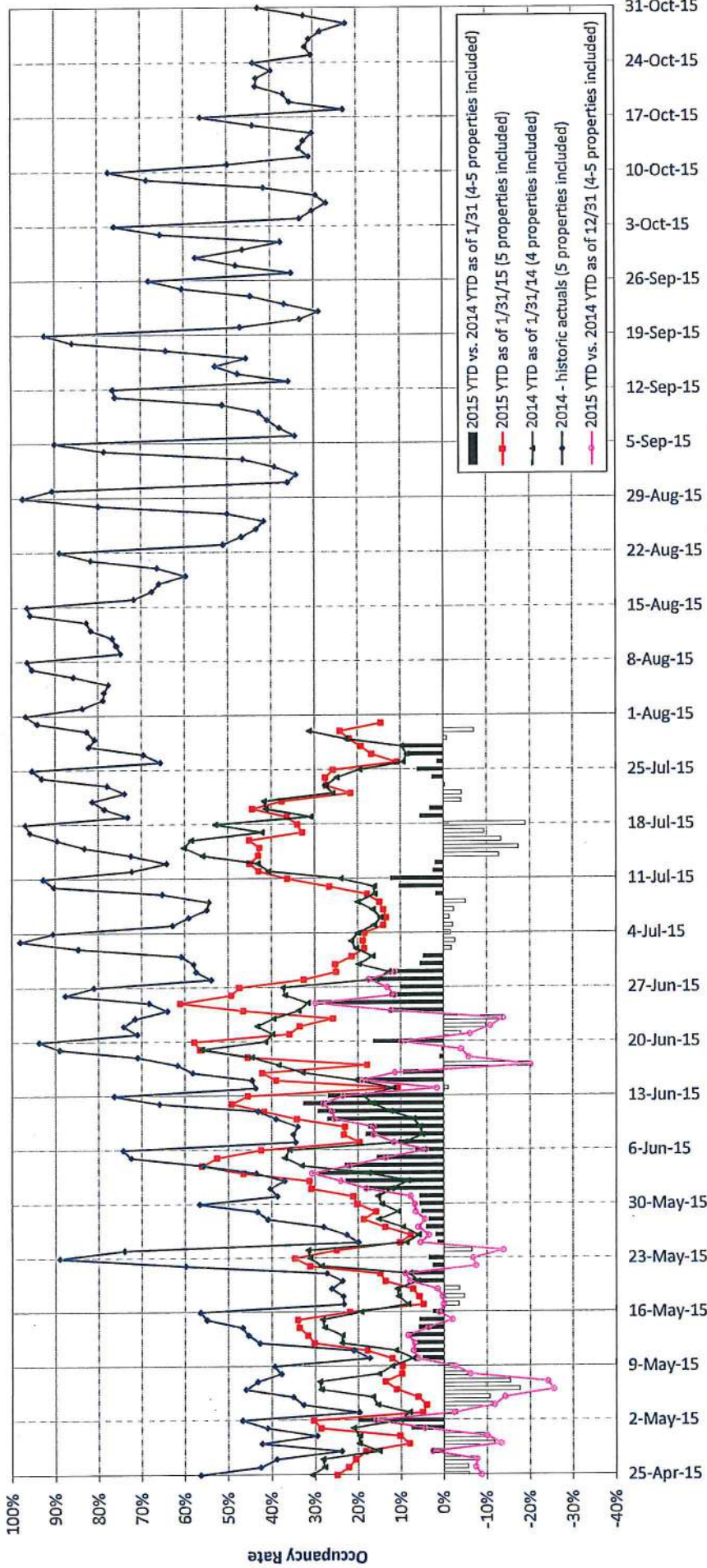
Source: DestiMetrics. Copyright 2015.

Hza-11

North Lake Tahoe Daily Occupancy Report as of January 31, 2015

STATIC SUMMER VIEW

Report Date: 1/31/15



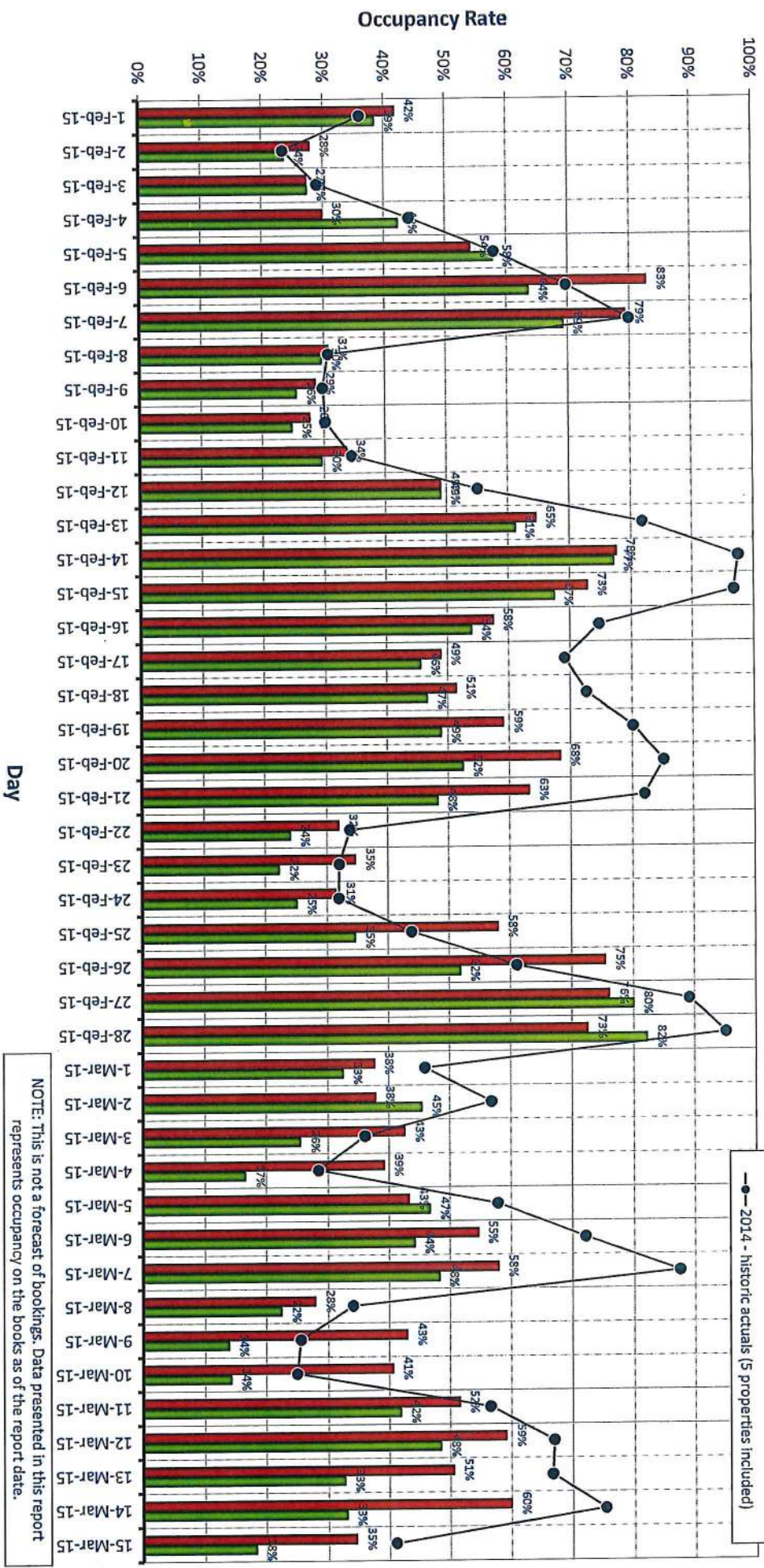
NOTE: This is not a forecast of bookings. Data presented in this report represents occupancy on the books as of the report date.

Date
(Gridlines Aligned with Saturdays)

Source: DestiMetrics. Copyright 2015.

H2a-12

North Lake Tahoe Daily Occupancy Report as of January 31, 2015
 "RETAIL REPORT": 45-DAY ADVANCE VIEW



NOTE: This is not a forecast of bookings. Data presented in this report represents occupancy on the books as of the report date.

Source: DestiMetrics. Copyright 2015.

H2a-B

Executive Summary

Overview Based on data from 18 reporting DestiMetrics Destinations

a. Last Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy	High	Low	Average	North Lake Tahoe
Historic Actual Occupancy for Last Month	75 %	25 %	57%	49%
% Change in Historic Actual Occupancy for Last Month	41 %	-2 %	7%	5%

b. Last Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR

Historic Actual Average Daily Rate for Last Month	\$519	\$156	\$362	\$272
% Change in Historic Actual Average Daily Rate for Last Month	23 %	-7 %	4%	0%

c. Next Month Occupancy: Industry-Wide High / Low and Average for Month vs North Lake Tahoe Occupancy

Occupancy On-The-Books for Next Month	76 %	23 %	59%	44%
% Change in Occupancy On-The-Books for Next Month	52 %	1 %	11%	19%

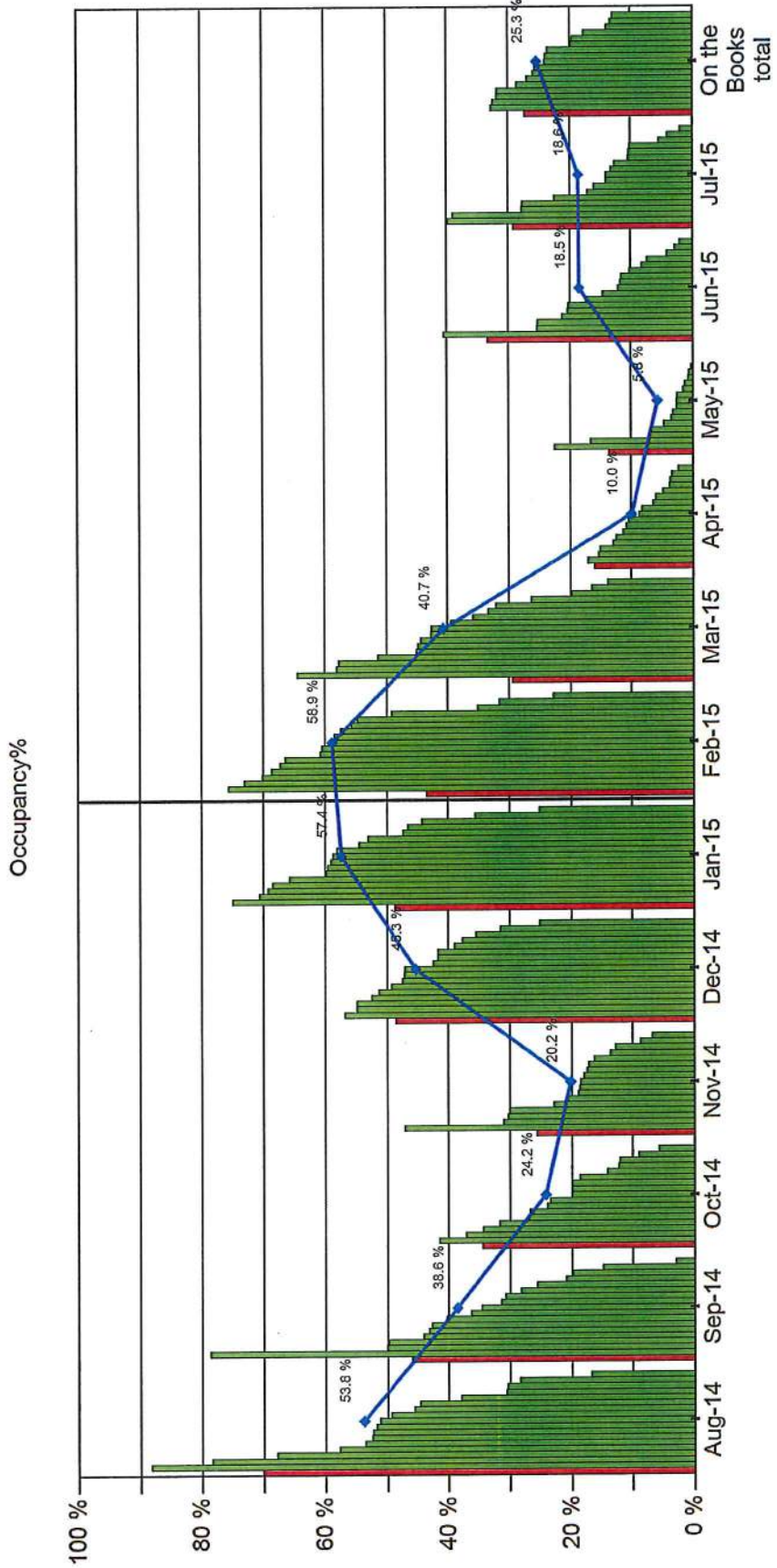
d. Next Month ADR: Industry-Wide High / Low and Average for Month vs North Lake Tahoe ADR

Average Daily Rate On-The-Books for Next Month	\$533	\$163	\$375	\$278
% Change in Average Daily Rate On-The-Books for Next Month	61 %	-5 %	6%	-5%

DESCRIPTION: The Multi Destination Comparative Report compares occupancy and average daily rate (ADR) between the Base Destination and all other DestiMetrics reporting destinations. In all cases, the Base Destination is represented on the far left of the tables and the far left of the charts. The Base Destination is differentiated on charts with a Red data series bar. All other Destinations are represented with a Green data series bar. All data is sorted in descending order from highest to lowest and left to right, with the all destination average on the far right of the tables. All destination average is differentiated on charts by a blue line data set. Individual destination data may be obtained through the Multi-Destination Comparative Enhanced report, available by contacting DestiMetrics at the address below

#2a-14

North Lake Tahoe Lodging Occupancy
 Destination Comparative Report as of 1/31/2015
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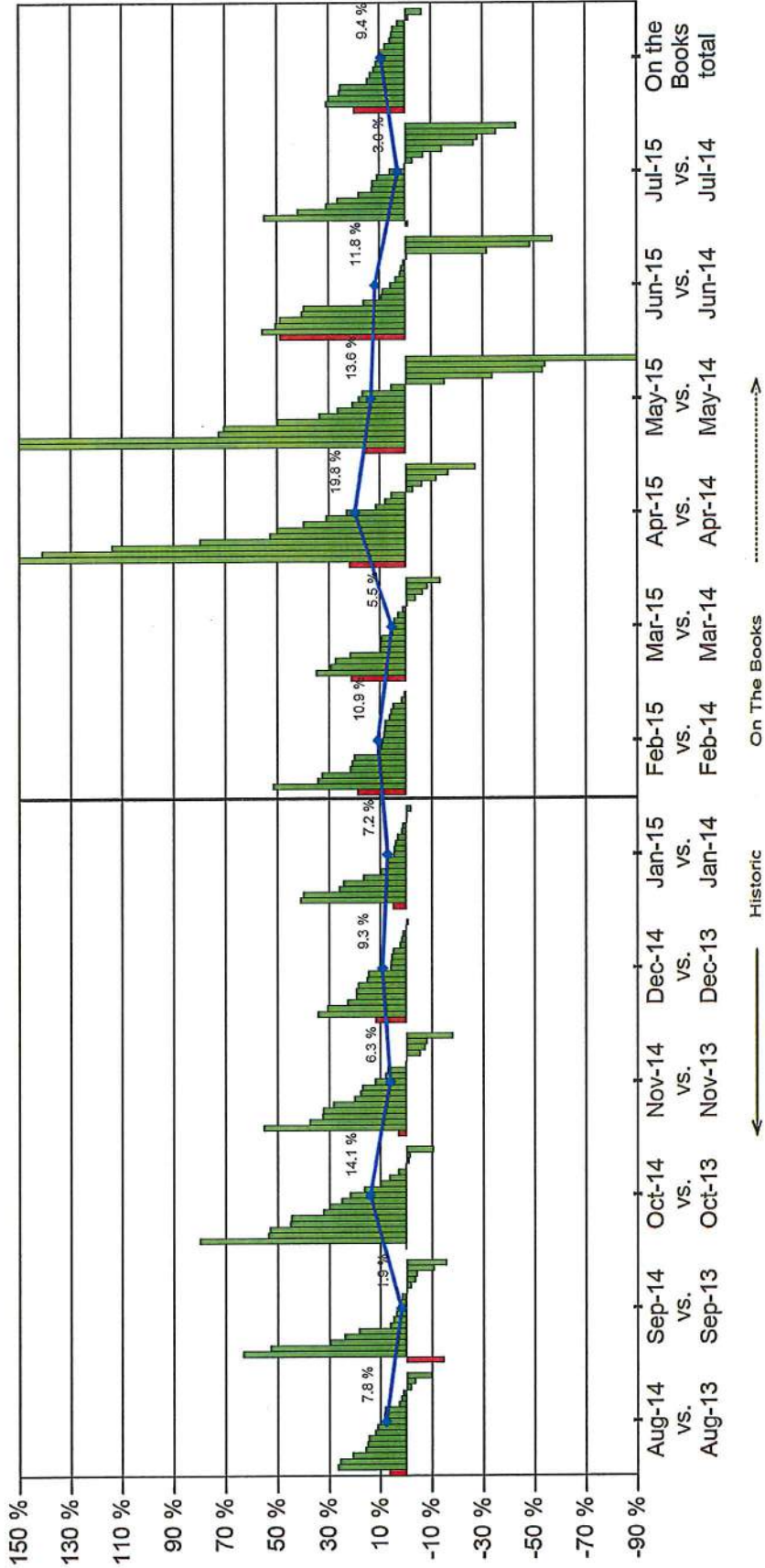


Historic On The Books

H2a-15



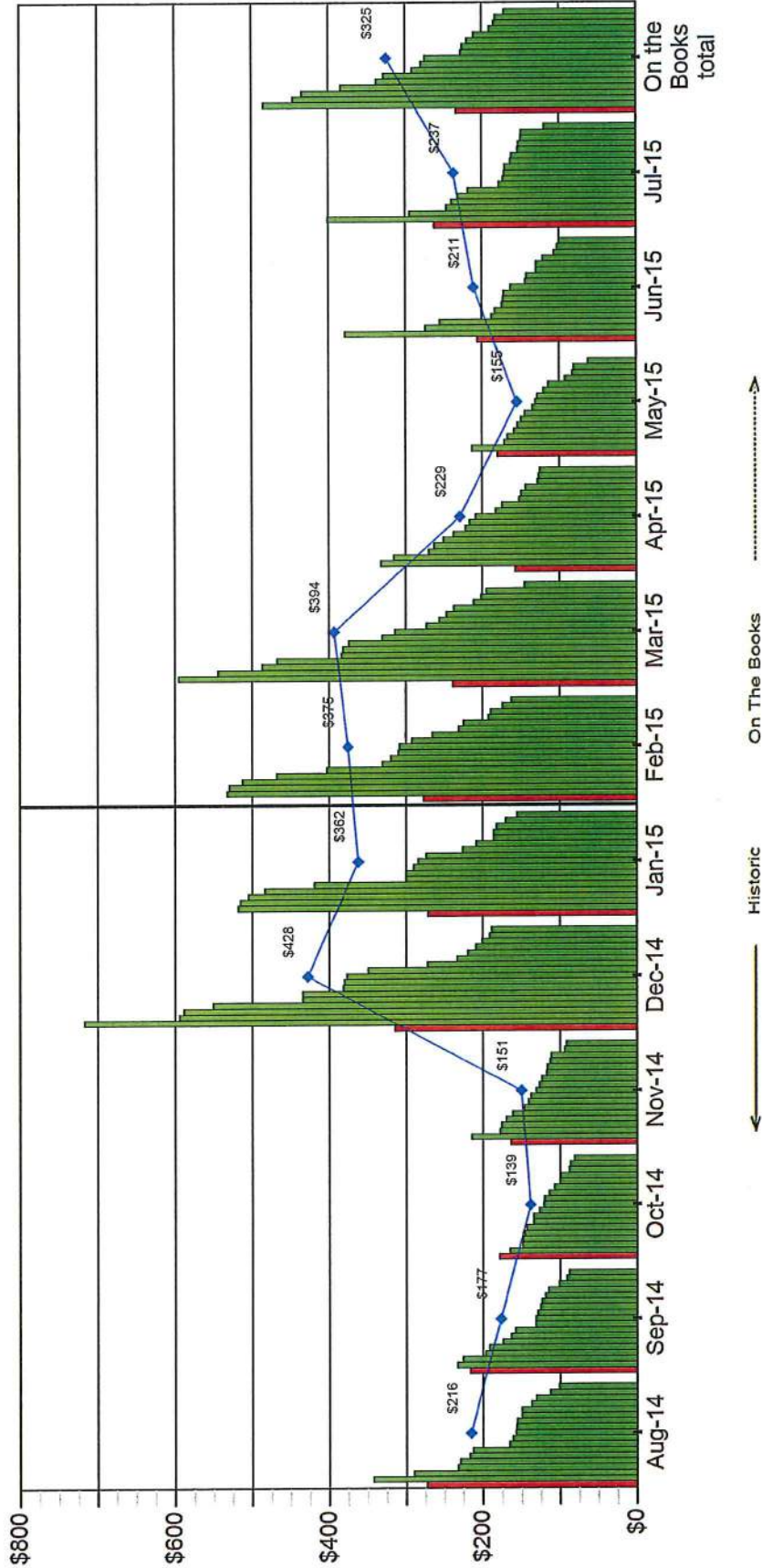
Year-over-Year Change in Occupancy%



H2a-16



Average Daily Rate

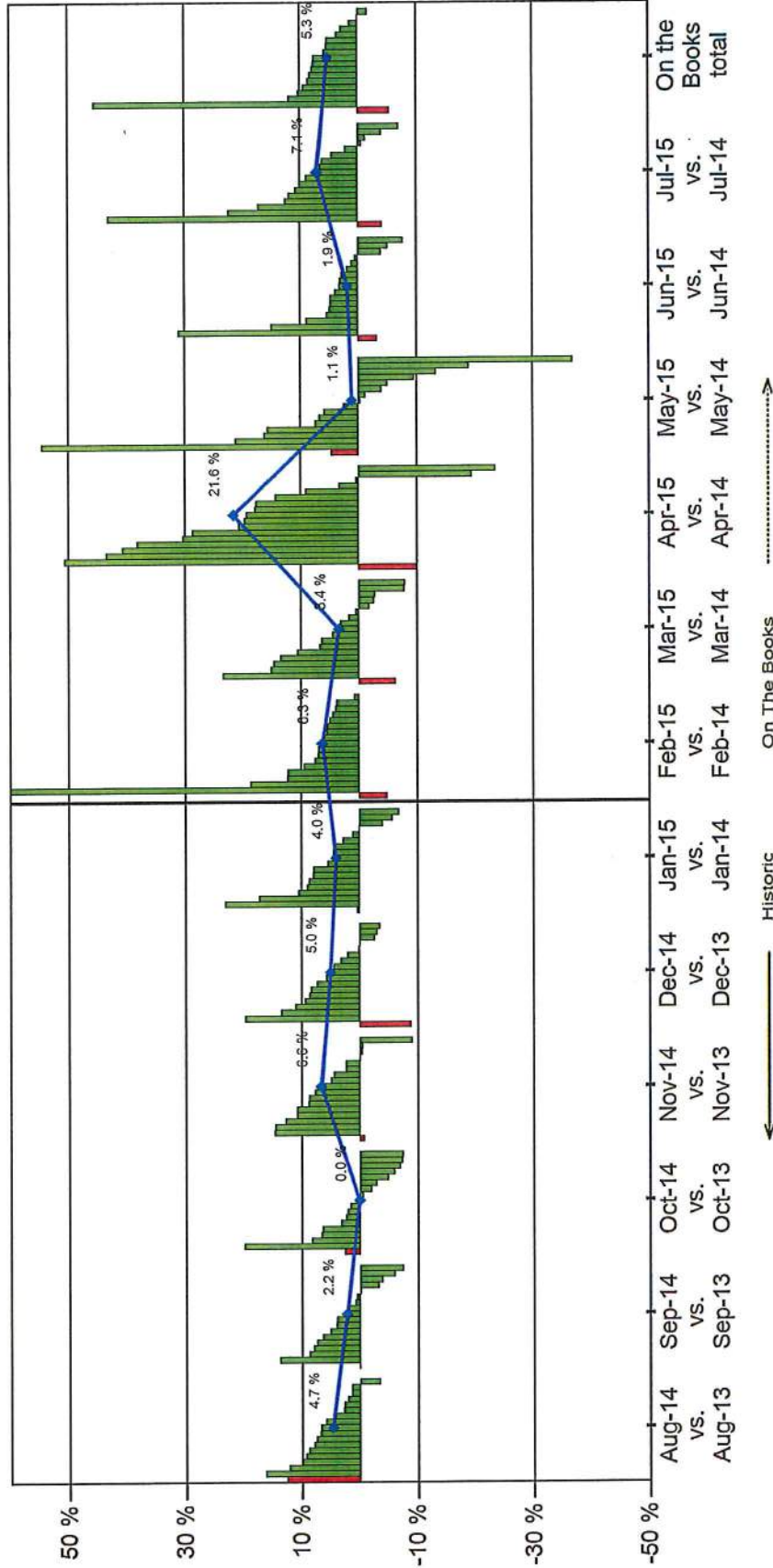


Historic On The Books

H2a-17



Year-over-Year Change in Average Daily Rate%



Historic ← On The Books →

H2a-18



RESORTS INCLUDED IN COMPARISONS:

• Aspen
• Avon
• Beaver Creek
• Breckenridge
• Central Summit County CO
• Copper Mountain
• Gunnison / Crested Butte
• Jackson Hole
• Keystone
• Mammoth Lakes
• Mt Bachelor
• Park City Area Chamber
• Snowmass
• Steamboat Springs
• Telluride
• Vail
• Winter Park Resort

H2a-23

North Tahoe Tourism Master Plan

Outreach Plan by Fresh Tracks Communications, Seana Dougherty

Goals:

- Gather public feedback on the current vision, strategic focus areas and objectives outlined in the draft NTTMP
- Educate N. Tahoe community on the Plan
- Improve plan via inclusion of community ideas
- Gather input from 300 people in N. Lake Tahoe

Outreach Methodology:

1. Public Workshops: April 20-30

- Kings Beach 12-2 p.m. (and 5:30 – 7:30 p.m.?) – April 29
- Tahoe City 12-2 p.m. and 5:30 – 7:30 p.m.
- Squaw Valley 3-5 p.m.
- Northstar 3-5 p.m.
- Donner Summit

2. Other public presentations

- NTRAC – April 9
- SVMAC – April 2
- NTBA – 4-22
- TCDA – 4-15
- Donner Association - ?
- NLTRA Committees: CI/T 4-27; Marketing 4-28
- PUDs: TCPUD, NTPUD, SVPSD, NSCSD, DSPUD

3. Public Workshop Format/Agenda

- PowerPoint: Overview of Plan – Sandy
- Stations per 5 Focus Areas
- Key Questions: context: We have created a draft road map to drive us towards the vision based on research, trends, and input.
 - What's missing?
 - What else will get us to this vision?
 - What are you excited about?
 - What are you concerned about?
 - Would you be interested in signing up to be part of moving this objective forward in the future?
- Provide all attendees a postcard for providing other suggestions or contact information for getting involved

4. Public Presentations

H3a-1

- PowerPoint: Overview of Plan – Sandy (also Jennifer Merchant?)
- Track attendance on an attendance form
- Provide all attendees a postcard for providing other suggestions or contact information on one side, a list of public workshops and links to the online survey/documents on the other side

5. Website

- Create a simple word press site with the document, a place to make comments, a link to the online survey to be preceded by a video of the slide presentation with voice over by Sandy
- Also have information on GoTahoeNorth.com and Placer County websites, and ask TCDA/NTBA to provide links on their sites as well

6. Online Survey

- Create a survey in English and Spanish with a link to a video of the slide presentation with voice over that must be completed prior to responding to the survey.
- Provide surveys in Spanish at the Community House in Kings Beach
- Seana will work with Emilio Vaca on best mechanism to reach the Spanish speaking population

7. Publicity

- Save the Date postcards to distribute
- Breakfast Club – March 3
- Area E-Newsletters
- PUD Bill Stuffer
- Sandwich Boards at key locations on days of workshops

13124

MEMORANDUM OF UNDERSTANDING

This MEMORANDUM OF UNDERSTANDING, ("MOU") is made and entered into at Tahoe City, Placer County, California, on the ____ day of March, 2012, by and between the TAHOE CITY PUBLIC UTILITY DISTRICT, a body politic, and governmental entity ("TCPUD"), COUNTY OF PLACER, a political subdivision of the State of California ("COUNTY"), TRUCKEE TAHOE AIRPORT DISTRICT, a body politic, and governmental entity ("TTAD"), and the NORTH LAKE TAHOE RESORT ASSOCIATION, a California nonprofit public benefit corporation ("NLTRA"). TCPUD, COUNTY, TTAD and NLTRA may be referred to herein individually as "PARTY" or jointly as "PARTIES" as the context requires. This MOU is intended to set forth each PARTY's expectations and goals but is not intended to be, nor is it, a legally binding document.

RECITALS

- A. WHEREAS, the owners of the real property commonly known as Tahoe City Golf Course, and more specifically described as: Placer County APNs: 094-050-03, 094-540-11, 094-540-12, 094-020-06 and 094-060-016, desire to sell such property, certain personal property used in conjunction with the operation of the real property as a golf course, clubhouse and restaurant facilities and the liquor license currently used at the restaurant on the real property ("PROPERTY").
- B. WHEREAS, TCPUD invests funds to acquire recreation facilities for the benefit of the public and for the acquisition of assets that strengthen its utilities.
- C. WHEREAS, Placer County invests funds to provide infrastructure and to promote the economic vitality, redevelopment, and environmental improvements of the area.
- D. WHEREAS, TTAD invests funds to provide and maintain public airports and landing places for aerial traffic.
- E. WHEREAS, NLTRA invests fund to provide infrastructure and to promote the economic vitality and redevelopment of the area.
- F. TCPUD, COUNTY, TTAD, AND NLTRA have cooperatively considered the merits of acquiring the PROPERTY and believe that there are numerous public benefits to the public acquisition and ownership of the PROPERTY, including, but not limited to, the ability to:

1. TCPUD:

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

H3b-1

2. COUNTY and NLTRA:

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

3. TTAD:

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

4. BENEFITS of IMPORTANCE TO ALL :

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

G. Based on the numerous public benefits to the public acquisition and ownership of the PROPERTY and indication from each of the PARTIES of their desire to participate in the funding of the acquisition, use, operation, planning for the future use and operation of the PROPERTY, on or about September 14, 2011 TCPUD entered into an agreement to purchase the PROPERTY.

H. Based on the numerous public benefits to the public acquisition and ownership of the PROPERTY and that fact that TCPUD had entered into an agreement to purchase the PROPERTY, on or about October 2011 the Parties executed a Letter of Intent to fund the due diligence activities to be undertaken by TCPUD in conjunction with the acquisition of the PROPERTY.

- I. TCPUD has proceeded with its due diligence activities and the PARTIES now desire to enter into this MOU to provide for the funding of the acquisition, use and operation and planning for the future use and operation of the PROPERTY.

NOW THEREFORE, the PARTIES agree as follows:

Article I. Purpose

The purpose of this MOU is for the PARTIES to agree upon the terms and conditions upon which they would jointly fund acquisition of the PROPERTY, hold title to the PROPERTY, provide for use and operation of the PROPERTY and plan for the future use and operation of the PROPERTY.

Article II. Funding the Acquisition of the Property

- A. The PARTIES agree that they would share in the cost of the acquisition of the PROPERTY based upon their proportionate value for the public uses that meet their purpose and mission. The terms and amounts will be set forth in ATTACHMENT A to this MOU. The PARTIES agree that TCPUD would acquire the PROPERTY and hold title to it in its name.

Article III. Planning for the Future Use of the PROPERTY

- A. The PARTIES agree that within three (3) months of acquisition of the PROPERTY, they will work together to create and begin a public planning and visioning process for the PROPERTY, including participating in the current TRPA Regional Plan Update process, and Placer County Community Plan Update processes, to ensure the maximum appropriate beneficial uses for the PROPERTY within established regulatory and land use frameworks. Except as otherwise provided for in this MOU, each PARTY will take the lead with respect to any potential future uses within its mission and jurisdiction. The PARTIES agree to establish an Oversight Committee (OC) with representation from the following: 3 people from NLTRA Board or Staff, 2 persons from TCPUD Board or Staff, 1 person from TTAD Board or Staff and 1 person from Placer County BOS or Staff, to be responsible for execution and communication with respective boards. To the extent necessary, NLTRA agrees to provide staff support to the OC.
- B. The PARTIES agree that for the purposes of wetlands mitigation and open space protection, the planning for future use of the PROPERTY will include planning for a portion of the PROPERTY, at least to the extent commensurate with funds allocated toward the PROPERTY purchase by PLACER COUNTY, to be set aside and improved as necessary for those purposes. Additionally, the PARTIES agree that planning for future use of the PROPERTY will include consideration of and planning for a contiguous area on the southern portion of the PROPERTY and some or all abutting adjacent commercial properties to be dedicated to parking, traffic and circulation improvements and that golf course layout or other uses and parcel boundary line adjustments required to

ensure implementation of those improvements shall be accommodated.

- C. The PARTIES agree that within one (1) year of acquisition of the PROPERTY the OC will develop a mutually agreed upon set of objectives with a timeline and trackable measurements for progress.
- D. The PARTIES through the OC agree to meet at least annually to review the objectives, timelines and measurements.
- E. The PARTIES agree that if in five (5) years they haven't made measurable progress on the objectives, timelines and measurements, through the OC and upon any PARTY's request they will pay back that PARTY for its contribution to fund acquisition of the PROPERTY or convert such contribution to a loan. Should funding for such pay back be unavailable and should the PARTIES decline to agree to conversion to a loan, PARTIES agree that PROPERTY will be sold and that proceeds from sale will be distributed proportionately to all PARTIES based upon their original funding contribution. PARTIES also agree that should Airport District wish to retain ownership of a helipad site, that PARTIES agree that said site will be reserved from sale, and that Airport District will forfeit proportionate disbursement of funds from proceeds of the remainder of the property sale.

Article IV. Future Improvements, Changes in Uses, Leases or Sale of All or Portion of the PROPERTY

- A. The PARTIES agree to meet and confer on an as needed basis to implement the plan adopted as a result of Article IV. The PARTIES shall identify the appropriate lead agency, funding, and process for implementation.
- B. TCPUD agrees to conduct the necessary environmental review, make all applications for permits and approvals for the development of the emergency helipad. TTAD agrees to fund the costs associated with such permits, environmental review and approvals, including TCPUD's direct engineering time and costs (not to include general and administrative overhead). The PARTIES will select the location for helipad and will take into consideration TTAD's preferred location and will make every effort to avoid impact to the current golf course layout and design. An additional planning goal of the PARTIES will to keep fairway #1 or #3 open and available for use by distressed aircraft as long as golf course is in operation.
- C. The PARTIES acknowledge and agree that they will plan for the potential construction of an emergency helipad on golf course property or adjacent TCPUD property. As such, future development of property in immediate vicinity of helipad may be subject to height and use restrictions as well as the granting of an avigation or overflight easement and other architectural design restrictions.
- D. In the event that TTAD does not approve of the location selected by the PARTIES for the

helipad or TRPA and/or Placer County deny permits or restricts TTAD from construction of a helipad, or if the proposed site cannot meet the certifications or standards of Caltrans Division of Aeronautics, or the FAA, the PARTIES agree to negotiate reasonable terms for TTAD to be reimbursed for its financial contribution to the acquisition of the PROPERTY.

Article V. Use and Operation of the Property

- A. The PARTIES agree that TCPUD shall operate and maintain the PROPERTY until the PARTIES mutually agree otherwise in writing and that TCPUD intends to operate and maintain the PROPERTY as a golf course, with other potential compatible uses, for the first five (5) years following acquisition. The duty to operate and maintain the PROPERTY carries with it a multitude of financial, operational and regulatory risks. TCPUD's willingness to undertake this duty is based on its ability to use the PROPERTY to offset its costs and minimize its risks. Therefore, TCPUD shall be entitled to engage in any lawful activity in conjunction with its use and operation of the PROPERTY, including but not limited to the following:
1. Operation of a public golf course, clubhouse and restaurant, either through its own employees, a management services contract(s), lease, or a combination of these.
 2. Provision of winter recreation activities and other summer recreational activities, either through its own employees, a management services contract(s), a lease, or a combination of these.
 3. Charging user fees, providing fees for services, selling merchandise and operating a restaurant with a liquor license.
 4. TCPUD shall be solely responsible for and benefit from all profits and losses from operation of the golf course and related facilities.
 5. During such time that TCPUD operates and maintains the PROPERTY, it shall cooperate with the other PARTIES with respect to planning for the future use of the PROPERTY.

No later than one (1) year prior to the end of the first five (5) years of use and operation as set forth in Article III.A., above, or longer period as agreed to in writing by the PARTIES, the PARTIES shall meet and confer and negotiate in good faith for the uses and operation of the PROPERTY beyond such five (5) year, or longer, period.

Article VI. Dispute Resolution

In the event of a dispute between the PARTIES arising under or relating to performance of any PARTY's obligations under this MOU, or any aspect of the planning process contemplated in this MOU, the Executive Officer of each involved party to the MOU will meet to discuss a resolution to the dispute. If the dispute is not resolved, any of the PARTIES may request the initiation of mediation for any dispute, by delivering a written request for advisory mediation to the other PARTIES. The mediation request must include a brief summary of the issues in dispute. Any party

may serve a response to the issues in dispute to clarify those issues. Within 10 calendar days after delivery to the mediation request, the PARTIES will attempt in good faith to agree upon a neutral mediator to preside over an advisory mediation. If unable to facilitate a mutually agreed upon resolution by all PARTIES, the mediator shall provide a written advisory decision to the PARTIES. The governing body of each PARTY shall have 20 calendar days to accept the decision, or provide a written response rejecting the decision. Each PARTY shall bear its own costs for the mediation and share equally with the other PARTIES the costs of the mediator and mediation, if any.

TAHOE CITY PUBLIC UTILITY DISTRICT,

3/8/12
Date

Judy Friesman
President

COUNTY OF PLACER,

3/25/12
Date

Jeff Montgomery

TRUCKEE TAHOE AIRPORT DISTRICT,

3/22/12
Date

J. Thomas Van Berken
J. THOMAS VAN BERKEN
PRESIDENT

NORTH LAKE TAHOE RESORT ASSOCIATION,

7 MARCH 2012
Date

Red Parson
Red Parson, Chair

ATTACHMENT A

ACQUISITION PARTICIPATION

Placer County/North Lake Tahoe Resort Association - TOT - \$2,495,000

TCPUD \$1,405,000

Placer County - Mitigation Fees \$300,000

Tahoe Truckee Airport District \$500,000

**Placer-Tahoe Area Plan
DRAFT Summary of Plan Amendments**

Substantive standards in the current TRPA Community Plans and Plan Area Statements will be retained, except as outlined in this Table
 Amendments will implement the 2012 Regional Plan and be consistent with its requirements

Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
Regional Plan Implementation Measures Redevelopment Incentives for Town Centers	The Area Plan will implement Regional Plan redevelopment incentives in Town Centers. Regional Plan standards will be used for building height, density, land coverage and development transfers. Environmental improvements will be identified and code standards will be applied in accordance with the Regional Plan. Important requirements for Area Plan approval include: <ul style="list-style-type: none"> • Identify and support environmental improvement projects • Direct development away from stream environment zones. • Require that projects in disturbed stream environment zones reduce coverage and enhance natural systems. • Include site and building design standards addressing ridge/line and viewshed protection. • Promote walking, bicycling, transit use and shared parking, including continuous sidewalks on both sides of state highways in Town Centers. • Ensure adequate capacity to receive development transfers. • Require variations in building height and transitional height limits adjoining properties outside Town centers. • Include an integrated community strategy for coverage reduction and enhanced stormwater management. • Demonstrate that all development activity within Town Centers will provide for and not interfere with Threshold Gain. The required topics will be addressed in each plan element and implemented with environmental improvement programs and Area Plan ordinances. The Regional Plan and Code will apply, with supplemental standards as described below.	These redevelopment incentives are a central component of the 2012 Regional Plan and can only be implemented in a new Area Plan with the required provisions. Conforming Town Center plans will be the focus of the Area Plan amendments. Amendments to current plans will address all applicable limitations and requirements of the Regional Plan and Code. In accordance with the Regional Plan, the amendments are intended to accelerate the rate of environmental redevelopment in designated Town Centers and incentivize the transfer of development from outlying and sensitive areas to developed town centers. Implementation will improve water quality, reduce air pollution and enhance scenic conditions.

Handwritten initials/signature

Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
Allow Mixed Uses	Allow residential and live-work units in Town Centers and other existing commercial districts.	<p>Consistent with the Regional Plan, residential and mixed uses will be allowed in existing commercial districts. These centrally located areas were changed from <i>Commercial</i> to <i>Mixed-Use</i> in the 2012 Regional Plan.</p> <p>This amendment will allow housing in proximity to employment and multi-modal transportation facilities. Over time, this will reduce automobile dependency, improve air quality and accelerate redevelopment and BMP installation.</p>
New Parking Ordinances	Modify parking standards to reduce minimum parking and promote shared parking. Also consider the future development of parking assessment districts and/or in-lieu payment systems.	<p>Amendments will implement and be consistent with Regional Plan parking amendments, including Code Section 13.5.3.B.2 encouraging alternative parking strategies.</p> <p>Reductions in minimum parking standards and shared parking options are intended to reduce land coverage and make more efficient use of land for parking and pedestrian uses.</p> <p>Future consideration of parking assessment districts and/or in-lieu systems would further consolidate parking and reduce vehicle trips.</p>
Site and Building Standards for Mixed Use Districts	<p>Implement new site and building design standards for Town Centers and other Mixed Use areas, including:</p> <ul style="list-style-type: none"> • Lot standards • Building placement standards • Building height and form standards • Site design standards <p>Standards will address all Regional Plan requirements and will focus on improving scenic conditions and enhancing pedestrian facilities.</p>	<p>Amendments will implement and be consistent with new TRPA ordinances, including Chapter 13 Community Design Standards (Sec 13.5.3.F) and Findings of Conformance (Sec 13.6.5).</p> <p>This section will incorporate, modernize and supplement existing provisions of the <i>Placer County Standards and Guidelines for Signage, Parking, and Design</i>.</p> <p>Implementation will improve scenic quality and promote alternative modes of transportation.</p>

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Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
Design Standards for Landscaping, Lighting and Signs	Update design standards and guidelines for landscaping, lighting and signs. Changes primarily involve modernizing the document format, graphics and references. The only significant regulatory change is a new requirement for fully-shielded outdoor lighting fixtures.	This is primarily a formatting amendment to existing design standards. New TRPA requirements are largely addressed in the existing plans. New TRPA dark sky lighting requirements are not fully addressed in the current plans, so conforming amendments will be made. Implementation will improve scenic quality.
Area Plan Modifiers Limited Conversion of CFA to TAU	Establish a pilot program for the limited conversion of CFA to TAU for property owners and for the supply held by Placer County. The program would complement the conversion standards currently being developed for the TRPA pool. Limitations would include: <ul style="list-style-type: none"> • Converted units may only be used in Placer County Town Centers, • Sites must have BMP Certificates, • Sites must have sidewalk access, • Sites must be within 1/4 mile of a Transit Stop, • No more than 500 additional TAUs may be established in Placer County through this pilot program and other actions. • The program will be periodically monitored for efficacy. possible extension and consideration of program adjustments. The conversion rate would be consistent with the conversion rate currently being established by TRPA for bonus units.	The current supply of TAUs is insufficient to accommodate redevelopment projects with new lodging units. This will be a barrier to environmental development. <p>Studies have shown that there is a land use imbalance in the Placer-Tahoe plan area, primarily involving a shortage of lodging compared to visitation levels and other uses. The current pattern of visitors staying outside the Tahoe basin and driving to and from activities at Lake Tahoe is environmentally and economically impactful.</p> <p>This amendment would recognize the uneven distribution of commodities and allow Placer County to establish a more balanced land use pattern over time. It would also promote the redevelopment of Placer County's Town Centers, which will improve environmental conditions and support the local economy. Environmental benefits include:</p> <ul style="list-style-type: none"> • Improved air quality through reduced automobile dependency and increased pedestrian, bicycle & transit use, and • Accelerated redevelopment under modern environmental design requirements, which will improve water quality, provide private funding for SEZ restoration, and improve scenic conditions in non-attainment areas.

Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
<p>Allow a 'project area' to include non-contiguous parcels.</p>	<p>Allow a project site to include non-contiguous parcels within Town Centers. Projects utilizing this option will require TRPA approval.</p>	<p>Placer County's Town Centers are subdivided into small parcels, most of which have more land coverage than is currently allowed. Assembling a large enough project area can be a significant impediment to redevelopment.</p> <p>This amendment will allow property owners to assemble non-contiguous parcels for different project components, thereby accelerating redevelopment, BMP installation and related environmental benefits. A comparable ordinance was used in the South Lake Tahoe Redevelopment Plan Area.</p>
<p>Secondary Dwelling Units</p>	<p>Expand TRPA Code Section 21.3.2 to allow market-rate secondary dwelling units on certain residential parcels less than one acre in size, subject to BMP certificates, TRPA code requirements (including allocations), and supplemental design standards. Secondary dwelling units may not be used as tourist units or converted to TAUs.</p>	<p>Consistent with State Law, Placer County's Housing Element promotes secondary dwelling units to provide housing at affordable and moderate cost levels. TRPA codes currently prohibit secondary dwelling units on parcels less than one acre in size, except for deed restricted units.</p> <p>The amendment will provide quality housing and improve environmental conditions by reducing the need for the Region's employees to commute daily from housing outside the Region.</p> <p>This program is consistent with Regional Plan Policy HS-3.1, which directs TRPA to work with local jurisdictions to remove identified barriers preventing the construction of necessary affordable housing in the region, including workforce and moderate income housing, secondary residential units and long term residency in motel units.</p>

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Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
Map Designations	<p>The Base Town Center zoning districts will utilize TRPA land uses and will include Mixed Use (possibly more than one), Residential and Recreation districts.</p> <p>Outside Town Centers, existing plans will be reformatted, but there will be no zoning changes. Zoning sub-areas will be established in the Area Plan for each existing Community Plan and Plan Area Statement (including special areas in those plans). Current standards will be retained as standards for each sub-area.</p>	<p>Consistent with the Regional Plan, the Area Plan will limit substantive zoning changes to Town Centers.</p> <p>This approach addresses Regional Plan Land Use Policies requiring that Area Plans:</p> <ul style="list-style-type: none"> Promote environmentally beneficial redevelopment and revitalization within Centers. Preserve the character of established residential areas outside of Centers, while seeking opportunities for environmental improvements within residential areas.
Zoning Districts	<p>For property owners requesting zoning map amendments outside Town Centers, applications will be separately considered following initial plan adoption. The County will also sponsor a separate amendment for Specific Plan #3, as described below.</p>	<p>The separate consideration of property owner requests outside centers will allow site-by-site consideration of proposed amendments.</p>
Community Structure Areas	<p>Within Town Centers, the Area Plan will establish zoning overlay districts for three "Community Structure Areas" (see maps). Areas include:</p> <ul style="list-style-type: none"> Core Areas where the full range of Regional Plan Incentives will apply; Transition Areas with reduced height and density limits; and Maintenance Areas, which would retain all current development standards and would not be eligible for Town Center incentives. These are high-value SEZ areas where significant environmental investments have been made and are continuing, including the Griff Creek area and property near the Tahoe City SaveMart. 	<p>The Community Structure Areas will implement the Regional Plan at the local level and support environmental improvement projects.</p> <p>This approach is consistent with Regional Plan Community Design Policies, which require that <i>Within town centers and the Regional Center, building height and density should be varied with some buildings smaller and less dense than others.</i></p> <p>The Maintenance Areas are intended, among other things, to maintain existing regulatory standards in restoration priority areas.</p>

Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
<p>Special Planning Areas</p>	<p>Special Planning Areas will be identified in four locations, as outlined below and shown on the attached maps. Environmental performance standards for each special planning area will be identified in the Area Plan and will need to be addressed before new land uses and/or Town Center incentives will apply. Performance standards may be addressed in a special plan for an entire area, or with individual projects.</p>	<p>Special Planning Areas maintain development restrictions, while introducing new incentives that would implement Town Center incentives and/or land use changes only if certain environmental standards are addressed.</p> <p>The environmental performance standards and other code requirements seek to improve environmental conditions and support redevelopment consistent with the Regional Plan.</p>
<p>Special Plan Area #1: Tahoe City Western Gateway</p>	<p>Establish a special plan area for Town Center properties at the western gateway to Tahoe City along the Truckee River (see maps). Within the area, additional mixed uses and Town Center incentives will only be allowed if projects address the following standards:</p> <ul style="list-style-type: none"> Concurrent with or prior to development, continuous sidewalks or paved multi-use trails will be provided between redevelopment sites and existing sidewalks in Tahoe City. Facilities exist on the river side of Highway 89 and need to be established on the mountain side. Projects with Truckee River frontage will restore stream environment zones along the river frontage, concurrent with development. Projects with Truckee River frontage will provide public access and amenities along the river frontage, concurrent with development. Coverage removal and public access along the Truckee River frontage will extend no less than 30 feet from the high water mark. Existing buildings in this area will be removed or mitigated. 	<p>This area is a prominent gateway to Lake Tahoe. It is located within Tahoe City Community Plan and the TRPA Town Center. The area is outside the Lake Tahoe drainage basin.</p> <p>The properties are developed with commercial and light industrial uses, including a Caltrans facility and lumber yard along the River frontage. It is a scenic non-attainment area.</p> <p>The existing Tahoe City community plan designated property on the river side of highway 89 for recreational and limited commercial uses (Special Area 3 - Recreation). A goal was to encourage the removal of development from the river frontage. Areas on the mountain side of highway 89 are designated for limited commercial, industrial and service uses (Special Areas 1 & 2). The strategy has not resulted in any transfers of development or private property restoration.</p> <p>The planned approach will allow property owners to use Town Center incentives only if pedestrian facilities are constructed, SEZ restoration occurs and public access is provided along the river frontage.</p> <p>The Area Plan approach will improve environmental conditions by incentivizing redevelopment, SEZ restoration, and public access along the river frontage. Project compliance with scenic ordinances will be especially beneficial.</p>

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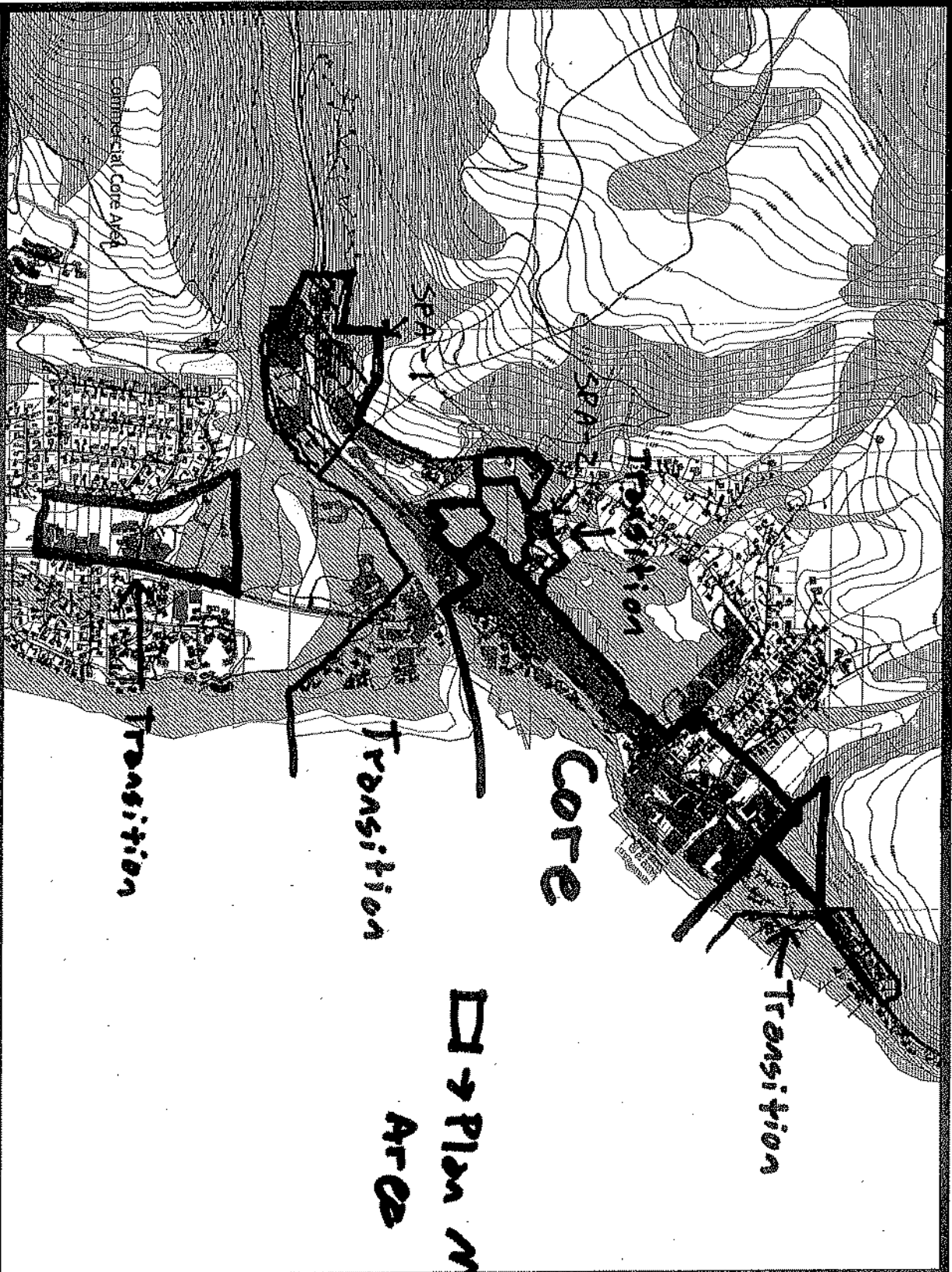
Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
<p>Special Plan Area #2: Tahoe City Golf Course</p> <p>Redevelopment Pilot Project</p>	<p>Adjust the Tahoe City Town Center boundary to exclude about 14 acres of property and add about 5 acres at the Tahoe City golf course clubhouse. Areas added to the Town Center will be designated as Special Plan Area #2. The detail map for this area shows how the proposed boundary changes reflect land capability and existing coverage. Areas excluded from the Town Center are primarily SEZ. Areas added are high capability lands and existing covered areas.</p> <p>Within the special planning area, additional mixed uses and Town Center development standards will only be allowed if projects address the following standards:</p> <ul style="list-style-type: none"> All or part of the special planning area may be included in a Town Center Project Area only if an equal or greater area of disturbed SEZ land is restored prior to or concurrent with development. 50% of the qualifying restoration areas must be within ½ mile of the project. The other 50% may be located elsewhere in same hydrologic-related area (between Blackwood Canyon and Carnelian Bay) Continuous public sidewalks or paved multi-use trails are provided between redevelopment sites and existing sidewalks in the town center. <p>The Area Plan will also include conceptual plans and programmatic review of a pilot tourist redevelopment project on the "Henrikson Property" and part of the special plan area. The project is envisioned as a public private partnership involving the landowner, the Tahoe City PUD and Placer County. The project site will be completely redeveloped. The golf course clubhouse area will be used for shared parking and other project components. SEZ lands will be restored, most likely on golf course property. The project will also utilize the CFA to TAU conversion program.</p>	<p>Rationale & Environmental Considerations</p> <p>This amendment adjusts the Town Center boundary and establishes a special plan area to better address restoration and redevelopment opportunities in Tahoe City. The Special Plan Area is outside the Lake Tahoe drainage basin.</p> <p>Areas removed from the Town Center are stream environment zones that have been or could be restored. Existing plans are maintained in these areas. Areas added to the Town Center include high capability and covered lands at and around the golf course clubhouse.</p> <p>The Tahoe City club house area is ideally situated for a shared use project established in conjunction with downtown redevelopment. Other portions of the golf course are SEZ lands with significant restoration opportunities. The property has been publically acquired.</p> <p>The amendment seeks a win-win for environmental restoration and redevelopment.</p> <p>The pilot project site is a prime redevelopment opportunity in the heart of Tahoe City. If built, environmental conditions would improve across threshold categories. New lodging is also a socioeconomic priority for the Tahoe City community.</p> <p>The pilot project will only use a portion of the special plan area – future redevelopment may also benefit.</p> <p>This approach is intended to improve environmental conditions by redirecting development to non-sensitive lands, accelerating redevelopment, restoring stream environment zones and improving scenic conditions.</p>

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H3c-8

Amendment Topic	Summary of Amendment	Rationale & Environmental Considerations
<p>Special Plan Area #3: Truckee River Industrial Properties</p>	<p>Establish a special planning area for non-residential lands along the Truckee River Corridor between the Tahoe City Town Center and the Plan Area boundary near Alpine Meadows.</p> <p>Like portions of the Tahoe City gateway, the two pockets of industrial/commercial property along the Truckee River were designated <i>Recreation</i> in the 1990's era plans. The strategy has not resulted in any transfers of development or private property restoration projects.</p> <p>Immediately following adoption of the Area Plan, the County would process a special plan with the goal of modifying zoning and implementing development standards that are appropriate for this gateway area and will encourage environmental redevelopment and/or restoration.</p>	<p>Rationale & Environmental Considerations</p> <p>This is an important amendment, but is proposed for a separate planning process so site specific details can be addressed in the special plan and the Area Plan can initially focus on Town Center Redevelopment incentives.</p>
<p>Special Plan Area #4: North Stataline Community Plan</p>	<p>Establish a specific plan area for Town Center properties in the North Stataline Community Plan area, including but not limited to the Cal-Neva resort. Within the area, existing community plan standards and project approvals will be honored. Additionally, property owners may develop a special plan for all or part of the area to implement Town Center incentives and addresses Regional Plan and Area Plan requirements.</p>	<p>This approach retains current plans and approvals, while allowing the development of a Town Center Plan in the future.</p> <p>There is significant potential for environmental redevelopment at the Cal-Neva resort.</p>
<p>Environmental Zoning Changes</p>	<p>For private properties that have been acquired for environmental purposes, amend the TRPA Regional Plan Land Use Map to <i>Conservation</i>, or to <i>Recreation</i> for park & recreation property.</p>	<p>These amendments reflect some of the successful environmental restoration projects within the Placer Tahoe Plan Area. Properties are re-designated for environmental and recreational purposes. ?? Acres have been acquired and are being re-designated.</p>

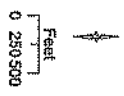
PLACER COUNTY
 COMMUNITY DEVELOPMENT RESOURCE AGENCY
 GEOGRAPHIC INFORMATION SYSTEM DIVISION



Tahoe Basin
 Community Plan Update

□ → Plan Maintenance Area

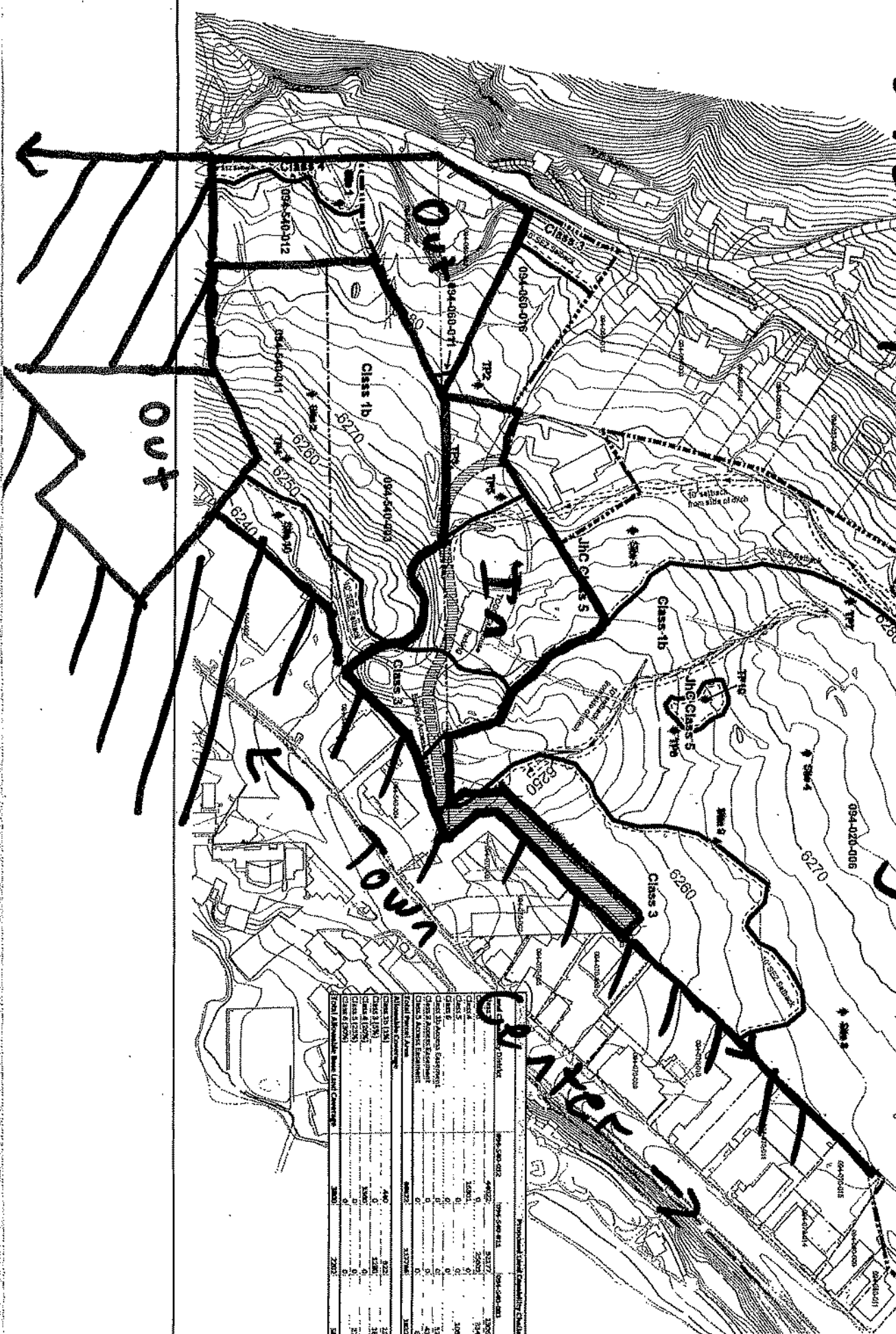
- Legend**
- Impervious surfaces 2010 Tahoe Basin
 - Roadways
 - Roadways - Old Road
 - Building
 - Parking - Other Impervious Surface
 - Scrubby Lands
 - SRZ
 - 2010 Wetlands
 - Shadows
 - Town Center
 - Peak



Tahoe City
 Land Coverage

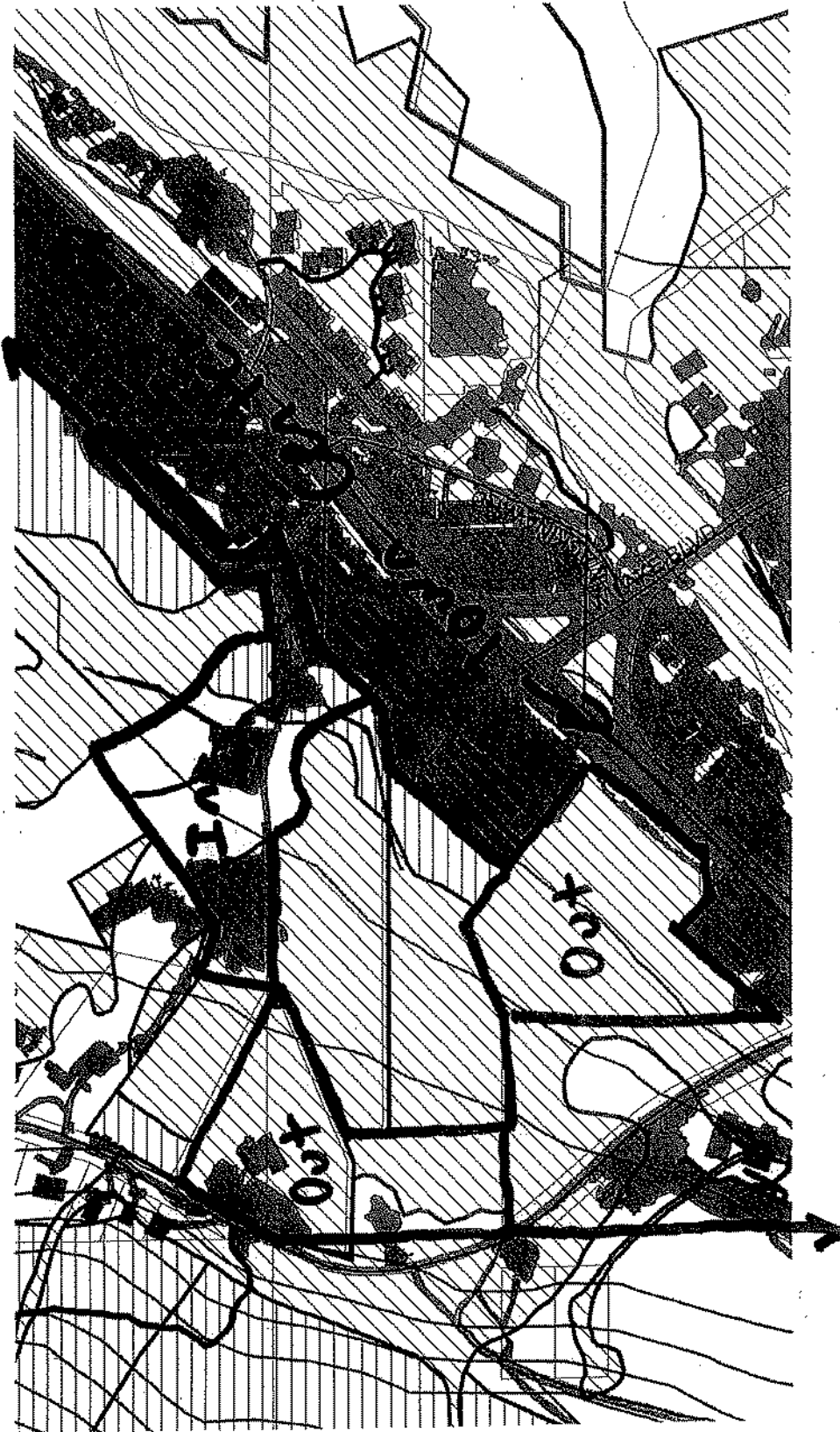
H3C-7

Alt # 1 Tahoe City Town Center Adjustments



Class	Area (Acres)	Population	Employment	Other	Total
Class 1b	1.5	150	100	0	250
Class 3	2.0	200	150	0	350
JHC Class 5	0.5	50	50	0	100
Total	4.0	400	300	0	700

11/30/11



H3c-12

Placer-Tahoe Area Plan

Preliminary Table of Environmental Improvement Projects

Project Name Conservation Plan Projects	Summary of Project	Environmental Benefits
TMDL Pollution Load Reduction Projects	<p>TMDL Pollutant Load Reduction Plans will continue to be implemented as a primary water quality improvement effort. The current Load Reduction Plan includes the following projects and programs through 2016, along with each effort's contribution to the Plan's total load reduction requirements.</p> <p><u>Water Quality Improvement Projects:</u></p> <ul style="list-style-type: none"> • Completed Projects (46.15%) • Lake Forest Panorama (11.54%) • West Sunnyside Phase II (2.69%) • Snow Creek Restoration (3.46%) • Kings Beach Commercial Core Improvement Project (20.0%) • Griff Creek Restoration (1.73%) • Kings Beach Water Quality Improvement Project (5.77%) <p><u>Pollution Control Management Measures:</u></p> <ul style="list-style-type: none"> • Special Road Abrasives – Reduced Fine Sediment (9.23%) • Improved Street Sweeping (4.62%) • New High Efficiency Street Sweepers (5.77%) <p>Additional projects and measures will be identified in future Pollutant Load Reduction Plans based on TMDL science and methodology.</p> <p>Many of the high priority water quality improvement projects have been completed or are in process. Future plans will focus on continued SEZ restoration, reducing pollutant loads from unpaved roadways, enhanced road maintenance and others. Site specific future projects are listed below.</p>	<p>Implementation of the Lake Tahoe TMDL through Pollutant Load Reduction Plans will achieve Lake Tahoe's water clarity threshold standard by year 2070.</p> <p>These projects have been thoroughly evaluated in the Pollutant Load Reduction Plans and will significantly decrease pollutant loads entering Lake Tahoe.</p> <p>Future projects will also be evaluated and prioritized through the TMDL program.</p>
Kings Beach Boardwalk / Trail	<p>Improve Brockway Vista Drive along the Kings Beach waterfront with curb, gutter, sidewalk and storm drains; and construct a boardwalk along Lake Tahoe between the State Park and Secline Beach.</p>	<p>The project is intended to improve conditions related to recreation, transportation, scenic conditions, and water quality. Improvements to Brockway Vista Drive is a priority water quality improvement.</p>

A30-13

Project Name	Summary of Project	Environmental Benefits
Pomina Field SEZ Restoration	Restoring SEZs and relocating the athletic fields at Pomina Field to high capability lands, possibly in the dollar hill area, is being studied and planned.	Pomina Park/Field is in a significant stream environment zone. It also provides important youth recreation facilities. If funding can be assembled to relocate recreational amenities to high capability lands and restore SEZs at Pomina Park, significant environmental and recreation benefits should result.
Burton Creek SEZ Restoration	Burton Creek in the Tahoe City area offers another opportunity for SEZ restoration and water quality improvements.	This would primarily be a water quality improvement project evaluated through the TMDL program.
Tahoe City Golf Course Restoration	Wetland restoration on portions of the Tahoe City golf course is being evaluated. Projects could be completed by public agencies and/or in partnership with Town Center redevelopment projects.	Water quality would be improved with turf removal and SEZ restoration. Additional benefits from redevelopment projects.
Truckee River Corridor Restoration	River Corridor restoration and public access would occur before or with Town Center redevelopment in the lumber yard / Caltrans area at the western gateway.	Direct water quality benefits from river corridor restoration. Additional indirect benefits from redevelopment projects.
Kings Beach Gateway Improvements	Water Quality and scenic improvements are currently being studied and planned at the Highway 28 / Highway 267 intersection.	This is one of the Plan's most heavily travelled areas. It is a scenic non-attainment area and high pollutant loading catchment. The improvement project would improve scenic conditions and water quality.
Stormwater Infrastructure Mapping and Monitoring	Complete GIS mapping of all existing stormwater infrastructure and assemble water quality monitoring data for outlets to Lake Tahoe in coordination with other agencies and organizations.	Comprehensive GIS maps of Placer County's stormwater infrastructure system are not fully developed. Locating improvements can require research.
Area-Wide Coverage Management Plans	Subsequent to Area Plan approval, area-wide coverage management opportunities will be evaluated. Where there is property owner support and potential for environmental improvement, alternative coverage management plans will be developed and processed as Area Plan amendments in accordance with TRPA Chapter 13. Priority will be given to sites close to Lake Tahoe and in high pollution loading catchments.	Completing the infrastructure mapping and assembling water quality data in coordination with other agencies and organizations will provide additional information to help guide future investment priorities. Tahoe City and Kings Beach are subdivided onto small lots and have a lot of "excess" coverage remaining from pre-TRPA development. There is significant potential for area-wide coverage management systems that improve water quality and reduce financial barriers to redevelopment in Town Centers. Considering these programs through separate processes will allow Placer County to consider these on a case-by-case basis and with the necessary level of detail.

1130-14

Project Name	Summary of Project	Environmental Benefits
Area-Wide Water Quality Treatment (BMP) Districts	Evaluate the feasibility and pursue grant funding for Area-Wide water quality treatment districts within portions of the Tahoe City and Kings Beach Town Centers. Within a district, water quality facilities would be jointly funded in lieu of certain parcel-specific BMP requirements. Priority will be given to sites close to Lake Tahoe and in high pollution loading catchments. Potential sites will be identified in the Area Plan. Program development will occur through later processes in coordination with involved property owners, TRPA and other organizations.	BMP retrofits can be difficult and costly – especially in older town center areas. BMPs are required when property improvements are made. The high cost can impede redevelopment. The BMP compliance rate in Placer County is less than 30% overall and less than 20% for non-residential properties. The 2012 Regional Plan expanded Area-Wide BMP opportunities as a strategy to reduce costs and accelerate the installation of water quality improvements. Grant funding may also be available to assist with area wide BMP programs. Programs would be developed in accordance with TRPA Code Section 13.5.3.b.3. Identifying multi-parcel BMP opportunities and pursuing funding assistance could accelerate BMP certification, facilitate redevelopment and improve water quality.
Stormwater Districts	Evaluate the feasibility of establishing one or more Stormwater Districts in the Placer-Tahoe area.	A storm water district could be established for the entire plan area or sub/areas. Options will be considered in coordination with TMDL and TRPA program participants.
Wayfinding Sign Program	Implement the Placer County Wayfinding Signage Plan to improve the visitor experience and reduce auto trips.	The program will help direct visitors to key facilities, thereby reducing auto travel distances.
Cabin Creek Biomass Facility	Placer County is developing the Cabin Creek biomass facility (outside the Tahoe basin) to assist with USFS forest management.	The facility will provide an alternative on-site burning within Tahoe Basin forests. Air quality benefits are expected.
Land Use Plan Projects		
Continue Sensitive Land Acquisitions	Secure funds to purchase private lands in sensitive areas from willing sellers and in coordination with the California Tahoe Conservancy and other partner organizations.	Strategic property acquisitions enable restoration projects and provide benefits across threshold categories and especially related to water quality, SEZ restoration and scenic conditions.
Kings Beach Library Relocation	In conjunction with Griff Creek improvements, the library is planned to be relocated from SEZ to high capability lands.	This is a land use change intended to support and enhance water quality improvement projects along Griff Creek.
Town Center Redevelopment Incentives	Support redevelopment in Town Centers by adopting a new Area Plan that implements Regional Plan Redevelopment Incentives.	Reforming development standards with TRPA endorsed approaches will help improve water quality, scenic conditions and other environmental qualities.

H3c-16

Project Name	Summary of Project	Environmental Benefits
TRPA Transfer of Development Program	Implementation of TRPA incentives to transfer development to Town Centers will be monitored for efficacy; and improvements may be proposed based on monitoring results. The Area Plan will establish restoration targets for development transfers and other Area Plan programs.	TRPA's development transfer incentives are expected to accelerate SEZ restoration and Town Center redevelopment.
Placer County Commodity Conversions	Area Plan provisions for the conversion of CFA to TAU will be monitored for efficacy; and improvements may be proposed based on monitoring results.	The program will allow Placer County communities to achieve a more balanced land use pattern with lodging units to accommodate more of the region's visitors. The program should enable Town Center redevelopment and reduce auto dependency.
Parking standard reforms and community parking options	Consistent with Regional Plan provisions, new shared use and site specific parking standards will be implemented in the Area Plan. Additionally, Placer County will evaluate additional community parking systems such as parking assessment districts and in-lieu parking fee systems.	Amendments are intended to reduce the amount of pavement and make more efficient use of parking areas. This should benefit water quality other environmental conditions.
Transportation & Recreation Plan Projects		
Fanny Bridge/Hwy 89 Re-alignment	This is a major multimodal transportation project led by Tahoe Transportation District. Construction is anticipated in the 2016-2018 timeframe. The project will reduce congestion and enhance mobility options in the Tahoe City and West Shore areas.	The project should significantly benefit air quality, water quality, noise levels and scenic conditions. Existing peak-season congestion on Highway 89 south of Tahoe City is a significant environmental and quality of life challenge. This is a major project with significant benefits.
Tahoe City Mobility Improvements	Options will be analyzed to enhance mobility in Tahoe City, including expanded parking, trails and sidewalks. The improvements will supplement the sidewalks, trails and parking areas that have already been established in Tahoe City.	Air quality, water quality and scenic conditions are primary environmental benefits.
Kings Beach Mobility Improvements	Options will be analyzed to enhance mobility in Kings Beach, including expanded parking, trails and sidewalks. The improvements will supplement the sidewalks, trails and parking areas that have already been established and are being built as part of the Kings Beach Commercial Core Improvement Project.	Air quality, water quality and scenic conditions are primary environmental benefits.
Transit Improvements	Placer County is engaged with local stakeholders in developing the North Tahoe Resort Triangle Transit Vision. The Vision plan would increase transit service by 70% for Placer County's Tahoe Area Regional Transit service by adding over 18,000 vehicle revenue hours of transit service.	These transit improvements should reduce auto dependency and improve air quality.

Project Name	Summary of Project	Environmental Benefits
Kings Beach Public Pier	A new public pier at the Kings Beach State Park could enhance the visitor experience and support water transit. The project will be considered in coordination with the California Tahoe Conservancy and State Parks Master Plan.	Recreation enhancements and air quality benefits from reduced auto dependency.
Dollar Creek Trail	A Class 1 trail is planned from Dollar Hill north to the Cedar Flat neighborhood. The trail is 2.4 miles long and scheduled for construction in 2015.	Recreation enhancements and air quality benefits from reduced auto dependency.
North Tahoe Trail	A Class 1 trail is planned from the northern terminus of the Dollar Creek Trail approximately 6 miles to North Tahoe Regional Park. This would complete the Class 1 trail from Tahoe City to Kings Beach. Construction is anticipated in 2018, subject to funding being secured.	Recreation enhancements and air quality benefits from reduced auto dependency.
Regional Trail Connections	Placer County is coordinating with adjoining communities to plan for and construct a continuous Class 1 trail connecting Tahoe City, Kings Beach, Northstar, Squaw Valley and Truckee. The Truckee River, Dollar Creek and North Tahoe Trails would be part of the larger trail network.	Recreation enhancements and air quality benefits from reduced auto dependency.
Speedboat Beach Master Plan	Park, Beach and Lake Access improvements.	The project will improve recreational opportunities.
Waterborne Transit Expansions	Existing waterborne transit facilities will be expanded in coordination with the Tahoe Transportation District and other agencies.	Expanded water transit will provide an appealing alternative to auto travel for residents and visitors, thereby improving air quality and other environmental qualities.
Recreation Master Plan	Following Area Plan approval, Placer County will consider an updated Recreation Master Plan for the Plan Area.	This project could improve recreational opportunities over time and will be developed in coordination with water quality improvement efforts.

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