



north lake tahoe

Chamber | CVB | Resort Association

October 1, 2014

Subject: The Stages Phase Two, Visual and Performing Arts Theater Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- Staff and the Capital Investment/Transportation Committee recommend that the NLTRA Board approve up to \$96,000 for the Tahoe Regional Arts Foundation to partially fund The Stages Phase Two, which will to design and prepare materials to initiate the capital campaign necessary to bring this facility to fruition. (Application attached).

Decision Considerations:

- This request was recommended by the CIT Committee (13-1-0). It has been anticipated for 14/15 funding in the 2014/15 CI/T Work Plan
- In 2008/09, NLTRA funded the preparation of a region-wide Feasibility Study and Business Planning for New Cultural Facilities. (<http://nltra.org/documents/>)
- The Performing Art Center has been included in the Capital Investment/Transportation Work Plan showing an initial estimate of up to \$400,000 for TOT contribution for planning and design.
- This project is to build a 500 seat proscenium theater with an additional 2500 seat amphitheater at the entrance to Northstar, as recommended in the NLTRA Feasibility Study.
- On December 10th, 2013 the Board of Supervisors approved up to \$153,900 for the Tahoe Regional Arts Foundation to first complete the business/operation plan and present it to the NLTRA before continuing on with the remainder of Phase One.
- After receiving approval of that in February, the Foundation has moved ahead and completed Phase One of the feasibility analysis of developing a successful capital campaign to construct and operate a world class performing arts facility. The report was presented to the CIT Committee at its August meeting.
- Phase One has been completed with a cost savings of \$50,000 to TOT funding.
- Phase Two is estimated to cost \$146,000 of which \$96,000 is requested of TOT (\$46,000 considering \$50,000 cost savings) and \$50,000 of private donations which have been received.
- The Phase Two design and preparation of capital campaign materials will be done by the Lester Group which prepared the Fiscal Feasibility Study.

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**CAPITAL INVESTMENT/TRANSPORTATION
PROCESS TO REQUEST TOT CAPITAL INVESTMENT FUNDING**

- **The Capital Investment/Transportation (CI/T) Committee will continue to maintain list identifying potential projects in the annual Work Plan.**
 - **The Work Plan list can be added to at any time with no project evaluation other than cursory review by staff for appropriateness**
 - **No projects on the Work Plan list shall be considered approved until after completion of the formal application process**
- **Applications requesting TOT funding for capital investment/infrastructure projects must be submitted once a year during the “call for projects” submittal period**
 - **Requests submitted will be for the following fiscal year (15/16) TOT funding or later**
 - **Timing for submittals to be on or about September 10th each year**
 - **Official notification of application due date will be announced no later than August 1st each year**
 - **Applicant presentations, as necessary, will be made at the September CI/T meeting**
 - **CI/T Committee review and recommendation will be at September/October CI/T meetings dependent on number of applications**
 - **NLTRA Board recommendation to be at November/ December Board meeting**
 - **Placer Board of Supervisor approval to be at its December /January meeting**
 - **Actual available TOT funding will be known at that time**
 - **A list of potential new transit services and TOT funding estimates will be available at the time of CI/T project consideration**
 - **NLTRA and County have opportunity to compare all projects in one process**
- **Application to provide more specific and definite information including:**
 - **A time frame for completion**
 - **Identification of other funding and secured funding sources**

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- Applicants evaluation of their project requests using NLTRA weighted criteria identified in the TOT Project Funding Strategy Guidelines
- During this year of transition (2014/15), applicants with projects ready to go in 14/15 may apply in current format
 - Applicants of existing anticipated projects must provide confirmation of need to apply
- Applications requesting TOT funding for **transportation funding (new and on-going services)** will be submitted by February 15th each year for the following FY (15/16)
 - CI/T Committee review and recommendation in February/March period as annual transportation funding is approved at one time as part of the budget process
 - NLTRA Board will recommend to Board of Supervisors as part of the budget process
 - This timing is necessary to coordinate with other transportation funding partners' budget processes also occurring in the spring.
 - Board of Supervisors approve transportation services once a year as part of the budget process prior to July 1st
- Requests for **maintenance funding** from maintenance reserve can be submitted at any time of year.
 - Requests for maintenance funding beyond the capabilities of the maintenance reserve will be considered during the annual grant cycle.
 - A clear definition of what is maintenance project and what is capital investment project will be prepared by Special Districts, Placer Facilities and DPW, and the Capital Investment/Transportation Committee
 - At this time, applications for maintenance funding will be limited to trail related projects that TOT funding helped originate, that substantially serve visitors, and that are supported by matching funds
- CI/T Committee and NLTRA Board retain ability to separately review and recommend applications for opportunistic or emergency projects out of cycle
 - The Committee and Board will consider the possibility of establishing a TOT reserve for these requests

CAPITAL INVESTMENT/TRANSPORTATION
TOT FUNDING APPLICATION CRITERIA

DEFINITION

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

APPLICATION CRITERIA CONSIDERATIONS

- Project is consistent with the goals of the North Lake Tahoe Tourist Development Master Plan. (www.nltra.org/documents)
- Project is consistent with the NLTRA 5-year Strategic Goals (www.nltra.org/documents).
- Project is consistent with Capital Investment/Transportation key Project Groupings
 - Wayfinding Signage
 - Trail Systems
 - Visitor Centers
 - Museums/Cultural Centers
 - Parklands
 - Recreation Amenities
 - Tourism Based Redevelopment
 - Transportation Infrastructure
 - Services to Reduce Traffic Congestion
 - Transit and Transportation Services
- Projects must strengthen overall tourism economy.
- Projects that will stimulate weekday and shoulder-season business.
- Increase in overnight stays in North Lake Tahoe
- Demonstrated need for infrastructure program or project.
- Enhanced visitor experience and economic value for North Lake Tahoe.
- Support for overall of tourism core function areas of North Lake Tahoe-downhill skiing, boating, culinary arts, music, hiking, biking, non-motorized water sports, and Nordic skiing
- Integration of capital investment projects, programs, events, and marketing
- Level and availability of other secured funding.
- Clear description of how public funds will be used and enough data provided for measurable results and benefits.

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- Sound financial plan and managerial and fiscal competence.
- Quantifiable goals and objectives.
- Support of funding requirements for future maintenance or ongoing operating expenses.
- Measurable economic return on investment.
- Project should reflect a balance of funding throughout the North Lake community.
- Importance of this project compared to other projects that are being considered.
- Feasibility under current regulations
- Project does not directly compete with, or replace private enterprises
- Project must be evaluated and scored using the following:

TOT Project Funding Strategy Guidelines (weighting system)
120 Points Maximum Score

Criteria of High Importance: (most weight)

- **Projects that support NLTRA key core function areas and strategic goals. 30 points max**
 - Human Powered Sports and Activities
 - Regional Transportation Vision
 - Advancement of Tourism Economy called for in Community Plans
- **Projects that are within highest priority Work Plan Project Groupings 30 points max**
 - Trails (highest)
 - Recreation Amenities
 - Tourism-Based Redevelopment
 - Transportation Services

Criteria of Importance: (average weight)

- **Projects that support other Work Plan Project Groupings 15 points max**
 - Wayfinding Signage Museums/Cultural Centers
 - Special Events/Regional
 - Parks
 - Transportation Infrastructure
- **Projects that support environmental improvement 15 points max**
- **Projects that have matching funds available 15 points max**
- **Projects that have all other funding sources in place 15 points max**

Other Criteria for Consideration (some weight)

- Percentage of TOT budget required by project request
- Percentage of project budget to be provided by TOT
- TOT request necessary for “gap” funding
- TOT request necessary to leverage additional funding
- Project request effect on geographic distribution of capital investment funds



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

PROJECT INFORMATION

1. Project/program name: **The Stages at Northstar**
2. Brief description of project/program: **Construction and operation of the Visual and Performing Arts Theatres at Northstar**

FINANCIAL INFORMATION

1. Total project cost: **\$30,000,000**
2. Total TOT funds requested: **TRAF will be returning \$50,000 from Stage One funding of the original \$156,900 grant because of savings provided by the Foundation's ability to do some of the work the vendor's had anticipated doing. We are now ready to begin our Capital Campaign to raise the amount needed to build the theatres as well as a substantial endowment. We are requesting a \$96,000 grant to support The Stages at Northstar Capital Campaign. Of this amount \$46,000 is "new" money which combined with the returned \$50,000 will total a new amount of \$96,000 to fund first year of Capital Campaign. This grant will allow TRAF to contract with the Lester Consulting Group (the same firm who did our successful Fiscal Feasibility Study) to guide our Board of Directors through the process of seeking financial contributions, develop ancillary materials for the campaign (video, printed materials) and provide support for staff who will be responsible for considerable record keeping during the process.**
3. Identify other funding from secured sources: **Private contribution, \$50,000**
4. Will the project require future financial funding? **Yes** What is the source of the future financial support? **Corporate contributions, grants and individual contributions from Capital Campaign**

Will this include maintenance needs? **Yes**

What is the source of maintenance funding? **Operating budget of The Stages**
5. Provide project proforma and implementation schedule (timeline): **Capital Campaign is projected to run from September, 2014 through September 2016.**
6. How will project cost overruns or operating cost shortfalls be funded? **Capital Campaign funding**

QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address: **Tahoe Regional Arts Foundation, 12277 Soaring Way, Ste 104, Truckee, CA 96161**

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- Financial Capability: **Funds raised through corporate, grants and individual contributions. Construction timeline will be determined by amount of funding raised during the Capital Campaign**
- Experience with projects of similar nature: **Several members of the board have been involved in non-profit organizations who have built projects, but none of this significance.**
- Objectives of project sponsor: **The purposes of The Tahoe Regional Arts Foundation are to; secure the necessary capital for facilities development and initial operations; provide advice and counsel for the design and construction of the new theatres; manage theatres upon construction; and provide exceptional visual and theatrical experiences for the residents and visitors of/to the Tahoe Region (California and Nevada).**

ECONOMIC IMPACT OF PROJECT

- Estimated number of users: (See chart below)

Audiences at the Stages at Northstar		
Total Paid Theater Attendance (2018)		62,500
Placer County Attenders	50%	31,250
Recovered County Attenders	15%	9,375
Non-County Attenders	50%	31,250

Summary of Economic Impacts		
Ongoing Annual Impacts Operations	Input (Local Expenditures)	\$688,750
	Output (Sales)	\$1,096,402
	Earnings	244,103
	Jobs Created (annual)	7
Audience Spending	Input (2018)	\$1,815,438
	Output (Sales)	\$2,749,789
	Earnings	\$505,329
	Jobs Created (annual)	17
Total Annual Operating Impacts	Output (Sales)	\$3,846,191
	Earnings	\$749,432
	Jobs Created (annual)	23
Construction Impacts	Input (Local Expenditures)	\$33,000,000
	Output (Sales)	\$53,615,100
	Earnings	10,949,400
	Jobs Created (person-years)	231

- Time of year: **Year round, including "shoulder seasons"**
Weekends: **More shows will be produced on the weekends, but unable to provide exact numbers at this time.**
Weekdays: **Some shows will be presented but unable to provide exact numbers at this time.**
- Number of visitors to be attracted as a result of project/program:

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% Local: **See chart above, local residents as well as second homeowners**

% Out of area: **See chart above**
(Define location of visitor)

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

Hotel, Restaurant, Other

Ancillary Spending Impacts of The Stages at Northstar Audiences on Placer County, CA								
Ancillary Spending Impacts	Per Capita Expenditure Estimate	Total Direct (Induced) Expenditures	Output Multiplier	Total New Outputs (Sales)	Earnings Multiplier	Total New Earnings	Job Creation Multiplier	Total New Jobs
1. Recovered County Attendees								
Food Services	\$ 8.15	\$ 76,406	1.4893	\$ 113,792	0.2506	\$ 19,147	10.5401	0.8
Retail Trade	\$ 2.80	\$ 26,250	1.5188	\$ 39,869	0.3102	\$ 8,143	10.2893	0.3
Transportation	\$ 4.27	\$ 40,031	1.5991	\$ 64,014	0.2748	\$ 11,001	7.6323	0.3
Overnight Lodging	\$ 0.96	\$ 9,000	1.4898	\$ 13,408	0.2755	\$ 2,480	8.0273	0.1
Miscellaneous	\$ 0.60	\$ 5,625	1.6053	\$ 9,030	0.3565	\$ 2,005	8.8657	0.0
Sub-total	\$ 16.78	\$ 157,313		\$ 240,112		\$ 42,775		1.5
2. Non-County Attendees								
Food Services	\$ 15.28	\$ 477,500	1.4893	\$ 711,141	0.2506	\$ 119,662	10.5401	5.0
Retail Trade	\$ 8.70	\$ 271,875	1.5188	\$ 412,924	0.3102	\$ 84,336	10.2893	2.8
Transportation	\$ 5.82	\$ 181,875	1.5991	\$ 290,836	0.2748	\$ 49,979	7.6323	1.4
Overnight Lodging	\$ 19.97	\$ 624,063	1.4898	\$ 929,728	0.2755	\$ 171,929	8.0273	5.0
Miscellaneous	\$ 3.29	\$ 102,813	1.6053	\$ 165,047	0.3565	\$ 36,648	8.8657	0.9
Sub-total	\$ 53.06	\$ 1,658,125		\$ 2,509,676		\$ 462,554		15.1
Total Impact of Ancillary Spending	Total (1+2)	\$ 1,815,438		\$ 2,749,789		\$ 505,329		16.6

5. How will the project improve or enhance service to the visitor? **Provide visitors with a quality theatre experience (more than likely better than at their primary residence) as well as providing locals with great opportunities of theatrical experiences.**

COMMUNITY IMPACT

- What geographic portion of North Lake Tahoe will benefit the greatest from this project? **North Shore of Lake Tahoe, West Shore, Incline, NV, Truckee and additional surrounding Tahoe Region.**
- What region-wide tourism benefits will be created? **Increase motel/hotel stays, restaurants, and most retail establishments in the region. (Check chart above)**
- Will local resources be used to create, design, construct this project? **Absolutely. It will be a requirement of the contractor to hire and use as many local providers as possible.**
- What types of businesses will receive the greatest economic impact? **All businesses that serve local and visitors to the Lake Tahoe Region, but primarily lodging and food related businesses.**
Are they supportive of this project? **Yes**
- Will the project require the addition of governmental service? **Yes**
If yes, describe: **County Planning and County Board of Supervisors**
How will these costs be funded? **Funds raised through our Capital Campaign**
- Document the community support for the project: **All those interviewed from the community have been very supportive of the project. Due to the confidentiality of those interviews we are unable to provide a list of those individuals as well as corporations.**

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NORTH LAKE TAHOE TOURISM MASTER PLAN

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

“Quality of Life for resident population living in a resort community almost always means that one is living in a beautiful place. The quality of life for residents of the community is best defined by the opportunities from which to choose...recreation, culture, and arts.” pg. 145 Tourism Master Plan 2004

Using Project Funding Strategy Guidelines, what is your project's score and how was it determined? **105**

- **Projects that support NLTRA key core function areas and strategic goals. 30**
Advancement of Tourism Economy called for in Community Plans
- **Projects that are within highest priority Work Plan Project Groupings 30**
Tourism-Based Redevelopment
- **Projects that support other Work Plan Project Groupings 15**
Wayfinding Signage Museums/Cultural Centers
Special Events/Regional
- **Projects that support environmental improvement 15**
- **Projects that have matching funds available 15**
- **Projects that have all other funding sources in place (Will have)**
- **Other Criteria for Consideration (some weight)**
- **Percentage of TOT budget required by project request (Small considering the size of the project)**
- **Percentage of project budget to be provided by TOT .011%**
- **TOT request necessary for “gap” funding: None other than the Stage One and this request**

OTHER

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

The Stages at Northstar is estimated to bring approximately \$4million to the regional economy and provide a minimum seven new jobs, plus many more part-time jobs during the summer season.

Additionally The Stages programming will include a two-month summer “Drama Camp” that will host youth from across the country and world to learn all facets of the theatre; i.e., sound, lighting, acting, scenery building, and acting. The culminating feature of the two-month Camp will be an event produced by the students. In collaboration with the TTUSD the students’ will receive credits to take back to their “home” school district.

The TRAF will work with both the TTUSD and the Sierra College-Truckee campus to provide the facility where both districts with the facilities where they can provide a full drama curriculum for students, which neither district is now capable of providing.

(The Following are from the Webb Management Business/Operation Plan)

Quality of Life: The presence of the arts in a community contributes to a higher quality of life and is especially important to individuals looking to relocate. Due to the high real estate costs of living in resort communities, the individuals who tend to move to these areas are generally wealthy retirees moving from a

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metropolitan area with a vibrant cultural scene. Resort community leadership often feels that high-quality artistic offerings will attract residents who are seeking a new environment, but do not want to leave the vibrant cultural scene of their current home. The importance of a high quality of life for current residents is also a priority. With a large transient population, the presence of cultural facilities provides something for the residents to rally behind and support as a community.

Year-Round Destinations: Summer arts activity is crucial to the sustainability of resort communities, and diversity in offerings has become increasingly important. The idea is that the more resort communities can offer, the greater its likelihood of attracting visitors who want to spend a lot of time in the area. In some cases, local government directs a substantial amount of resources to local artistic endeavors as a means to diversify the community's appeal. Resort communities, like Aspen, which have long-established summer programs, have benefited from artistically driven summer programming. In other areas, each year brings new and different festivals and performance groups in hopes of deriving similar benefits.



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October 1, 2014

Subject: Squaw Valley Winter Pedestrian Trail Snow Removal Funding Request

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- Staff and the Capital Investment/Transportation Committee recommend that the NLTRA Board approve and recommend the Squaw Valley Public Service District's request for up to \$70,000 TOT Infrastructure Funding to partially support the proposed \$102,000 Squaw Valley Winter Trail Snow Removal Project for 2014/15.

Decision Considerations:

- This request was recommended by the CIT Committee (13-0-1). It has been anticipated for 14/15 funding in the 2014/15 CIT Work Plan.
- Placer CEO will determine whether to provide CEO approval as maintenance funding or to request Board of Supervisors approval.
- The third year of this program for winter snow removal along the existing Squaw Valley bike trail was concluded at the end of last ski season.
- The benefits proved to be major safety improvement for visitors and residents otherwise having to walk on Squaw Valley Road; a unique amenity of outdoor recreation to attract additional overnight visitors wanting a winter mountain experience without partaking in snow-based sports; and access to commercial businesses from various lodgings without a guest having to drive or catch a shuttle.
- The Squaw Valley Public Service District (SVPSD) has provided leadership with Placer County Facilities, Squaw Valley Business Association, and the Squaw Valley Homeowners Association. (funding application and support letters attached)
- It is agreed that any continuance of this program will require some level of funding from those realizing the benefits of the program.
- To recommend up to \$70,000 TOT Infrastructure Funding for Squaw Valley Winter Trail Snow Removal Program. This is the same amount as funded each of the last three years.
- There was a cost savings of \$27,000 this past season.
- SVPSD has implemented cost-savings by using staff and exercising a lease/purchase option for snow blowing equipment.
- Matching funds in the amount of \$10,500 will be provided for this one-season program from the Squaw Valley Neighbourhood Association.
- District staff is currently coordinating with funders to determine additional contributions.
- Evaluation of the potential benefits of winter maintenance on selective trails in Squaw and North Lake Tahoe will continue using the same criteria. It is understood that future funding requests must have funding matches from those realizing the benefits of the program.

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

PROJECT INFORMATION

1. Project/program name: Squaw Valley Bike Trail Snow Removal – 2014-15
2. Brief description of project/program: This program provides snow removal services for Placer County's bike trails in Squaw Valley for the 2014-2015 winter season. This will be the fourth winter the PSD is delivering this service. The Resort Association and Placer County have funded the project, with matching funds, since its inception.

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

Last winter (2013-14), the District implemented the following notable changes to the program to improve the level of service and reduce the costs necessary to deliver it:

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

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

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

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FINANCIAL INFORMATION

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

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

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

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

- Delivering the service cheaper with District staff by avoiding prevailing wages requirements and contractor profit
 - Financing the purchase of the snow blower
 - Exercising a lease / purchase option to apply last winter's lease payment to the purchase of the snow blower
 - Fundraising to increase matching funds required of this grant
4. Will the project require future financial funding? Yes, annually.

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

Will this include maintenance needs? No.

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

Pro-Forma:

Squaw Valley Bike Trail Snow Removal Program Cost Estimate – 2014-2015 Winter

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

The Squaw Valley Bike Trail Snow Removal Program operates November 15, 2014 to April 30, 2015 and includes:

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

Implementation Schedule: Implementation of the program is expected to be on schedule for the 2014-15 winter but is contingent on the approval of this grant application, additional funding contributions, execution of the grant contract, and the issuance of an encroachment permit to perform the work.

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

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QUALIFICATIONS OF PROJECT SPONSOR

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

ECONOMIC IMPACT OF PROJECT

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

COMMUNITY IMPACT

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

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

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

NORTH LAKE TAHOE TOURISM MASTER PLAN

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

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

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

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

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

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

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

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

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

F-15.7

OTHER

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

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

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

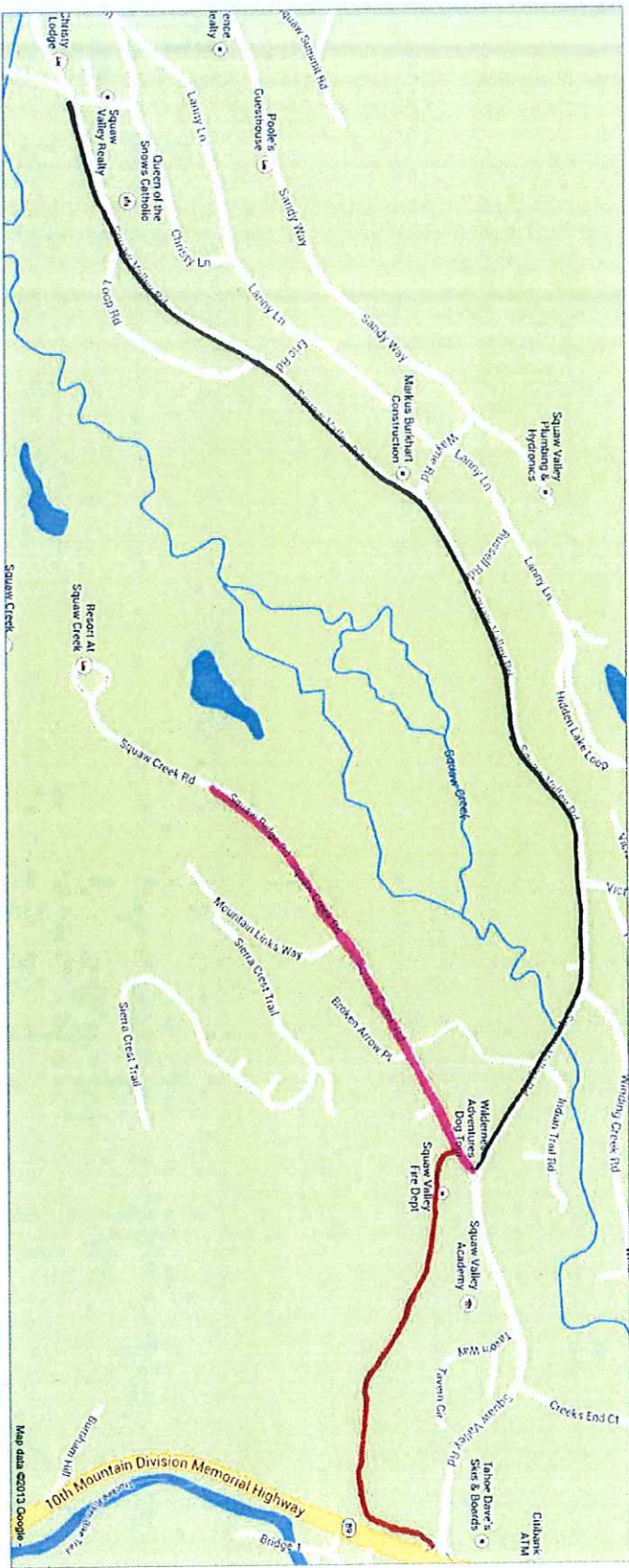
In effort to leverage investment in the project and the experience of delivering it, the District provides reporting of the program's success and resolution of the operational challenges surrounding snow removal from bike trails adjacent to roadways to the Resort Association.

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

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

* VILLAGE

- Squaw Valley Road (1.3 mi)
- Resort at Squaw Creek Extension (0.5 mi)
- Squaw Valley Park Extension (0.5 mi)





September 17, 2013

Dear NLTRA,

I'm writing on behalf of the PlumpJack Squaw Valley Inn and the bike path snow removal program you have supported over the past couple of years. Thank you, as winter time access to the bike path has proven a great value and experience for both our guests and residents of Olympic Valley.

Your continued support would be much appreciated. Thank you for the consideration and I look forward to another successful winter and community partnership here in the Valley.

Should you have any questions, please don't hesitate to call or email.

Sincerely,

A handwritten signature in black ink, appearing to read "Stephen Lamb".

Stephen Lamb
General Manager
PlumpJack Squaw Valley Inn
(530) 448 3206
slamb@plumpjack.com

F-15.10

SQUAW VALLEY FIRE DEPARTMENT

Post Office Box 2522 · Olympic Valley, California 96146-2522

Phone: 530/583-6111 · Fax: 530/583-0624

www.svpsd.org · fire@svpsd.org

Peter A. Bansen – Fire Chief

September 17, 2013

North Lake Tahoe Resort Association
Placer County Board of Supervisors

Greetings:

I'd like to address the effect of snow removal on the multi-use trail in Squaw Valley as it pertains to public safety. I believe that the snow removal regimen on the trail for the past two years – in addition to having significant recreational value – has provided a tangible public safety benefit by providing a safe separation between pedestrians and roadway traffic in Squaw Valley.

Prior to the implementation of the snow removal program, we saw walkers, recreational runners and bicyclists (although in much smaller numbers than currently use the trail) on the shoulders of Squaw Valley Road. There are a number of people who walk to work from their homes in Squaw Valley in addition to those using the road for exercise and enjoyment. The limited width of the road and the vertical snow banks made this a dangerous proposition – in fact in the *first hour of the first day* that the ski resort used a 'three lane' traffic management system, a pedestrian was struck and injured by a car. With the advent of the snow removal program, pedestrians, runners and bicyclists are separated from vehicular traffic for the majority of the length of the road and that has created a safer situation for everyone.

I am strongly supportive of the snow removal program because of the many benefits it provides and would request that you consider the continued funding for it as a high priority among the many requests that you receive.

Thank you,



Peter A. Bansen, Chief
Squaw Valley Fire Department

F-15.11



SQUAW VALLEY USA

September 17, 2013

Mr. Mike Geary, P.E.
Squaw Valley Public Service District
PO Box 2026
Olympic Valley, CA 96146-2026

RE: Bike Trail Snow Removal

Dear Mike:

The Squaw Valley Public Service District's conduct of snow removal on the Squaw Valley bike path during the past two seasons, supported by financial contributions from the Squaw Valley Business Association, has produced great benefit for Squaw Valley residents and visitors.

We have received numerous compliments from guests regarding availability of the path for use during winter. Removing the snow in order to provide pedestrian access enhances the appeal of Squaw Valley. Moreover, the availability of the path during winter keeps pedestrians off Squaw Valley Road, improving safety.

Please continue this important work. We understand that the SV Business Association is prepared to double its contribution for the service during 2013-2014, to \$21,000. Squaw Valley will continue supporting the program financially and otherwise.

Sincerely,

Mike Livak, Executive Vice President

Squaw Valley USA, P.O. Box 2007, Olympic Valley, California 96146
530.583.6985 | Fax 530.581.7106 | www.squaw.com



F-15.12

Mike Geary

From: Mark Zimmerman <mark@olympicvillageinn.com>
Sent: Tuesday, September 17, 2013 1:33 PM
To: Mike Geary
Subject: Bike Trail Snow Removal in Squaw Valley

Dear Mike:

Please pass on this e-mail to the NLTRA regarding snow removal on the bike trail in Squaw Valley.

Olympic Village Inn is extremely supportive of continuing the program. We have over 3,200 homeowners and sold the original inventory between 1982 and 1992. Adding 20 to 30 years on to our owners lives has changed their recreational activities.

I see many of our winter owners not skiing anymore but walking has become very important to them. This assists them in staying active while staying at OVI and it is done in a safe manner. In the USA Today Tuesday Sept 17 edition, going on a walk was rated as the boomers top physical activity during a week.

Sincerely

Mark Zimmerman
Olympic Village Inn
Resort Manager
530-581-6000

County of Placer
SQUAW VALLEY MUNICIPAL ADVISORY COUNCIL
175 Fulweiler Avenue
Auburn, CA 95603
County Contact: Steve Kastan (530) 581-0345



June 6, 2013

Dear North Lake Tahoe Resort Association,

Thank you for your support in funding the winter snow removal on the Squaw Valley Multi-Use Trail for the past two winters. Visitors and residents alike have appreciated and benefited from this project.

The Squaw Valley Municipal Advisory Council encourages the North Lake Tahoe Resort Association to continue to support the winter snow removal with TOT funds. In the 2004 North Lake Tahoe Tourism and Community Investment Master Plan, the NLTRA recognized the importance of "year-round bike-trail maintenance." The benefits for the Squaw Valley trail include increased recreation, safety and ease of traveling in the Valley without a vehicle, and positive environmental impacts on the North Lake Tahoe Region due to less vehicle usage.

The snow removal on the trail helps improve the visitor experience at North Lake Tahoe and the quality of life for residents - an important goal of the NLTRA. The Squaw Valley Municipal Advisory Council strongly supports the continued use of TOT funds for this project.

Sincerely,

A handwritten signature in blue ink that reads "Lindsay S Romack". The signature is fluid and cursive.

Lindsay Romack, Chair
Squaw Valley Municipal Advisory Council

Placer County is committed to ensuring that persons with disabilities are provided the resources to participate fully in its public meetings. If you require disability-related modifications or accommodations, including auxiliary aid or services, please contact the Board of Supervisor's office.

F-15.14



Squaw Valley Property Owners Association

POST OFFICE BOX 2003 • OLYMPIC VALLEY, CALIFORNIA 96146 • INFO@SQUAWVALLEYPOA.ORG

September 17, 2013

To: North Lake Tahoe Resort Association

For the last two years, the bike path has not only been heavily used in the summer, but with the snow removal, well used in the winter. In 2011 the Squaw Valley Property Owners members were surveyed about plowing the bike path. Of the approximately 90 surveys returned, the response was over whelming in support of the plowing. As many wrote, the situation of pedestrians having to walk in the street during the winter was unsafe. For example, students from the local Squaw Valley school had to walk in the street, sometimes in the dark, to return to their school. Responses not only commented on the safety issue, but also the enhanced enjoyment of being able to walk along the meadow in the winter which was not possible without plowing the bike path.

Treas Manning, a SVPOA Board member, did a summer survey of individuals walking on the bike path. From 35 responses, she found the majority of those on the bike path, were not locals but visitors enjoying the view of the meadow and mountain. One can surmise that also in the winter, many of those using the path for walking are visitors. I personally have asked those on the bike path in the winter where they are from and my informal survey found many were visitors not just locals. Every day in the winter, when the snow was on the ground, one always saw the bike path being well used by walkers, runners, and individuals pushing strollers.

To contemplate that this winter activity, especially for those visitors who do not ski or snowboard, may have to cease because of lack of a plowed pathway makes no sense. If we want Squaw Valley to be truly a first-class tourist destination we must offer a place to walk and enjoy the mountains. Every major ski area in the United States and in Europe provides visitors a plowed walking path.

Thus the SVPOA Board and I strongly urge the NLTRA to use TOT funding for five years to continue plowing the bike path in the winter. In addition we recommend that the plowing be expanded to connect SV Park and the Resort at Squaw Creek. In our opinion, it will be sad indeed to discontinue an activity that has been so successful in providing a means in winter for individuals to be outdoors enjoying our beautiful valley and mountain.

Sally Brew
Sally Brew, President, Squaw Valley Property Owners Association

F-15.15



north lake tahoe

Chamber | CVB | Resort Association

October 1, 2014

Subject; North Tahoe Shared-Use Trail Planning; Cedar Flat to Regional Park

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- Staff and the Capital Investment/Transportation Committee recommend that the NLTRA Board approves the Placer County Department of Public Works (DPW) request for up to \$100,000 TOT funding to continue planning the North Tahoe Shared-Use Trail toward the Regional Park.

Decision Considerations

- The request was unanimously recommended by the CIT Committee (12-0-0).
- Additional planning funds for this project had not been anticipated for 14/15 in the 2014/15 CI/T Work Plan.
- The Class 1 Resort Triangle multi-purpose trail remains one of the highest priorities since the inception of the NLTRA and the TOT increase in 1995.
- One of the key missing links in the North Lake Tahoe trail system has been that portion between Dollar Hill and the Regional Park in Tahoe Vista.
- Recently, DPW came forward to start planning, design and construction of this 9 mile segment.
- To date, more than 2 miles has full funding in place, design and permitting nearing completion, and construction ready to begin in 2015.
- DPW is now ready to start the process again to develop the next section of trail.
- Request if for up to \$100,000 TOT funding for Placer County DPW to initiate planning efforts for the next section of trail during 2014/15, starting in January 2015. At this time, there are no matching funds, but an On Our Way grant is possible. (See attached funding request)
- Even though TOT is the only funding source at this time, it is very important to keep this effort going as it remains a very high priority.
- NLTRA will continue to assist in pursuing additional funding sources.

F-16.1



north lake tahoe

Chamber | CVB | Resort Association

The North Lake Tahoe Resort Association
Capital Investment Project / Program
FUNDING APPLICATION

PROJECT INFORMATION

1. PROJECT / PROGRAM NAME: **North Tahoe Shared-Use Trail**
2. BRIEF DESCRIPTION OF PROJECT/PROGRAM: **The project proposes planning level efforts to develop trail alignment alternatives for a The project proposes a Class 1 or better shared-use trail, approximately 6 miles long extending the existing multi-use trail along North Lake Tahoe. The project provides for an extension of the existing Tahoe City multi-use trail network, linking residential and recreational uses. This long studied trail continues to be supported by various agencies and comprises a critical section of TRPA's Lake Tahoe Region Bicycle and Pedestrian Plan to establish a world-class bicycle and pedestrian community at Lake Tahoe. The difference with pursuing OOW as compared to past funding efforts will be to first study critical resources such as biological and visual to establish a permissible trail alignment and develop a strong partnership with the US Forest Service of which they are the primary land manager in the area of the likely trail location.**

FINANCIAL INFORMATION

1. TOTAL PROJECT COST: **\$100,000**
2. TOTAL TOT FUNDS REQUESTED: **\$100,000**
3. IDENTIFY OTHER FUNDING FROM SECURED SOURCES. **None at this time. There is the potential to secure TRPA On Our Way grant funding totaling approximately \$50,000 to expand planning efforts.**
4. WILL THE PROJECT REQUIRE FUTURE FINANCIAL FUNDING? **Yes, in order to complete environmental analysis, permitting and final design.**
WHAT IS THE SOURCE OF THE FUTURE FINANCIAL SUPPORT? TRPA On Our Way (OOW) and state funding that support trail projects.
WILL THIS INCLUDE MAINTENANCE NEEDS? No, this is a planning effort.
WHAT IS THE SOURCE OF MAINTENANCE FUNDING? Not applicable.
5. PROVIDE PROJECT PROFORMA AND IMPLEMENTATION SCHEDULE (TIMELINE). **The anticipated schedule is to commence the effort in January 2015 and**

provide final written products by June 2015, and therefore, TOT funding would be requested for 2014-15.

6. HOW WILL PROJECT COST OVERRUNS OR OPERATING COST SHORTFALLS BE FUNDED? **Uncertain at this time. If scope expands beyond this funding request, additional Placer County TOT may be pursued, but regardless, other funding sources will be pursued to expand planning effort.**

QUALIFICATIONS OF PROJECT SPONSOR

1. NAME / ADDRESS: **Placer County Department of Public Works, Tahoe Engineering Division, P.O. Box 336 (7717 North Lake Boulevard), Kings Beach, CA 96143**
2. FINANCIAL CAPABILITY: **The Department of Public Works routinely manages a capital improvement program (CIP) annual budget of approximately \$100M. On the order of 95% of our annual CIP budget is supported by grant funds that we compete for and secure from local, state and federal sources. DPW's track record for fiscal responsibility can be considered outstanding. All of our grants are routinely audited, and our records show nominal exceptions with our grant management performance.**
3. EXPERIENCE WITH PROJECTS OF SIMILAR NATURE: **DPW has been successful with a number of capital infrastructure projects and in particular, have embarked on permitting and designing the Dollar Creek Shared-Use Trail to be built in 2015 that will partially close the trail gap between Tahoe City and Kings Beach.**
4. OBJECTIVES OF PROJECT SPONSOR: **Provide a collaborative partnership with North Shore communities, business owners, NTPUD, and TCPUD to help make this project a success.**

ECONOMIC IMPACT OF PROJECT

1. ESTIMATED NUMBER OF USERS: **Not applicable. This is a planning effort.**
2. TIME OF YEAR: **Not applicable.**
WEEKENDS: **Not applicable.**
WEEKDAYS: **Not applicable.**
3. NUMBER OF VISITORS TO BE ATTRACTED AS A RESULT OF PROJECT / PROGRAM:
% LOCAL:
% OUT OF AREA (DEFINE LOCATION OF VISITOR): **Not applicable.**
4. PROJECTED EXPENDITURES BY OUT OF AREA ATTENDEES (PER CAPITA):
HOTEL:
RESTAURANT:
OTHER: **Not applicable.**
5. HOW WILL THE PROJECT IMPROVE OR ENHANCE SERVICE TO THE VISITOR? **Connect the existing non-motorized shared-use trail between Cedar Flat and the NTPUD Regional Park in North Lake Tahoe.**

COMMUNITY IMPACT

1. WHAT GEOGRAPHIC PORTION OF NORTH LAKE TAHOE WILL BENEFIT THE GREATEST FROM THIS PROJECT? **Tahoe City and Tahoe Vista.**
2. WHAT REGION-WIDE TOURISM BENEFITS WILL BE CREATED? **Providing a recreational amenity and non-motorized transportation alternative by expanding existing trail system so that all of North Lake Tahoe has a continuous paved path from Tahoe City to Kings Beach.**
3. WILL LOCAL RESOURCES BE USED TO CREATE, DESIGN, CONSTRUCT THIS PROJECT? **Not applicable.**
4. WHAT TYPES OF BUSINESSES WILL RECEIVE THE GREATEST ECONOMIC IMPACT? **Restaurants, retail shops, and lodging all will benefit from having a continuous trail from Tahoe City to Kings Beach. The path will bring additional visitors to the area to recreate and travel on the trail ultimately resulting in increased business in North Tahoe businesses.**

ARE THEY SUPPORTIVE OF THIS PROJECT? **Yes, as documented through public feedback during the community plan update and community visioning processes and public meetings occurring through 2013.**

5. WILL THE PROJECT REQUIRE THE ADDITION OF GOVERNMENTAL SERVICE? **No.**

IF YES, DESCRIBE:

HOW WILL THESE COSTS BE FUNDED? **Not applicable.**

6. DOCUMENT THE COMMUNITY SUPPORT FOR THE PROJECT: **The North Tahoe Trail is in the TRPA Bicycle and Pedestrian Plan and been part of other planning documents for over 20 years.**

NORTH LAKE TAHOE TOURISM MASTER PLAN

DESCRIBE HOW THE PROJECT MEETS THE GOALS OF THE TOURISM MASTER PLAN AND CRITERIA OF THIS APPLICATION (STRATEGIC GOALS, CORE PROJECT GROUPINGS, AND PROJECT FUNDING STRATEGY GUIDELINES). **In the plan, multimodal access and trail connectivity is stated in numerous sections as a high priority.**

USING PROJECT FUNDING STRATEGY GUIDELINES, WHAT IS YOUR PROJECT'S SCORE AND HOW WAS IT DETERMINED? **92 based on comparing how project aligns with TOT Project Funding Strategy Guidelines.**

OTHER

LIST OTHER BENEFITS OR ELEMENTS THAT SHOULD BE CONSIDERED BY THE RESORT ASSOCIATION IN EVALUATING THIS REQUEST:

- **Attain and maintain air quality in the region at levels that are healthy for humans and the ecosystem, achieve and maintain environmental thresholds and do not interfere with residents' and visitors' visual experience: Mobility**

improvements can decrease vehicle miles traveled (VMT) and the parking management strategy can provide a “park-once” and walk option for residents and visitors; improved connectivity to transit can improve ridership.

- Promote walkable, bikeable, transportation enhancements and environmental improvements that increase the viability of transit systems.
- Improve the accessibility of Lake Tahoe for public viewing.
- The TOT funding will develop buildable trail alignment alternatives to then be analyzed in greater detail to determine a preferred and permitted trail alternative with future funding.



north lake tahoe

Chamber | CVB | Resort Association

October 1, 2014

Subject: Kings Beach Boardwalk and Gateway Planning

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- Staff and the Capital Investment/Transportation Committee recommend that the NLTRA Board approve the Placer County Department of Public Works request for up to \$150,000 TOT Infrastructure Funding to support the proposed Kings Beach Boardwalk and Gateway Planning project for 2014/15.

Decision Considerations:

- This request was unanimously recommended by the CIT Committee (12-0-0). Discussion included concern for amount of request to be used for Placer County admin and project management.
- The project had not been anticipated for 14/15 funding in the 2014/15 CI/T Work Plan. It has been conceptually discussed for many years.
- It has only been recently that several visioning efforts have brought forth some consensus that it is time to begin planning for improvements for the waterfront and the gateway area around the intersection of Highways 28 and 267.
- As with other projects going on in Kings Beach, collaborative partnerships are developing with the many community, business, and governmental entities to continue preparing for additional opportunities for Kings Beach redevelopment.
- The application requests up to \$150,000 TOT Funding for Placer County DPW to initiate planning efforts during 2014/15. At this time, there are no matching funds for this initial planning. (Application Attached)
- This would allow concept completion in later 2015 allowing for potential property acquisitions to be underway in 2015/16.
- Funding for these next steps is being explored with the California Tahoe Conservancy.
- It is understood that future funding requests must have funding matches from sources beyond the limited TOT funds.

F-17.1



north lake tahoe

Chamber | CVB | Resort Association

The North Lake Tahoe Resort Association
Capital Investment Project / Program
FUNDING APPLICATION

PROJECT INFORMATION

1. PROJECT / PROGRAM NAME: **Kings Beach Boardwalk and Gateway**
2. BRIEF DESCRIPTION OF PROJECT/PROGRAM: **The concept of a Kings Beach boardwalk and gateway improvements have been envisioned by the community for years, initiating as part of the visioning efforts for the Pathways 2007 Basinwide Management Plan, and more recently, the concept is included in the County's Kings Beach Vision Plan as part of the Tahoe Basin Community Plan Update.**

The boardwalk would create a prime east-west connection along the Kings Beach State Recreation Area and would connect area beaches and adjacent residential areas. The proposed boardwalk will be planned in alignment with the concepts of the TRPA Regional Bike Plan and the Placer County LID Design Manual and will complement the established planning strategy of the region.

The gateway component consists of planning improvements on the west side of Kings Beach at the intersection of State Routes 28 and 267. Specifically the northeast area of the intersection and agency-owned land south of SR 28 and east of Griff Creek represent areas of improvement for recreation amenities, interpretive sites, multimodal connections, stream restoration, open space establishment and artwork all centered around transforming the area to a welcoming gateway area for the west side of the community.

FINANCIAL INFORMATION

1. TOTAL PROJECT COST: **\$150,000**
2. TOTAL TOT FUNDS REQUESTED: **\$150,000**
3. IDENTIFY OTHER FUNDING FROM SECURED SOURCES. **None at this time.**
4. WILL THE PROJECT REQUIRE FUTURE FINANCIAL FUNDING? **Yes, once initial planning is completed from this TOT funding request, additional funds will be needed to continue planning, right-of-way acquisition, permitting, design and construction.**

WHAT IS THE SOURCE OF THE FUTURE FINANCIAL SUPPORT? **Uncertain at this time, but local, state and federal funding sources will be pursued to complement TOT funding.**

WILL THIS INCLUDE MAINTENANCE NEEDS? **No.**

WHAT IS THE SOURCE OF MAINTENANCE FUNDING? **Not applicable.**

5. PROVIDE PROJECT PROFORMA AND IMPLEMENTATION SCHEDULE (TIMELINE). **Planning efforts could be initiated in January 2015 and be completed in September 2015, and therefore, TOT funding in the amount of \$125,000 would be requested for 2014-2015 for planning tasks, and \$500,000 would be requested for 2015-2016 for acquisition of private properties.**
6. HOW WILL PROJECT COST OVERRUNS OR OPERATING COST SHORTFALLS BE FUNDED? **Not anticipated to be short funded. Additional funding will be required to advance beyond planning to permit and fully design project.**

QUALIFICATIONS OF PROJECT SPONSOR

1. NAME / ADDRESS: **Placer County Department of Public Works, Tahoe Engineering Division, P.O. Box 336 (7717 North Lake Boulevard), Kings Beach, CA 96143**
2. FINANCIAL CAPABILITY: **The Department of Public Works routinely manages a capital improvement program (CIP) annual budget of approximately \$100M. On the order of 95% of our annual CIP budget is supported by grant funds that we compete for and secure from local, state and federal sources. DPW's track record for fiscal responsibility can be considered outstanding. All of our grants are routinely audited, and our records show nominal exceptions with our grant management performance.**
3. EXPERIENCE WITH PROJECTS OF SIMILAR NATURE: **DPW has been successful with a number of capital infrastructure projects and in particular, we planned and are currently managing construction of the Kings Beach Commercial Core Improvement Project (CCIP). We are very familiar with site conditions of the planned improvement areas to help us develop approvable improvement plans.**
4. OBJECTIVES OF PROJECT SPONSOR: **Provide a collaborative partnership with Kings Beach community members, business owners, California State Parks (State Parks), California Tahoe Conservancy (Conservancy), and the North Tahoe Public Utility District (NTPUD) to help make this project a success.**

ECONOMIC IMPACT OF PROJECT

1. ESTIMATED NUMBER OF USERS: **Not applicable. This is a planning effort.**
2. TIME OF YEAR: **Not applicable.**
WEEKENDS: **Not applicable.**
WEEKDAYS: **Not applicable.**

- 3 NUMBER OF VISITORS TO BE ATTRACTED AS A RESULT OF PROJECT / PROGRAM:
 % LOCAL:
 % OUT OF AREA (DEFINE LOCATION OF VISITOR): **Not applicable.**
4. PROJECTED EXPENDITURES BY OUT OF AREA ATTENDEES (PER CAPITA):
 HOTEL:
 RESTAURANT:
 OTHER: **Not applicable.**
5. HOW WILL THE PROJECT IMPROVE OR ENHANCE SERVICE TO THE VISITOR? **Provide a continuous non-motorized path across Kings Beach from Secline Avenue to Chipmunk Avenue along the beach side of Highway 28 that enhances recreation and transportation mobility through walking and cycling for the community. It will help improve access to businesses and residences to have a separate non-motorized corridor off Highway 28.**

In addition, provide gateway improvements at the west side of Kings Beach which represents one of the primary transportation routes into and out of North Lake Tahoe along State Route 267. Improvements could include modifying signalized intersection at SR 28 to a roundabout, relocating the County library off of sensitive land near Griff Creek, restoring sensitive land along Griff Creek, establishing open space for recreational and artwork amenities, and providing interpretive and trailhead facilities. The land ownership in this area includes Placer County, NTPUD, Conservancy, North Tahoe Fire and private. Acquisition of private lands would need to occur to fulfill project objectives.

COMMUNITY IMPACT

1. WHAT GEOGRAPHIC PORTION OF NORTH LAKE TAHOE WILL BENEFIT THE GREATEST FROM THIS PROJECT? **Kings Beach.**
2. WHAT REGION-WIDE TOURISM BENEFITS WILL BE CREATED? **Providing recreational amenities and non-motorized transportation alternatives to improve access to residences, businesses and the Kings Beach State Recreation Area along with improving the transportation corridor into and out of Kings Beach on its west side.**
3. WILL LOCAL RESOURCES BE USED TO CREATE, DESIGN, CONSTRUCT THIS PROJECT? **Not applicable.**
4. WHAT TYPES OF BUSINESSES WILL RECEIVE THE GREATEST ECONOMIC IMPACT? **Restaurants, retail shops, and lodging all will benefit from having a continuous path in Kings Beach on the beach side of Highway 28. The path will bring additional visitors to the area to recreate and travel on the trail ultimately resulting in increased business.**

ARE THEY SUPPORTIVE OF THIS PROJECT? **Yes, as documented through public feedback during the community plan update and community visioning processes and public meetings occurring through 2013.**

5. WILL THE PROJECT REQUIRE THE ADDITION OF GOVERNMENTAL SERVICE? **No.**

IF YES, DESCRIBE:

HOW WILL THESE COSTS BE FUNDED? **Not applicable.**

6. DOCUMENT THE COMMUNITY SUPPORT FOR THE PROJECT: **TRPA Regional Plan Update meetings, subsequent Kings Beach visioning and area plan meetings and articulated in the TRPA Bicycle and Pedestrian Plan.**

NORTH LAKE TAHOE TOURISM MASTER PLAN

DESCRIBE HOW THE PROJECT MEETS THE GOALS OF THE TOURISM MASTER PLAN AND CRITERIA OF THIS APPLICATION (STRATEGIC GOALS, CORE PROJECT GROUPINGS, AND PROJECT FUNDING STRATEGY GUIDELINES). **In the plan, multimodal access, trail connectivity and gateway improvements are all emphasized in numerous sections as a high priority to enhance tourism and the local economy.**

USING PROJECT FUNDING STRATEGY GUIDELINES, WHAT IS YOUR PROJECT'S SCORE AND HOW WAS IT DETERMINED? **105 based on comparing how project aligns with TOT Project Funding Strategy Guidelines.**

OTHER

LIST OTHER BENEFITS OR ELEMENTS THAT SHOULD BE CONSIDERED BY THE RESORT ASSOCIATION IN EVALUATING THIS REQUEST:

- **Attain and maintain air quality in the region at levels that are healthy for humans and the ecosystem, achieve and maintain environmental thresholds and do not interfere with residents' and visitors' visual experience: Mobility improvements can decrease vehicle miles traveled (VMT) and the parking management strategy can provide a "park-once" and walk option for residents and visitors; improved connectivity to transit can improve ridership.**
- **Promote walkable, bikeable, transportation enhancements and environmental improvements that increase the viability of transit systems.**
- **Improve the accessibility of Lake Tahoe for public viewing.**
- **The TOT planning funding (\$150,000) will develop buildable boardwalk/path preliminary plans to then be analyzed in greater detail for permitting, final design and construction with future funding.**
- **The TOT planning funding will also develop preliminary plans for gateway improvements assuming private lands could be acquired and public agencies can agree on how improvements are of mutual benefit to their agencies.**
- **The TOT funding could be matched by future Conservancy efforts to acquire the private lands for the purposes of establishing site control to build and operate the gateway improvements.**



north lake tahoe

Chamber | CVB | Resort Association

October 1, 2014

Subject; Current Year Request for 2014/15 Funds for Northstar/Martis Trail Construction

From: Ron Treabess, Director of Community Partnerships and Planning

Staff Recommendation:

- Staff and the Capital Investment/Transportation Committee recommend that the NLTRA Board approve \$250,000 to the Northstar Community Services District for the purpose of partially funding the construction of the Northstar/Martis Valley Trail, Segment 1B.

Decision Considerations:

- This request was unanimously recommended by the CIT Committee (12-0-0). It has been anticipated for 14/15 funding in the 2014/15 CIT Work Plan. Matching funds are included.
- Northstar Community Services District has prepared this funding request for current year funding to continue the on-going design and construction work on the initial trail Segment 1B. (Application Attached)
- The total cost for this segment is \$2,000,000 with the \$1,750,000 fund balance secured from other sources.
- Future funding requests will be made for this 11 mile project, estimated at \$10-13 million, which is a major link in the overall Resort Triangle Class 1 Multi-Use Trail System.

F-18.1



N·C·S·D

Northstar Community Services District
908 Northstar Drive, Northstar, CA 96161
P: 530.562.0747 • F: 530.562.1505 • www.northstarcsd.org

Board of Directors

JEANN GREEN
NANCY IVES, PRESIDENT
FRANK SEELIG
DARRELL SMITH
CATHY STEWART

General Manager

MICHAEL STAUDENMAYER

September 16, 2014

Mr. Ron Treabess
Interim Executive Director
North Lake Tahoe Resort Association
PO Box 5459
Tahoe City, CA 96145

RE: Martis Valley Trail Funding Request

Dear Ron:

Please accept the attached funding application for the Martis Valley Trail project on behalf of the Northstar Community Services District. The NCSD appreciates the ongoing support and commitment from the North Lake Tahoe Resort Association on this important regional project. The Association's initial grant money has truly had the desired effect as seed funding allowing the District to secure an additional \$3.6 Million in project funds. The continuation of this partnership is critical to the success of the trail as we complete the environmental documentation and lead into construction phase. The District is dedicated to seeing this project come to fruition and looks forward to building on the sound relationship with the North Lake Tahoe Resort Association as we move forward.

Sincerely,

A handwritten signature in blue ink, appearing to read "Mike Staudenmayer", with a long horizontal flourish extending to the right.

Mike Staudenmayer
General Manager

F-18.2

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

PROJECT INFORMATION

1. **Project/program name:** Martis Valley Trail
2. **Brief description of project/program:** The proposed project is a ten foot wide paved multipurpose recreation trail approximately 9 miles long connecting the Northstar Village with the Town of Truckee and ultimately the Tahoe basin as well as existing paved and unpaved trails along its route.

FINANCIAL INFORMATION

1. **Total project cost:** Estimated costs for the entire project are \$10-13 Million including all planning, environmental, permitting and construction.
2. **Total TOT funds requested:** The NCS D is requesting \$250,000 in TOT funds at this time for the purposes of constructing Segment 1B
3. **Other funding sources:** The NCS D has been successful in securing the following funds for the project: Placer County Parks and Recreation \$1.5 million, NLTRA TOT \$250,000, and California Department of Housing and Community Development \$254,000 for a total of \$2 million.
4. **Will the project require future financial funding?** Future financial funding will be required to complete construction and design elements of the project. The initial planning and design process will be phased to accommodate available funding. The construction project itself will also be phased to accommodate funding and to make convenient linkages where possible without leaving portions of the trail incomplete.

What is the source of the future financial support? Future financial support will come from several sources including the Northstar Community Services District, County, state and federal transportation and recreation funding sources. Placer County, Truckee Tahoe Airport District, Keilhoffer, Northstar Property Owners Association and Trimont Land Company have all agreed to provide easements for the trail across their property which would otherwise be a significant cost to the project.
5. **Provide project proforma and implementation schedule:** See the attached estimate of project costs and proposed implementation schedule.
6. **How will project cost overruns or operating cost shortfalls be funded?** Any cost overruns or shortfalls at this point of the project may be absorbed by the NCS D CFD bonds and Placer County park dedication fees. Additional funding as indicated above will also be pursued to ensure adequate project capitalization.

QUALIFICATIONS OF PROJECT SPONSOR

1. **Name/address:** Northstar Community Services District, 908 Northstar Drive, Truckee, CA 96161
2. **Financial Capability:** See attached NCS D 2012/2013 Management's Discussion and Analysis.
3. **Experience with projects of similar nature:** NCS D now operates the Tomkins Memorial Trail (roughly 14 miles of existing unpaved multipurpose trails throughout and adjacent the Northstar Community). Portions of this trail were built with the residential development and portions were constructed by NCS D in response to community needs for expanded recreation. 15 years of road maintenance experience.
4. **Objectives of project sponsor:** The NCS D is committed to promoting the health of the community and greater North Lake Tahoe region through providing safe, accessible and convenient recreational and transportation opportunities.

F-18.3

ECONOMIC IMPACT OF PROJECT

1. **Estimated number of users:** Annually, estimated 8,000. Based on visual observation of existing trail use, we believe that the project would be utilized by an average of 75-100 persons per day during the summer months. This number is expected to grow as the awareness and popularity of the trail increases over time.
2. **Time of year:** The trail's peak time of usage is anticipated to be in the summer months of June through September, however the facility will certainly still be used during all months when there is no snow cover.
3. **Number of visitors to be attracted as a result of project/program:** Current usage of the trail system is approximately 25% local residents and 75% visitors. Visitors to the area are from all areas outside of Tahoe and have lodging in Truckee, Northstar and North Lake Tahoe.
4. **Projected expenditures by out of area attendees (per capita):** Out of area attendees will spend on hotels, restaurants, bike rentals and other retail items while visiting the area, the magnitude of which has been documented in prior economic reports.
5. **How will the project improve or enhance service to the visitor?** The completion of the proposed trail will greatly enhance a growing recreational amenity in this area which serves a greater cross section of users. The region is dominated by dirt trails which are not accessible to disabled persons and families with children who do not have the skills or equipment to easily enjoy the backcountry trails. Recently, the Town of Truckee has been aggressively building a network of paved trails that would connect with the proposed trail. The connectivity will offer users opportunities to safely travel between the commercial centers, area rivers, parks and lakes. Additionally, the particular alignment of the proposed trail was selected in part to afford users a scenic aesthetic experience that will serve on its own to be a worthy recreational amenity.

COMMUNITY IMPACT

1. **What geographic portion of North Lake Tahoe will benefit the greatest from this project?** The project will provide the greatest benefit to the Northstar community, as access to the trail will be convenient for all residents and visitors staying in Northstar and retail services near the trail connections in Northstar will be in a good position to provide support to trail users.
2. **What region-wide benefits will be created?** The entire region will benefit from the project as it will provide a critical link in the region's "resort triangle" bike pathway connecting the Northshore communities with the Town of Truckee and Squaw Valley. The recreational and alternative transportation amenities provided by this project will only add to the overall value of the North Lake Tahoe region as a world class visitor destination.
3. **What types of businesses will receive the greatest economic impact?** Hotels, rental properties, retail businesses and restaurants will be the beneficiaries of increased visitation due to the proposed project. The construction and engineering industries will also see significant benefit.
4. **Will the project require the addition of governmental service?** Possibly. The NCSD currently operates 14 miles of existing trails with minimal additional funding or services required for maintenance. The proposed trail will require annual monitoring and maintenance to ensure that it remains in a safe and operable condition.

How will these costs be funded? Maintenance funding and services for the trail will be provided through the NCSD from other private and public sources such as a County Service Area, contribution boxes, adopt-a-trail sponsorships and volunteer programs.
5. **What is the importance of this project compared to other projects being considered within the community?** This project will provide new recreational access to segments of the community and visitors that may not have had such access in the past. Accessibility is a critical parameter for any recreational facility and will attract additional users as a result.
6. **Document the community support for the project** Please see the attached topline report from the public opinion survey conducted by Godbe Research and additional letters of support from major community stakeholders.

F-18.4

NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan: The project is directly consistent with the Tourism and Community Investment Plan. The trail would be considered a Visitor and Community Facility. The Master Plan recommends funding support for the following types of Visitor and Community Facilities:

1. Convenient Public Transportation System and Additional Transportation Solutions
2. Additional Bike Trails and Trail Linkages

Additionally, the segment of trail being proposed is potentially a portion of the Tahoe Vista-Truckee Trail which is considered a priority project for the NLTRA.

OTHER

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

Phased Approach – It is the intent of the NCS D to implement construction of the trail in logical segments that provide useable links to existing trails and destination points as funding allows. As such, the section linking the Northstar Village with the USACOE lands in the Martis Valley and the Town of Truckee makes sense to construct first. Construction of future phases connecting the Village with the Tahoe Basin would be subject to funding availability and public demand. Environmental documentation will cover the entire trail with project level analysis on the earlier phases (Northstar Village to the county line).

Progress Report

- Economic Feasibility Analysis completed
- Public Opinion Survey conducted
- Aerial Survey with high-resolution imagery and topography performed
- Biological Opportunities and Constraints Study completed
- Cultural Resources Inventory and Evaluation Report completed
- Commitments for all necessary easements obtained
- CEQA(EIR) certified/NEPA(EA) underway
- Significant coordination with Washo Tribe and USACOE
- Segment 1A under construction (complete Fall 2014)

Martis Valley Trail
 Estimate of Construction Costs - All Proposed Alignments
 August 6, 2014

Segment 1A
Autumn Way to Station 30+00

Construction	2,900	LF	\$	171.00	\$	495,900	\$/LF based on refined cost estimate for this alignment
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	52,070	\$	52,070	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	19,836	\$	19,836	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	34,713	\$	34,713	
Estimating Contingency (20%)					\$	120,504	
				TOTAL	\$	723,022	

Segment 1B
Station 30+00 to Wildlife Viewing Area

Construction	6,400	LF	\$	221.38	\$	1,416,840	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	148,768	\$	148,768	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	56,674	\$	56,674	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	99,179	\$	99,179	
Estimating Contingency (20%)					\$	344,292	
				TOTAL	\$	2,065,753	

Segment 3A
Wildlife Viewing Area to east side of Northstar Golf Course

Construction	5,950	LF	\$	221.38	\$	1,317,218	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	138,308	\$	138,308	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	52,689	\$	52,689	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	92,205	\$	92,205	
Estimating Contingency (20%)					\$	320,084	
				TOTAL	\$	1,920,505	

Segment 3B
East side of Northstar Golf Course to Northstar Drive Roundabout

Construction	8,800	LF	\$	221.38	\$	1,948,155	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	204,556	\$	204,556	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	77,926	\$	77,926	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	136,371	\$	136,371	
Estimating Contingency (20%)					\$	473,402	
				TOTAL	\$	2,840,410	

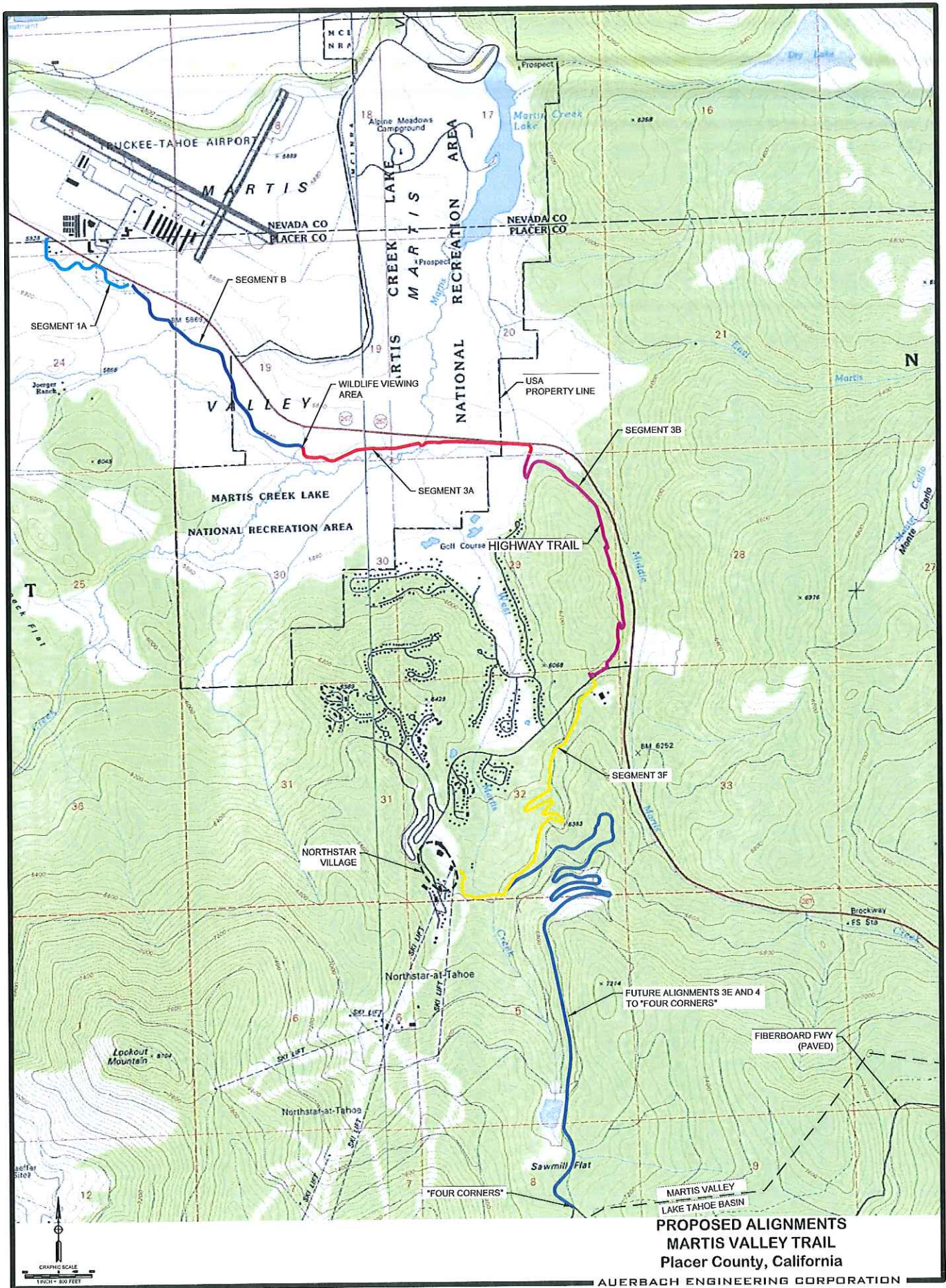
Segment 3F
Northstar Drive Roundabout to the Village

Construction	10,000	LF	\$	221.38	\$	2,213,813	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	232,450	\$	232,450	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	88,553	\$	88,553	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	154,967	\$	154,967	
Estimating Contingency (20%)					\$	537,956	
				TOTAL	\$	3,227,739	

Segment 3E and 4
The Village to Four Corners

Construction	19,304	LF	\$	221.38	\$	4,273,544	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	448,722	\$	448,722	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	170,942	\$	170,942	
Construction Phase Engineering, Testing, Inspection, Contract Admin. (7%)	JOB	LS	\$	299,148	\$	299,148	
Estimating Contingency (20%)					\$	1,038,471	
				TOTAL	\$	6,230,827	

F-18.6



**PROPOSED ALIGNMENTS
MARTIS VALLEY TRAIL
Placer County, California**

AUERBACH ENGINEERING CORPORATION

F-18.7

MANAGEMENT'S DISCUSSION AND ANALYSIS

F-128

NORTHSTAR COMMUNITY SERVICES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

This report consists of Management's Discussion and Analysis (MD&A), which provides financial information on the District as a whole and by fund. As management of the Northstar Community Services District (NCSD), we offer readers of the District's financial statements this narrative overview and analysis of the District's financial performance during the fiscal year ended June 30, 2012. Please read it in conjunction with the District's financial statements, which follow this section.

FINANCIAL HIGHLIGHTS

- The District's total net assets were \$66,235,320 at June 30, 2012
- The District's total expenses in 2012 were \$11,098,339
- Business-Type Activities revenue
 - Water: \$1,656,977
 - Sewer: \$2,183,885
 - Interest: \$33,777
- Governmental Activities revenue: \$5,464,375
- The District's total revenue for 2012 was \$9,339,014

GOVERNMENT-WIDE FINANCIAL STATEMENTS

The statement of net assets and the statement of activities present a government-wide view of the District's finances. Within this view, all District operations are categorized and reported as either governmental or business-type activities. These government-wide statements are designed to be more corporate like in that all activities are consolidated and provide a snapshot of the District as a whole.

BASIC FINANCIAL STATEMENTS

The statement of net assets focuses on resources available for future operations. In simple terms, this statement presents a snapshot of the total assets and total liabilities of the District and the net difference. The net difference is further separated into amounts invested in capital assets, net of related debt and amounts that are unrestricted.

The statement of activities focuses on the costs of the District's programs and the extent to which the programs rely on general revenue. This statement summarizes and simplifies the user's analysis to determine the extent to which programs are self-supporting and/or subsidized by general revenue and reports the changes in net assets.

Fund financial statements separately focus on governmental funds, proprietary funds, and fiduciary funds.

Governmental Fund statements follow the more traditional presentation of financial statements. Included in the governmental funds are the General Fund and the Capital Projects Fund.

The General Fund accounts for all financial resources except those required to be accounted for in another fund.

The Capital Projects Fund accounts for financial resources of the Northstar Community Facilities District #1 (CFD) to be used for the acquisition and construction of major capital facilities within the District.

Proprietary Fund statements follow the governmental fund statements and include water and sewer Enterprise Funds.

NORTHSTAR COMMUNITY SERVICES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

Enterprise Funds account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Fiduciary Fund statements follow the propriety fund statements and include agency funds.

Agency Funds are used to account for the assets held by the District as an agent for the CFD. The financial activities of these funds are not included in the government-wide statements.

The Notes to the financial statements provide additional disclosures required by governmental accounting standards and provide information to assist the reader in understanding the District's financial condition.

FINANCIAL ANALYSIS OF THE DISTRICT

One of the most important questions asked about the District's finances is "Is the District as a whole better off or worse off as a result of this year's activities?" The statement of activities reports information about the District's activities in a way that will help answer this question. The statement of net assets presents information on all of the District's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the District is improving or deteriorating. These two statements report the net assets of the District and the changes in them. However, considerations should also be given to other non-financial factors such as changes in economic conditions, population growth, and new or changed governmental legislation.

A summary of the District's Statement of Net Assets is presented in Table A-1.

Table A-1
Statement of Net Assets
June 30, 2012

	Governmental Activities		Business- Type Activities		Totals	
	2012	2011	2012	2011	2012	2011
ASSETS						
Current assets	\$ 11,116,663	\$ 12,648,574	\$ 3,679,794	\$ 2,466,969	\$ 14,796,457	\$15,115,543
Capital assets	26,653,758	35,564,329	26,351,041	18,734,787	53,004,799	\$54,299,116
Total Assets	<u>37,770,421</u>	<u>48,212,903</u>	<u>30,030,835</u>	<u>21,201,756</u>	<u>67,801,256</u>	<u>69,414,659</u>
LIABILITIES						
Current liabilities	1,073,467	353,760	175,719	93,512	1,249,186	447,272
Noncurrent liabilities	255,950	856,207	60,800	116,535	316,750	972,742
Total liabilities	<u>1,329,417</u>	<u>1,209,967</u>	<u>236,519</u>	<u>210,047</u>	<u>1,565,936</u>	<u>1,420,014</u>
NET ASSETS						
Investment in capital assets, net of related debt	26,653,758	35,564,329	26,351,041	18,734,787	53,004,799	54,299,116
Unrestricted	9,787,246	11,438,607	3,443,275	2,256,922	13,230,521	13,695,529
Total Net Assets	<u>\$ 36,441,004</u>	<u>\$ 47,002,936</u>	<u>\$ 29,794,316</u>	<u>\$20,991,709</u>	<u>\$ 66,235,320</u>	<u>\$67,994,645</u>

NORTHSTAR COMMUNITY SERVICES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

Total net assets amounted to \$66.24 million in fiscal year 2012. The major component of this category is "Investment in capital assets, net of related debt," which represents the District's investment in capital assets, net of the amount borrowed to purchase these assets. The District has not required long-term debt to fund capital projects. Therefore, "Investment in capital assets, net of related debt" is equal to "Capital assets" for both governmental and business-type activities. Total net assets have decreased by \$1.76 million mostly due to a decrease in cash and cash equivalents for the capital projects fund in the amount of \$1.20 million when compared to the prior fiscal year.

Current and capital assets, when combined, decreased \$10.44 million for governmental activities mainly due to the transfer of \$8.02 million of governmental activities' construction in progress to completed capital assets within the proprietary funds of Water and Sewer as represented by 4th Note to the Basic Financial Statements. Current and capital assets, when combined, increased \$8.83 million for business-type activities mainly due to the investment of funds secured through the implementation of a water and sewer capital fee billing component and the aforementioned interfund transfers between governmental and business-type funds.

Current liabilities for governmental activities increased \$94,292 mainly due to \$103,932 in accounts payable within the capital projects fund; whereas business-type activities decreased \$17,394 mainly due to a decrease in accounts payable between the water and sewer funds. Total Non-current liabilities increased by \$69,024 mostly due to an increase in other post-employment benefits.

NORTHSTAR COMMUNITY SERVICES DISTRICT
MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

A condensed version of the Statement of Activities is presented in Table A-2.

Table A-2
Statement of Activities
June 30, 2012

	Governmental Activities		Business- Type Activities		Totals	
	2012	2011	2012	2011	2012	2011
REVENUE						
General Revenue						
NCSD property taxes	\$ 3,906,265	\$ 3,792,256	\$ -	\$ -	\$ 3,906,265	\$ 3,792,256
Snow and fuels management assessments	590,585	576,451	-	-	590,585	576,451
Interest earnings	62,937	56,437	33,777	8,201	96,714	64,638
Miscellaneous	247,343	40,272	1,327	730	248,670	41,002
Total general revenue	4,807,130	4,465,416	35,104	8,931	4,842,234	4,474,347
Program Revenues						
Grants	183,433	31,415	-	-	183,433	31,415
Charges for services	473,812	431,469	3,839,535	3,111,429	4,313,347	3,542,898
Total revenue	5,464,375	4,928,300	3,874,639	3,120,360	9,339,014	8,048,660
EXPENSES						
General government	333,471	499,473	-	-	333,471	499,473
Public safety	3,835,866	3,755,026	-	-	3,835,866	3,755,026
Streets	698,302	321,077	-	-	698,302	321,077
Trails	120,538	118,169	-	-	120,538	118,169
Capital projects	1,686,529	466,740	-	-	1,686,529	466,740
Unallocated depreciation	584,392	529,607	-	-	584,392	529,607
Water and sewer	-	-	3,839,241	3,816,529	3,839,241	3,816,529
Total expenses	7,259,098	5,690,092	3,839,241	3,816,529	11,098,339	9,506,621
OTHER SOURCES (USES)						
Transfers In (Out)	(8,767,209)	(7,746,730)	8,767,209	7,746,730	-	-
CHANGE IN NET ASSETS	(10,561,932)	(8,508,522)	8,802,607	7,050,561	(1,759,325)	(1,457,961)
NET ASSETS, beginning of year	47,002,936	55,511,458	20,991,709	13,941,148	67,994,645	69,452,606
NET ASSETS, end of year	\$36,441,004	\$47,002,936	\$29,794,316	\$20,991,709	\$66,235,320	\$67,994,645

While the statement of net assets shows the position of net assets, the statement of activities provides answers as to the nature and source of these changes.

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F-18.12

NORTHSTAR COMMUNITY SERVICES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

Governmental activities:

The most significant increases in revenue were due to increases in miscellaneous and grant revenue. The increase in miscellaneous revenue was mostly due to \$183,300 in outside agency assistance for the Northstar Drive reconstruction project. Grant revenue increased mostly due to \$169,811 in outside agency contributions to assist in funding the District's fuels reduction program. In addition, property taxes increased by 3.01% or \$114,009.

The largest outflow of resources was for capital project expenditures. This category shows an increase of \$1.22 million and represents amounts paid against capital projects that were not completed during the fiscal year under audit.

Business-Type activities:

The District's business-type activities showed an increase of approximately \$8.80 million in net assets. Further analysis of this change is included in the analysis of the capital assets.

BUDGETARY HIGHLIGHTS

Each year the District Board of Directors adopts an annual operating budget and a five-year capital budget. The operating budget includes proposed expenses and the means of financing them. The District's operating budget remains in effect the entire year, but may be revised by the Board of Directors as required for operational consistency. Budget vs. actual reports are provided to management on a monthly basis and such variance reports are presented to the Board on a quarterly basis.

Table A-3 shows current and prior fiscal year Budget vs. Actual for the General Fund.

Table A-3
Budget vs. Actual - General Fund
June 30, 2012

	Budget		Actual		Variance Favorable / (Unfavorable)	
	2012	2011	2012	2011	2012	2011
Revenue						
Taxes and assessments	\$ 4,426,919	\$ 4,376,000	\$ 4,496,850	\$ 4,368,707	\$ 69,931	\$ (7,293)
Capital contributions	-	-	-	-	-	-
Fees and other non-tax revenue	160,159	150,159	160,960	202,631	801	52,472
Interest	23,000	15,400	44,115	25,238	21,115	9,838
Fire mitigation fees	5,000	7,000	1,297	16,491	(3,703)	9,491
Service revenue	167,500	200,000	184,623	115,501	17,123	(84,499)
Administrative fees	174,973	55,900	126,932	96,846	(48,041)	40,946
Grant revenue	189,194	39,000	183,433	31,415	(5,761)	(7,585)
Other	230,140	22,900	247,343	40,272	17,203	17,372
Total revenue	5,376,885	4,866,359	5,445,553	4,897,101	68,668	30,742
Expenditures						
Current						
General government	116,945	410,082	264,917	425,842	(147,972)	(15,760)
Public safety	3,552,810	3,803,937	3,835,866	3,755,026	(283,056)	48,911
Streets	545,558	1,594,762	698,302	321,077	(152,744)	1,273,685
Trails	113,389	141,618	120,538	118,169	(7,149)	23,449
Capital outlay	147,787	730,578	50,357	564,536	97,430	166,042
Total expenditures	4,476,489	6,680,977	4,969,980	5,184,650	(493,491)	1,496,327
Excess (deficiency) of revenue over expenditures before other sources	900,396	(1,814,618)	475,573	(287,549)	(424,823)	1,527,069
Other Sources						
Operating transfers from other sources	(1,067,113)	1,443,456	(750,000)	-	317,113	(1,443,456)
Excess (deficiency) of revenue and other sources over expenditures	\$ (166,717)	\$ (371,162)	\$ (274,427)	\$ (287,549)	\$ (107,710)	\$ 83,613

F-18.13

NORTHSTAR COMMUNITY SERVICES DISTRICT
MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

Differences between budget and actual for the general fund can be summarized as follows:

The District budgeted \$5.38 million in general fund revenue and recognized \$5.45 million. The District budgeted \$4.48 million in general fund expenditures and recognized \$4.97 million.

The budget to actual variance in revenue was mainly due to property tax revenues exceeding budget by \$69,931 or 1.58%. The \$493,491 or 11.02% budget to actual variance in expenditures were mainly due to increased expenditures for the general government, public safety, and streets categories.

Overall, there is a negative variance in the General Fund budget of \$107,710. This deficiency will cause a reduction in the unassigned fund balance for the current fiscal year.

CAPITAL ASSETS

A comparison of the District's Capital Assets for the current and prior fiscal year is presented in Table A-4.

Table A-4
Capital Assets at June 30, 2012

	FY 2012	FY 2011	Dollar Change	Percentage Change
Governmental Activities				
Land	\$ 7,598,216	\$ 7,598,216	\$ -	0%
Construction in progress				
General fund	673,613	664,758	8,855	1%
Capital projects fund	1,251,096	10,755,812	(9,504,716)	-88%
Buildings and improvements	15,239,017	14,088,766	1,150,251	8%
Equipment	1,353,802	1,345,549	8,253	1%
Vehicles and equipment	3,566,047	3,554,869	11,178	0%
Software	78,587	78,587	-	0%
	<u>29,760,378</u>	<u>38,086,557</u>	<u>(8,326,179)</u>	<u>-22%</u>
Less accumulated depreciation	<u>(3,106,620)</u>	<u>(2,522,228)</u>	<u>(584,392)</u>	
Governmental activities capital assets, net	26,653,758	35,564,329	(8,910,571)	-25%
Business-Type Activities				
Land	679,672	679,672	-	0%
Construction in progress	386,812	422,120	(35,308)	-8%
Building and improvements	5,266,937	3,937,898	1,329,039	34%
Equipment	724,269	301,727	422,542	140%
Vehicles and equipment	1,102,741	1,102,741	-	0%
Software	79,918	79,918	-	0%
Water/sewer system	29,812,594	23,124,425	6,688,169	29%
	<u>38,052,943</u>	<u>29,648,501</u>	<u>8,404,442</u>	<u>28%</u>
Less accumulated depreciation	<u>(11,701,902)</u>	<u>(10,913,714)</u>	<u>(788,188)</u>	<u>7%</u>
Business-type activities capital assets, net	26,351,041	18,734,787	7,616,254	41%
Totals	<u>\$ 53,004,799</u>	<u>\$ 54,299,116</u>	<u>\$ (1,294,317)</u>	<u>-2%</u>

NORTHSTAR COMMUNITY SERVICES DISTRICT

MANAGEMENT'S DISCUSSION AND ANALYSIS

JUNE 30, 2012

As indicated in Table A-4, the combined net capital assets of Governmental and Business-Type Activities decreased by \$1.29 million. Governmental activities show a decrease within the capital projects fund of \$9.50 million. This decrease is representative of the difference between the amounts added to and removed from work in progress.

Projects added to work in progress are the TH1, dynamic water model, and Cross Country sewer projects totaling \$1.13 million. Completed projects removed from work in progress total \$10.64 million and include projects added to both capital and expense. Projects added to capital within business-type activities include the maintenance building expansion (54.8%), TH2, and the sewer model study. Additions to capital within governmental activities include the Highlands View Road fire station recurring project, the maintenance building expansion (45.2%), and an administrative copy machine. Additions to expense within business-type activities include the Northstar Drive overlay and the Northstar Drive roundabout retrofit projects.

LONG-TERM LIABILITIES

The District's long-term liabilities at year end included estimated compensated absences for employees and totaled \$625,415 for governmental funds and \$99,601 for enterprise funds. The long-term portion of retiree termination benefits was \$90,160. Long-term liabilities for Other Post-Employment Benefits (OPEB) for government funds and enterprise funds totaled \$217,070 and \$60,800, respectively.

DEBT WITHOUT GOVERNMENT COMMITMENT

During 2005 and 2006, bonded debt was issued by a special assessment district known as the Northstar Community Facilities District #1 to finance infrastructure improvements and facilities within the Northstar area. The District has no legal responsibility with respect to the re-payment of the debt associated with the bonds. However, the District is responsible for managing a portion of the construction and improvements financed by the CFD and it is also responsible as the CFD's agent for the receipts and disbursements of the CFD.

At June 30, 2012, the outstanding principal amount of bonded debt outstanding for the CFD was \$113,415,000.

ECONOMIC FACTORS AND NEXT YEAR'S BUDGET AND RATES

Facing the general uncertainty in the economy, the District will continue to budget conservatively for general fund revenues in anticipation that the assessed value of property within the District will not rebound significantly in the upcoming year. Business-type revenue is expected to increase due to the District entering the second year of a five-year rate increase for services which also includes an increase in fees to support capital expenditures.

The District will continue to be mindful of expenditures and look for ways to capitalize on trends that will allow for economies of scale and the more efficient use of resources.

The District continues to contract with the Placer County Water Authority (PCWA) to manage the operation of specific PCWA water systems. The District will be reimbursed for District employee time and other costs associated with providing the service.

REQUEST FOR INFORMATION

This financial report is designed to provide a general overview of the District's finances for all interested parties. Questions concerning any of the information provided in this report or requests for additional information should be addressed to the Northstar Community Services District, 908 Northstar Drive, Truckee, California.



Staff Report for Board

Subject: 2013/14 Fund Balance and Scope of Work Amendment

From: Sandy Evans Hall, Andy Chapman, Ron Treabess

Decision Considerations:

- Attached is an amendment to our Attachment A Scope of Work for the Placer County Contract for the amount of \$145,670.85
- NLTRA staff and County staff have been attempting to reconcile differences in 2013/14 budget numbers as well as final fund balance. Both hope to have reached agreement by the NLTRA board meeting on Oct. 1
- If there are changes to the amount of fund balance prior to Oct. 1, the board will receive those changes at the board meeting
- Two priorities have been identified and proposed by staff: destination winter marketing support and capital investments, the bulk of the funding will be allocated to these two priorities
- There is proposed marketing staffing support of \$14,500 for use of membership staff to administer in-market promotions
- Research and Planning proposes \$25,000 for Master Plan funding as formerly approved by the NLTRA board
- Once approved by NLTRA board and Placer County Board of Supervisors, a revised budget will be executed and brought to the NLTRA finance committee and board for approval

Alignment with Strategic Goals:

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

Staff Recommendation: Approve

F-19.1



north lake tahoe

Chamber | CVB | Resort Association

North Lake Tahoe Chamber/CVB/Resort Association Supplemental Scope of Work – FY 2014-15

Marketing

Background

The purpose of this Supplemental Scope of Work is to summarize investment expenditures proposed for additional Placer County TOT funds allocated to the NLTRA during the course of Fiscal Year 2014-15.

Destination Visitor Marketing (Los Angeles/San Diego)- \$32,000

Utilizing additional funds to continue consumer awareness campaigns in the Southern California marketplace for the purpose of converting long distance winter bookings. This extended budget will compliment efforts of North Lake Tahoe resorts and lodging partners as well as efforts from Ski Lake Tahoe and the Nevada Commission on Tourism to increase destination visitation from the Los Angeles basin. The proposed budget would augment currently planned efforts from the North Lake Tahoe Marketing Cooperative on behalf of its funding partners. Strategies for implementation include: 1) Reach audiences booking longer vacations, 2) Build awareness in the second largest DMA; 3) Steal Share of Voice (SOV) within the largest ski market in the United States. In addition this would allow the North Lake Tahoe region to continue to attract and defend consumer travel from the important Bay Area drive market.

In-Market Consumer Communication Operational Support - \$14,500

Currently the North Lake Tahoe Chamber of Commerce supports in-market consumer communication for various efforts designed to support local economic vitality. These efforts are coordinated with the North Lake Tahoe Business Association Chamber Collaborative (BACC) and are designed to further support our brand message once consumers are in market. Additionally these efforts are designed to drive incremental visitation to the lake shore communities in the winter and the mountain communities in the summer. These programs include (but are not limited to) Touch the Lake, Peak Your Adventure and Shop Local. The NLT Chamber currently expends operational resources to support these important efforts. This Scope of Work recommends \$14,500 of fund balance carryover be allocated through the marketing department to support this efforts.

Marketing Budget Summary

Destination Visitor Marketing	\$ 32,000
In-Market Support	<u>14,500</u>
TOTAL	\$ 46,500

F-19.2

Capital Investment and Transportation

Any additional fund balance from 2013/14 TOT collections assigned to the Resort Association for expenditure recommendations in 2014/15 should include:

Research and Planning for Master Plan development	\$25,000
Capital Investment for project requests for 2015/16*	<u>\$74,171.85</u>
	\$99,171.85

*Process underway to review project applications requesting funding commencing in July, 2015. The funding requests total \$3,013,875. Amount of available TOT funds will be between \$750,000 and \$1.2 million depending on the amount of additional fund balance. (\$150,000 to \$500,000)

See attached 2015/16 Capital Projects TOT Funding Applications List.

Total proposed allocations for 2013/14 Fund Balance:

Marketing	\$46,500.00 – 32%
Capital Investments	<u>\$99,171.85 – 68%</u>
TOTAL	\$145,670.85 – 100%

F-19.3

2015/16 NLTRA CAPITAL PROJECTS TOT FUNDING APPLICATIONS LIST

Project Type/Name	Applicant	TOT Requested Amount	Project Total Cost	Other Funds	Applicant TOT Strategic Guidelines Score	Staff/Committee TOT Strategic Guidelines Score
CAPITAL PROJECT PLANNING						
Tahoe Public Art Program	NTBA	\$200,000	\$525,000	\$325,000	105	
Community Facilities District Formation	TCDA	\$40,000	\$40,000	\$0	90	
Speed Boat Beach Access Plan	P.C. Facilities	\$50,000	\$57,000	\$7,000	Not Provided	
Tahoe City Mobility Plan	P.C. DPW	\$100,000	\$100,000	\$0	95	
Tahoe City Parking Facilities	P.C. DPW	\$100,000	\$100,000	\$0	77	
CAPITAL PROJECTS DESIGN/CONSTRUCTION						
Martis Valley/Northstar Trail 3A	NCSD	\$250,000	\$2,065,753	\$1,815,753	Not Provided	
North Tahoe Regional Park Trail & Signage	NTDUD	\$135,000	\$189,000	\$54,000	111	
Truckee River Trail Reconstruction	TCPUD	\$1,507,525	\$1,773,516	\$265,991	110	
Tahoe Field Station Wayfinding Signage	UC DAVIS	\$6,250	\$12,500	\$6,250	120	
Lake Tahoe Water Conditions Visitor Displays	UC DAVIS	\$65,000	\$1,515,000	\$1,450,000	120	
Squaw Valley Bike Trail Rehab	P.C. Facilities	\$560,000	\$580,000	\$20,000	Not Provided	
NEW APPLICATIONS LIST 2015/16 FY Total:		\$3,013,875	\$6,957,869	\$3,943,994.00		

APPROXIMATE TOT FUNDING AVAILABLE FOR NEW APPLICATIONS \$1,217,195

F-19.4



Staff Report for Board

Subject: Measure E Endorsement

From: Sandy Evans Hall

Decision Considerations:

- Measure E is a General Obligation Bond measure being placed on the November 4, 2014 ballot by the Tahoe Truckee Unified School district
- It will provide \$62 million to fund the highest priority facilities needs of Lakeside Area Schools as identified in a community generated Facilities Master Plan
- High quality education is one of the strong tenets in Economic Development along with quality health care, technology and air service access
- It is an important factor to encourage private development and relocation to the area that has been declining since the great recession
- The out migration that has occurred during the last decade has impacted available workforce for the hospitality industry
- The executive committee suggested bringing this issue to the vote of the board for possible endorsement
- No funds are intended to be expended with this endorsement

Alignment with Strategic Goals:

By 2016, (ongoing) the organization will be the recognized business leader with public and private partners in the regulatory environment, and voice of business for legislative issues as they impact tourism in E. Placer County.

Staff Recommendation: Approve

F-20.1

MEASURE E FAQs

1. What is Measure E?

Measure E is a General Obligation Bond measure being placed on the November 4, 2014 ballot by Tahoe Truckee Unified School District. If approved by votes it will provide \$62 million to fund the highest priority facilities needs of Lakeside Area Schools. This includes:

- Upgrades to existing school building systems
- Updating technology infrastructure and 21st Century learning
- Improve performing arts, multipurpose, food service and physical education facilities
- Modernize and reconfigure classrooms and lab buildings
- Construct new classrooms, science labs and career technical education facilities
- Improve outdoor learning and exterior play spaces
- Upgrade student safety and campus security
- Improve student support facilities

2. How were the projects selected?

In 2013, the District embarked on the process of creating a new Facilities Master Plan (FMP). The purpose was to identify facility needs within Tahoe Truckee Unified District that would support the educational goals of our students. The FMP identified over \$236 million in facility needs. The facility needs included not only upgrading and expanding our schools but also the rehabilitation, repair and replacement of our aging buildings. The Board and staff reviewed the FMP and prioritized the facilities needs identified to include only the most crucial projects. The Board identified over \$114 million in priority projects in the Truckee Area and \$62 million in the Lakeside Area.

3. Why do we need another bond for Lakeside schools? Didn't the bonds we passed previously fix everything?

Measure R (a \$24 million bond measure) and Measure J (a \$30.45 million bond measure) were passed by lakeside voters in November 1999 and November 2002, respectively. Both measures were used for capital improvements at Lakeside schools. Measure R addressed needs at multiple campuses and included projects such as the Kings Beach Boys & Girls Club, a new gym at North Tahoe School, and minor modernizations to parts of Tahoe Lake Elementary School, King Beach Elementary School and North Tahoe School campuses. Measure J was used exclusively for the reconstruction of North Tahoe School after health and safety issues were discovered in the old building. Both of these measures focused heavily on providing modern and safe facilities at North Tahoe School. However, the major infrastructure needs at Tahoe Lake and Kings Beach Elementary Schools were not addressed. This is the main purpose of Measure E. Although a small amount will be allocated to North Tahoe School for performing arts, safety and security, technology, and career technical education improvements, the majority of Measure E proceeds will be concentrated on the reconfiguration and reconstruction of the Tahoe Lake Elementary School and Kings Beach Elementary School.

F-20.2

4. Your prioritized project list shows that the upgrades at Tahoe Lake Elementary School will cost \$23 million. This seems awfully high. According to the internet you can build a new elementary school for \$10 million. Why not just rebuild a new Tahoe Lake Elementary School?

The proposed project at Tahoe Lake School is more than just what would be considered normal “upgrades”. The scope of the project is actually a complete overhaul of the campus and includes the demolition and reconstruction of the upper and lower classroom wings.

As for the cost of construction, \$10 million for a new elementary school is extremely low compared to what has been experienced by California school districts over the last 15 years. The \$10 million price tag perhaps represents a national average as opposed to costs specific to California. California has some of the highest construction costs in the nation. California also places much higher building standards on the construction of its public schools than what is required in other States. In addition, factors such as prevailing wage requirements, Division of State Architect requirements, and the unique geography and climate of our area all contribute to increased construction costs. Just to provide some examples:

- The total cost for a 1600 student high school recently constructed in Long Beach, CA was \$91 million
- Lake Tahoe Unified spent over \$73 million to modernize and add some facilities to their existing South Tahoe High School Campus
- The cost to reconstruct North Tahoe School was over \$65 million. This was not a complete rebuild; rather it constructed new classroom wings and modernized existing core facilities. These costs were experienced in 2005 and 2006!

5. The Tahoe Lake Elementary School site is prime real estate. Why not sell the site and rebuild Tahoe Lake Elementary School at a new location?

Sale of Property

Anytime a school district sells property they need to declare the property as surplus and follow a very strict process. Included in this process are requirements to offer the property to other public agencies such as recreation departments, charter schools, cities and counties, and non-profit organizations. In some instances, this stage of the process can limit the amount for which the land can be sold. Even if the district could move forward to the stage that allows open bidding, estimating the market value and demand for the properties and actually receiving a fair market value can be difficult. These properties are zoned for public education and include improvements that may not be beneficial to potential buyers. A private company would have to consider the costs of zoning changes as well as converting the property and improvements to suit their needs. In summary, the sale of these properties most likely would not generate enough revenue to purchase suitable school sites at another location.

New School Site

The selection of a new school site is always a challenging process for school districts. First, you would need to find properties with enough acreage that would be suitable to build a school. The property

would have to meet criteria set by the California Department of Education such as site size standards, environmental and geological standards, and site location standards. The availability of suitable school sites in the Tahoe City area that would meet these criteria is very limited. In addition, the cost of purchasing the land, prepping and developing the site, and providing the utility hook ups would be substantial. These costs in combination with the additional costs associated with building a new school would prohibit the district's ability to deliver all prioritized projects to the community.

6. How much will this cost me?

The District has estimated that the maximum tax rate required to fund the measure will be \$29.75 per \$100,000 of assessed value. So if the assessed value of your home is \$400,000, you would expect to pay approximately \$119 per year ($\29.75×4).

7. How long can we expect to pay for measure E?

The final maturity of bonds issued under Measure E is 8/1/2048 or 33 years.

8. We've had other local bond measures that have promised taxpayers one tax rate and charged a much higher amount. How can we be sure that this will not happen again?

Many factors can impact the estimated tax rate such as the projected growth of assessed value during the life of the bonds, interest rates, and the timing of bond issuances. One of the largest mistakes public agencies can make in structuring a bond program is to overestimate the assessed value growth of their community. We have seen other public agencies project as much as 9% growth in their bond programs. When this level of growth does not materialize it results in an increase to the tax rate levied on taxpayers. The Board was extremely sensitive to this issue and analyzed numerous tax rate and bond structuring scenarios using only the most conservative parameters, especially as it related to assessed value growth. The board finally settled on an average annual assessed value growth of 3.5%. This is extremely low for the Lakeside area, which has experience an average growth of 4.69% in assessed value over the last 10 years. By including such a conservative growth factor in our bond structure, we have mitigated much of the risk that the cost to taxpayers will exceed our estimated tax rate.

9. How are the bonds paid?

The bonds will be repaid with an *ad valorem* tax, meaning that the Auditor-Controller will set the tax rate at the rate that is required to repay the outstanding bonds each year. This tax will appear on your tax bill.

10. I've heard Measure E called a Prop 39 bond. What does that mean?

Proposition 39, enacted by voters on November 7, 2000, authorizes a school districts to issue general obligation bonds with 55% voter approval as opposed to 2/3 voter approval as required by other bond

F-20.4

measures. However, the reduced voter approval percentage places additional restrictions on the district designed to protect taxpayers such as:

- Maximum tax rate of \$60 per \$100,000 assessed value
- Board of Trustees must certify a list of specific school facilities to be funded by the bond measure after evaluation of safety, class size reduction, and information technology needs. This list must be included in the ballot.
- Establish a Citizens Oversight Committee to review expenditures and ensure that proceeds spent are appropriate and consistent with the project list, ballot language and what was promised to voters.
- External audit of all proceeds and expenditures

11. What is the \$60 per \$100,000 maximum tax rate?

Under Proposition 39, the District must be able to project, using reasonable assumptions, that the tax rate will not exceed \$60 per \$100,000 of assessed value when issuing new bonds from the Measure. The estimated tax rate for Measure E is \$29.75, far less than the maximum allowed.

12. Will the school district apply for matching funds from the State of California or elsewhere?

Currently, there are not State funds available to the District for facilities projects. There has been discussion by legislators of placing a Statewide School Facilities Bond on the November Ballot. If a State Bond passes, this may give the District the ability to leverage our funding sources or even reduce the amount of GO Bond issuances. The District will always pursue any State, Federal, or local funding sources in which we are eligible.

13. How would matching funds be spent?

The receipt of additional unanticipated funds for projects (e.g., State funding, Federal grants, local grants, etc.) can be utilized in a number of ways. Some of the most common are: 1) reduce the overall amount of General Obligation Bonds issued by the district, 2) to leverage existing funds and allow the District to perform additional projects outside of the prioritized project list, or 3) cover cost overruns and/or restore cost reductions that have occurred due to escalations in construction costs. Ultimately, the decision on how to use these funds rests with the Board of trustees. However, this was a matter that was foreseeable and therefore addressed in the resolution ordering the GO Bond election. Section 2 (h) for the resolution specifies: “that the Board will exercise judgment in approving total project costs outside of the ranges shown in Exhibit B hereto, and carefully evaluate projects if individual project costs are higher or lower than estimates set forth in the Facilities Master Plan and thereafter determine if significant changes need to be made to a specific project which had not been anticipated.”

14. Are senior citizen property taxpayers exempt from the Measure E GO bond, if passed?

F-20.5

Unfortunately, the district is not legally able to provide senior exemptions for the Measure because it is a General Obligation Bond. In a General Obligation Bond, all property is subject to the tax throughout the District. However, if you have owned your home for a significant amount of time, your tax rate may be very low since the tax applies to your current assessed valuation and not the market value of your property. Each property owner should find out what the current assessed valuation of their property is in order to find out what their unique tax amount will be.

15. How much of Measure E goes to Lakeside Schools?

All proceeds for measure will be spent on Lakeside Area schools with the exception of projects that involve district facilities shared by the Lakeside and Truckee Area students such as Sierra High School and Coldstream Alternative School. All principal and interest payments associated with these bonds will be paid by Lakeside Area property owners. The Truckee Area is proceeding with a separate GO Bond Election that will fund projects for Lakeside schools.

16. Upgrades for technology tend to have a shorter life than brick and mortar improvements. Explain how it makes sense to use long term bonds to fund shorter term improvements?

You are correct. Although there are components of technology projects that can have a longer useful life (.e.g., cabling, network connection points, electrical infrastructure, etc.) many projects do have a substantially shorter life than a standard 20 or 25 year General Obligation Bond. We are very sensitive to this and will be very attentive in ensuring that we are not using long term debt to finance projects with a shorter lifespan. There are a couple of ways to accomplish this:

1) Selling a series of bonds with short maturities to finance technology or other projects with a useful life of 5-10 years. These bonds would be used exclusively for these types of projects and would fully mature within the estimated useful life.

2) Selling a Series of bonds with multiple maturities. Series of bonds are frequently issued in this fashion. You will have a total amount issued that is comprised of multiple denominations maturing at different times. With one series of issuance you can have one group of bonds maturing in 2 years, another maturing in 5 years, and so on. In this particular scenario, we would make sure that the cost of the technology upgrades or projects with shorter useful lives would correlate with the amount of proceeds generated from the bonds with short maturities.

At this time we have not made final determinations on what technology projects would be completed with the Bond proceeds. Most of the technology projects would be infrastructure related meaning they would have longer useful life than equipment. If the bond is successful, we will be coordinating project timelines with the bond series issuances and will use appropriate bond structures that will address this issue.

17. Will there be an opportunity for community members to purchase Measure E bonds as investments?

F -20.6

If Measure E passes we have the ability to negotiate opportunities for community members to purchase district bonds.

Sandy Evans Hall

From: Allan Zaremborg, CalChamber
Sent: Friday, September 26, 2014 9:07 AM
To: sandy@puretahoenorth.com
Subject: November Ballot Propositions

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



To: Member Local Chamber Executives

I'm sure many of you have been contacted by the campaigns to oppose Propositions 45 and 46 on the November ballot. The "NO" committees, of which we are a part, have been up and running for quite some time.

Campaigns in support of Propositions 1 & 2, however, are just getting under way and since there won't be time for traditional consultant communications, I am reaching out to all the California Chambers of Commerce to encourage you and your members to support Props 1 & 2, which were both placed on the ballot with bi-partisan votes of the California legislature and the support of Governor Brown.

Proposition 1 is the water bond necessary to ensure reliability, adequate supply and quality of California's water system, at a level of indebtedness that California can afford. Proposition 2 constitutionally guarantees a "rainy day" fund in the California budget process to prevent the over funding of ongoing programs with one time revenues and put those one time revenues in reserve to fund school and debt when the inevitable economic downturns occur, which will also take away pressure for future tax increases.

There has been some concern at the local school district level with regard to companion legislation that would periodically cap local school reserves, so I have **[included this link to a Q&A document on the important points of Prop 2.](#)**

It is not that we should ignore the companion legislation, but it will only be effective in years when state revenues are filling up the statewide education reserve created by Prop 2 - which will only happen when school debts are fully repaid and school finance requirements are fully funded. The benefits of Prop 2 and the bill's limited application sufficiently justify a strong support position on Prop 2. No mainstream education organization has opposed Proposition 2.

You can link to more information at www.calchamber.com/2014Election and if you have questions or need additional information, please do not hesitate to

contact me.

One more item...I'm not sure there are adequate resources to reach out to you to oppose Prop 47, which would reduce a number of crimes from felony penalties to misdemeanor penalties. We are joining with the California District Attorneys Association and the California Police Chiefs to oppose Prop 47 because it would remove any deterrent to retail theft.

Allan Zaremborg

President & CEO

You are receiving this e-mail because you are a member of the CalChamber.

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F-20.9



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CalChamber Supports Propositions 1 and 2

Yes to Water Supply/Storage, Rainy Day Reserve

(September 24, 2014) The California Chamber of Commerce is supporting [Proposition 1](#) and [Proposition 2](#) on the November general election ballot.

Proposition 1, a \$7.5 billion water bond with significant funding for needed water storage projects, is the result of a historic bipartisan agreement.

Proposition 2 is a plan to stabilize the state budget by requiring lawmakers to pay down debt and put money in a rainy day reserve fund during good economic times to avert drastic budget cuts in bad times.

"Water storage projects in Proposition 1 help the state store water in wet years to draw upon during drier ones," said CalChamber President and CEO Allan Zaremberg. "Similarly, Proposition 2 forces the state to save money in good economic times to prevent severe cutbacks to schools, public safety and other essential services when revenues drop."



Prop. 1: Water Bond

Although scaled down from a previous bond package that critics said was too large, Proposition 1 includes \$2.7 billion, including continuous appropriation, in funding for water storage projects (compared to \$3 billion in the previous proposal).

Funding is allocated for water reservoirs, water use efficiency and recycling, groundwater management, safe drinking water (particularly in disadvantaged communities), watershed restoration and increasing water flows in key rivers and streams.

"A reliable water supply is critical to numerous sectors of the state's economy," said Zaremberg. "Passing Proposition 1 is an important step toward making sure more areas of California have improved access to the water they need."



Prop. 2: Rainy Day Fund

CalChamber's Zaremberg has joined Governor Edmund G. Brown Jr. and Assembly Speaker Emeritus John A. Pérez in signing the [ballot arguments in support](#) of Proposition 2.

Placed on the ballot with bipartisan support, Proposition 2 places in the State Constitution the requirement to create a rainy day fund, saving money and paying down state debts when times are good.

The constitutionally protected reserve can be used to protect schools, public safety and other vital services in bad times.

Preventing politicians from spending temporary revenue spikes for ongoing spending will keep the state from spending more than it can afford.

The ballot argument points out that just three years ago, California faced a \$26 billion budget deficit "that required the Legislature to make painful cuts and voters to approve temporary tax increases.

"Proposition 2 will make sure that we don't repeat this cycle of boom and bust budgeting."

Campaign Website

Ongoing information about the campaign in support of Propositions 1 and 2 is available on the campaign website, www.yesonprops1and2.com.

Free Newsletters

Daily Headlines
HRCalifornia Extra
Inside the Capitol
eAlert
International Trade Update
White Papers on HR
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F-20.10



RESERVATIONS ACTIVITY REPORT North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of August 31, 2014

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Executive Summary

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

		2014/15	2013/14	Year over Year % Diff
a. Last Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for last month (August) changed by (14.2%)	Occupancy (August) :	75.4%	66.0%	14.2%
North Lake Tahoe Average Daily Rate for last month (August) changed by (14.2%)	ADR (August) :	\$294	\$258	14.2%
North Lake Tahoe RevPAR for last month (August) changed by (30.5%)	RevPAR (August) :	\$222	\$170	30.5%
b. Next Month Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for next month (September) changed by (-7.2%)	Occupancy (September)	45.2%	48.7%	-7.2%
North Lake Tahoe Average Daily Rate for next month (September) changed by (2.4%)	ADR (September) :	\$212	\$208	2.4%
North Lake Tahoe RevPAR for next month (September) changed by (-5.1%)	RevPAR (September) :	\$96	\$101	-5.1%
c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the prior 6 months changed by (7.3%)	Occupancy	51.2%	47.7%	7.3%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (6.9%)	ADR	\$237	\$222	6.9%
North Lake Tahoe RevPAR for the prior 6 months changed by (14.7%)	RevPAR	\$121	\$106	14.7%
d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD				
North Lake Tahoe Occupancy for the upcoming 6 months changed by (-7.5%)	Occupancy	16.7%	18.0%	-7.5%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-3.6%)	ADR	\$225	\$234	-3.6%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (-10.8%)	RevPAR	\$38	\$42	-10.8%
e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Aug. 31, 2014 vs. Previous Year				
Rooms Booked during last month (August, 2014) compared to Rooms Booked during the same period last year (August, 2013) for arrival August to January has changed by (33.5%)	Booking Pace (August)	6.3%	4.7%	33.5%

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

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

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

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

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

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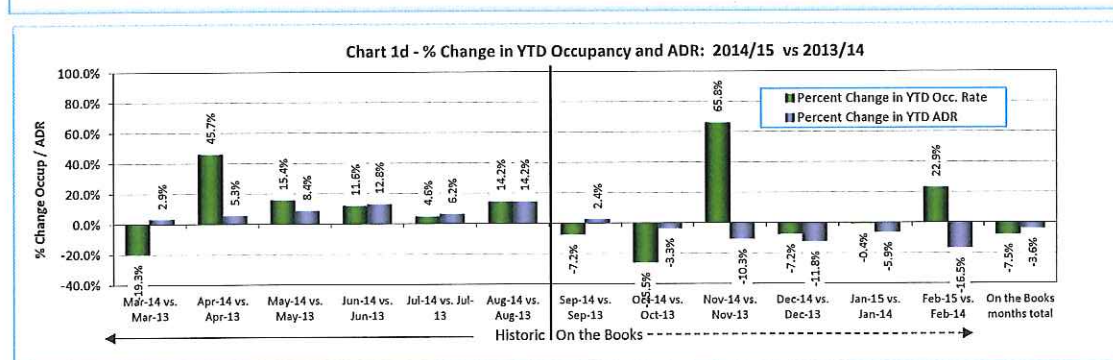
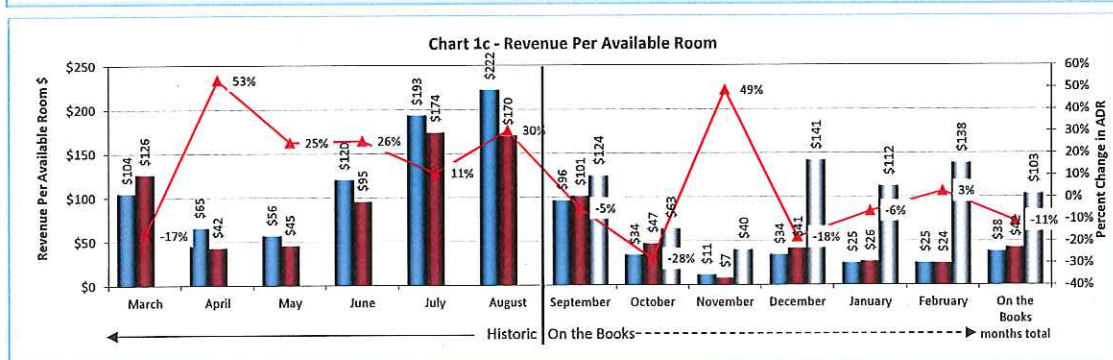
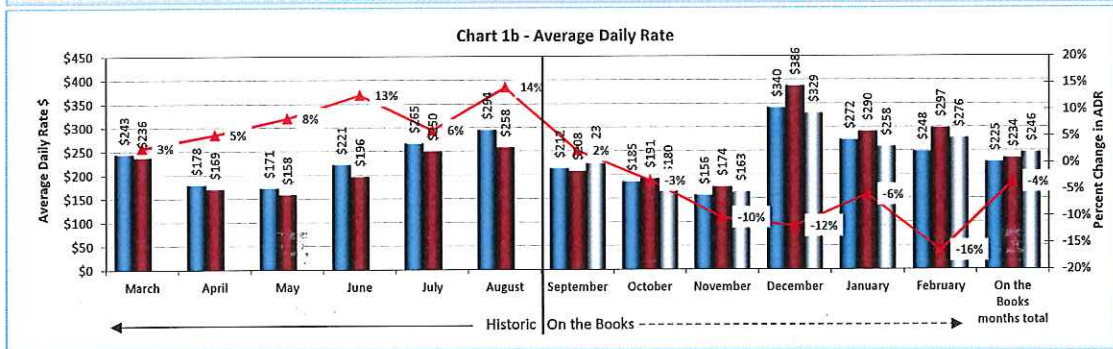
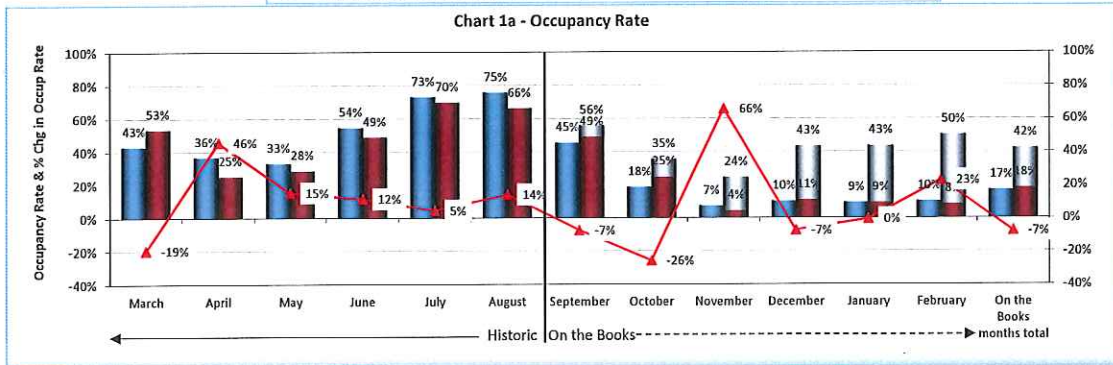
F-21.)



RESERVATIONS ACTIVITY REPORT SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2014/15 YTD (as of August 31, 2014) vs. 2013/14 YTD (as of August 31, 2013) 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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■ Historic Actual (2013/14 season) ■ Data as of August 31, 2014 (2014/15 season)
■ Data as of August 31, 2013 (2013/14 season) — Percent Change



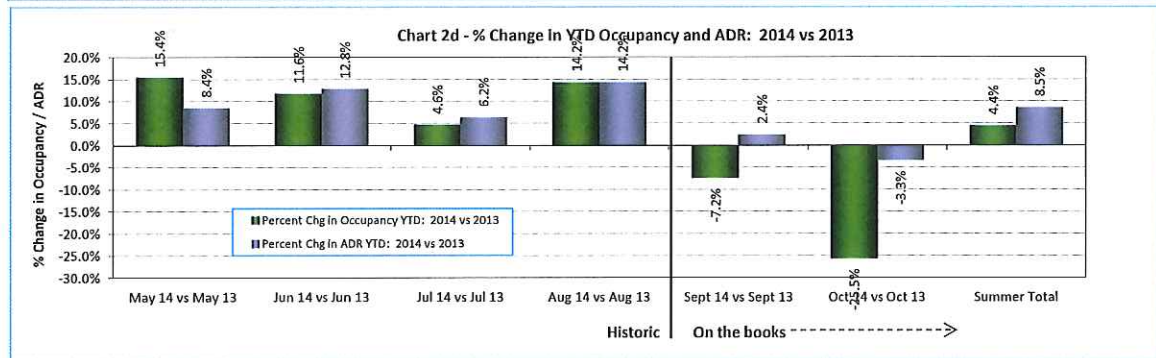
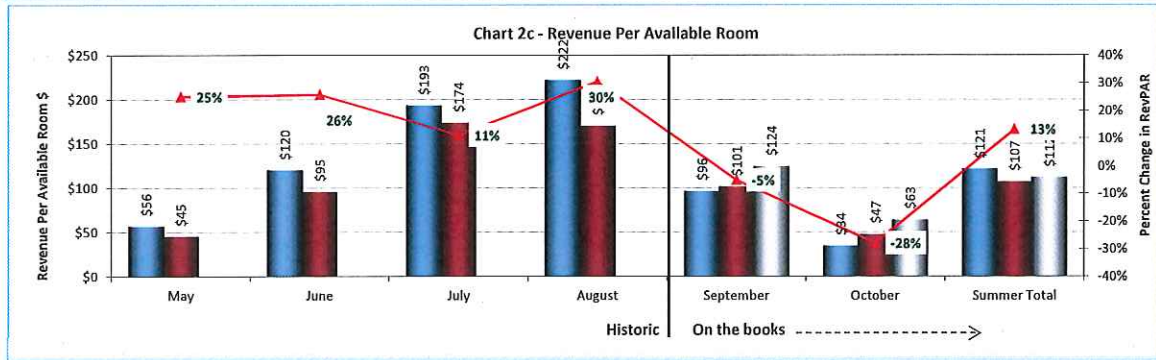
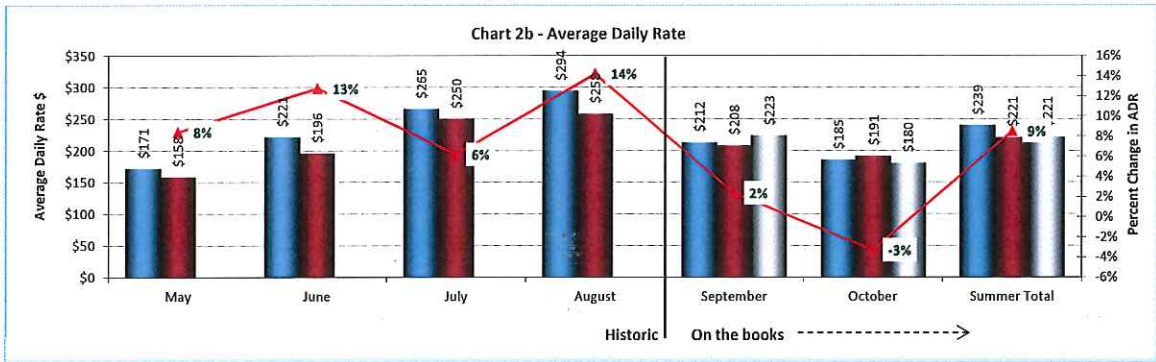
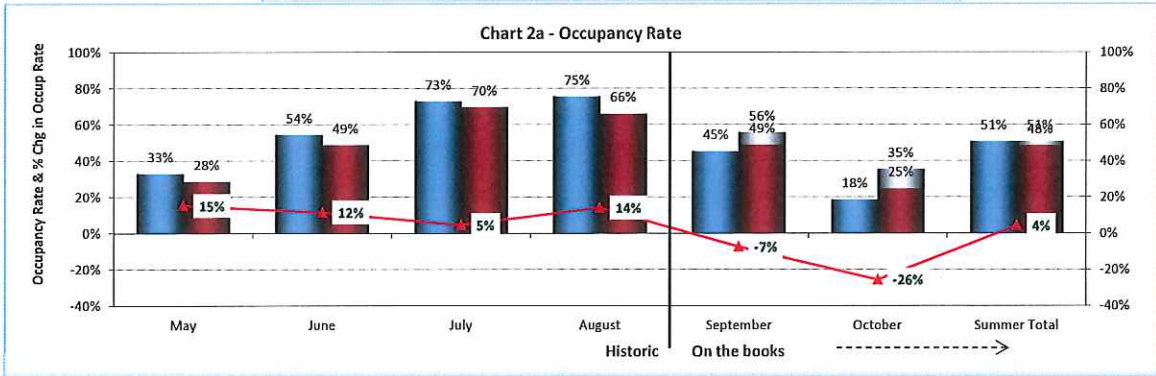
F-21.2

RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

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

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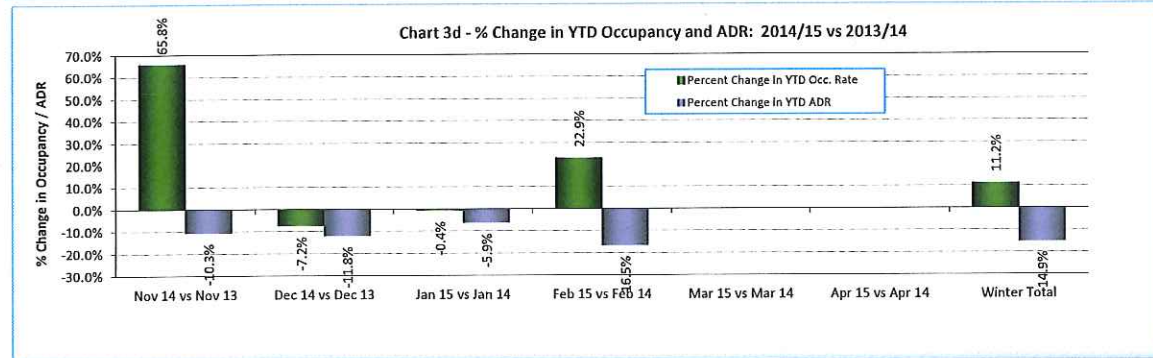
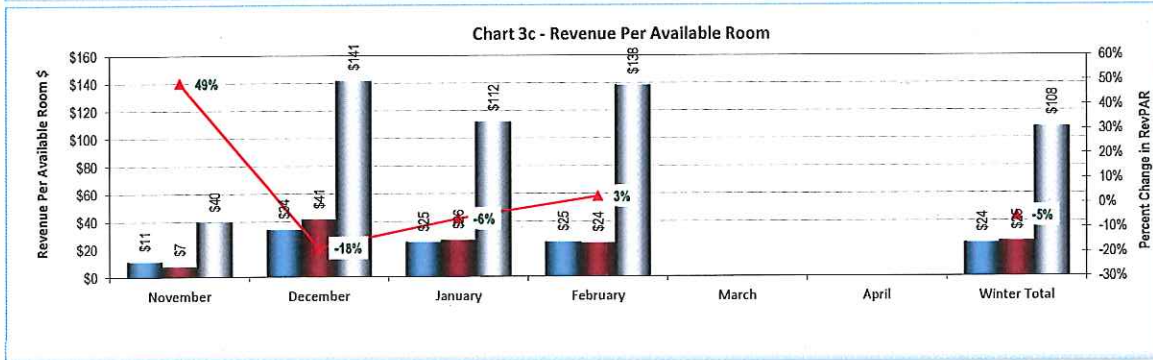
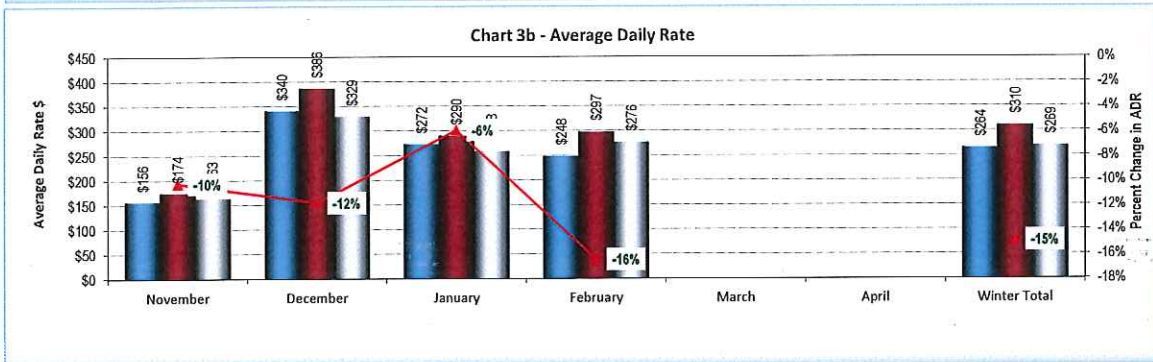
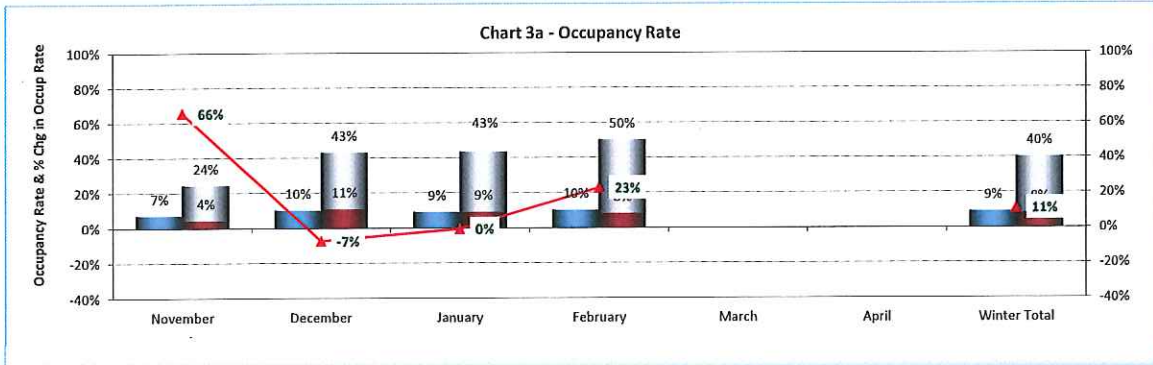
■ Historic Actual (2013 season) ■ Data as of August 31, 2014 (2014 season)
■ Data as of August 31, 2013 (2013 season) —▲— Percent Change



RESERVATIONS ACTIVITY REPORT SECTION 3 - WINTER SEASON SUMMARY GRAPHS

2014/15 YTD (as of August 31, 2014) vs. 2013/14 YTD (as of August 31, 2013) 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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Historic Actual (2013/14 season)
 Data as of August 31, 2014 (2014/15 season)
 Data as of August 31, 2013 (2013/14 season)
▲ Percent Change



F-21.4

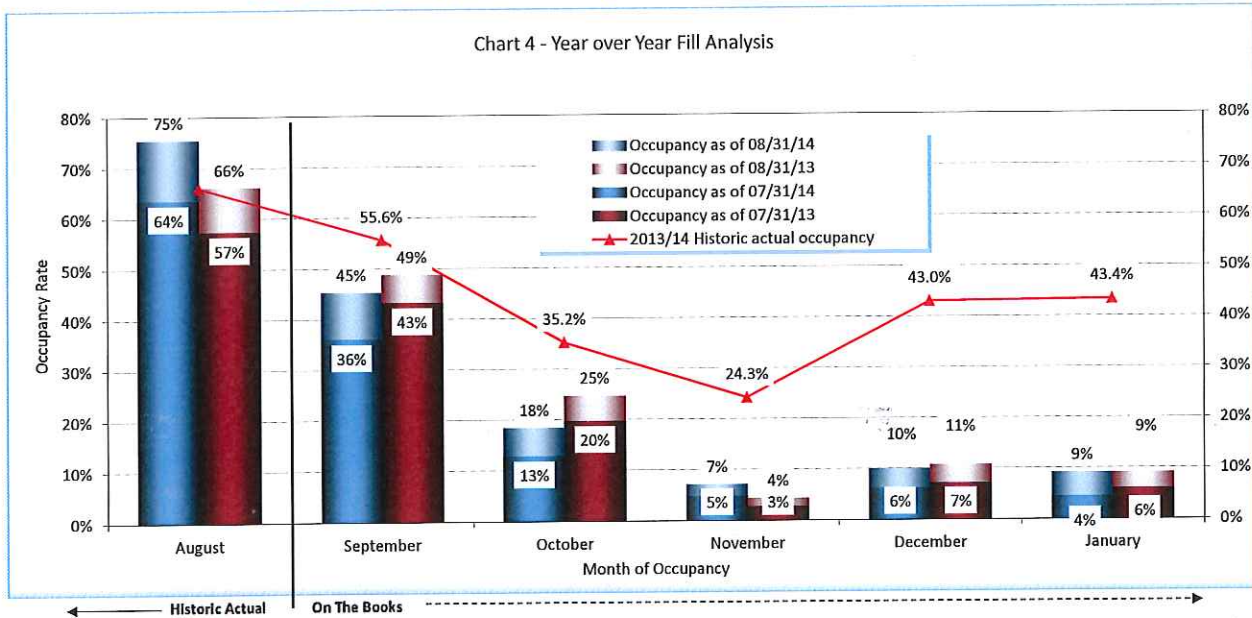


RESERVATIONS ACTIVITY REPORT
SECTION 4 - FILL ANALYSIS

2014/15 Occupancy Pace (as of August 31, 2014) vs. 2013/14 Occupancy Pace (as of August 31, 2013) vs. same period 2013/14

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

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Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy:	OCCUPANCY AS OF AUG 31			OCCUPANCY AS OF JUL 31			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST ENDED)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2013/14 Historic actual occupancy
	Occupancy as of 08/31/14	Occupancy as of 08/31/13	Absolute Change	Occupancy as of 07/31/14	Occupancy as of 07/31/13	Absolute Change	Incremental occupancy booked during Aug. 2014	Incremental occupancy booked during Aug. 2013	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
	August	75.4%	66.0%	9.4%	63.5%	57.4%	6.2%	11.9%	8.7%	3.2%	
September	45.2%	48.7%	-3.5%	36.0%	43.2%	-7.1%	9.1%	5.5%	3.6%	65.7%	55.6%
October	18.4%	24.7%	-6.3%	12.9%	19.7%	-6.9%	5.5%	4.9%	0.6%	11.8%	35.2%
November	7.1%	4.3%	2.8%	4.7%	2.7%	2.0%	2.3%	1.6%	0.8%	50.6%	24.3%
December	10.0%	10.7%	-0.8%	6.2%	7.1%	-1.0%	3.8%	3.6%	0.2%	5.0%	43.0%
January	9.1%	9.1%	0.0%	4.4%	6.0%	-1.7%	4.7%	3.1%	1.6%	52.7%	43.4%
Total	27.7%	28.9%	-1.2%	21.5%	24.2%	-2.7%	6.3%	4.7%	1.6%	33.5%	45.5%

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

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



RESERVATIONS ACTIVITY REPORT
SECTION 5a - SUPPORTING DATA TABLES
Bookings as of August 31, 2014

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE		OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)	# of Properties in Sample	
		Occup. Rate as of: August 31, 2014 (2014/15 season)	Occup. Rate as of: August 31, 2013 (2013/14 season)	Percent Change in YTD Occ. Rate			
Month of Occupancy (2014/15 & 2013/14)							
March	↑ Historic Actual	42.9%	53.2%	-19.3%		11	
April		36.5%	25.0%	45.7%		11	
May		32.8%	28.5%	15.4%		11	
June		54.3%	48.6%	11.6%		11	
July		72.8%	69.5%	4.6%		11	
August		75.4%	66.0%	14.2%		9	
September		↓ On the Books	45.2%	48.7%	-7.2%	55.6%	9
October			18.4%	24.7%	-25.5%	35.2%	9
November		7.1%	4.3%	65.8%	24.3%	9	
December		10.0%	10.7%	-7.2%	43.0%	9	
January		9.1%	9.1%	-0.4%	43.4%	9	
February		10.0%	8.1%	22.9%	50.0%	9	
Grand total		37.2%	36.6%	1.8%	45.5%	11	
Historic months total		51.2%	47.7%	7.3%	47.7%	11	
On the Books months total		16.7%	18.0%	-7.5%	41.9%	9	

AVERAGE DAILY RATE		ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)	# of Properties in Sample	
		ADR as of: August 31, 2014 (2014/15 season)	ADR as of: August 31, 2013 (2013/14 season)	Percent Change in YTD ADR			
Month of Occupancy (2014/15 & 2013/14)							
March	↑ Historic Actual	\$243	\$236	2.9%		11	
April		\$178	\$169	5.3%		11	
May		\$171	\$158	8.4%		11	
June		\$221	\$196	12.8%		11	
July		\$265	\$250	6.2%		11	
August		\$294	\$258	14.2%		9	
September		↓ On the Books	\$212	\$208	2.4%	\$223	9
October			\$185	\$191	-3.3%	\$180	9
November		\$156	\$174	-10.3%	\$163	9	
December		\$340	\$386	-11.8%	\$329	9	
January		\$272	\$290	-5.9%	\$258	9	
February		\$248	\$297	-16.5%	\$276	9	
Grand total		\$235	\$224	4.9%	\$230	11	
Historic months total		\$237	\$222	6.9%	\$222	11	
On the Books months total		\$225	\$234	-3.6%	\$246	9	

REVENUE PER AVAILABLE ROOM		REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)	# of Properties in Sample	
		RevPAR as of: August 31, 2014 (2014/15 season)	RevPAR as of: August 31, 2013 (2013/14 season)	Percent Change in YTD RevPAR			
Month of Occupancy (2014/15 & 2013/14)							
March	↑ Historic Actual	\$104	\$126	-17.0%		11	
April		\$65	\$42	53.5%		11	
May		\$56	\$45	25.1%		11	
June		\$120	\$95	25.9%		11	
July		\$193	\$174	11.1%		11	
August		\$222	\$170	30.5%		9	
September		↓ On the Books	\$96	\$101	-5.1%	\$124	9
October			\$34	\$47	-28.0%	\$63	9
November		\$11	\$7	48.8%	\$40	9	
December		\$34	\$41	-18.2%	\$141	9	
January		\$25	\$26	-6.3%	\$112	9	
February		\$25	\$24	2.7%	\$138	9	
Grand total		\$88	\$82	6.8%	\$105	11	
Historic months total		\$121	\$106	14.7%	\$106	11	
On the Books months total		\$38	\$42	-10.8%	\$103	9	

F-21.6



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

NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above
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OCCUPANCY RATE		<u>OCCUPANCY RATE: YTD 2014 VS. YTD 2013</u>			Historic Actual Occup. Rate (2013 season)
		Occup. Rate as of: August 31, 2014 (2014 season)	Occup. Rate as of: August 31, 2013 (2013 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014 & 2013)					
May		32.8%	28.5%	15.4%	
June		54.3%	48.6%	11.6%	
July		72.8%	69.5%	4.6%	
August	Historic Actual	75.4%	66.0%	14.2%	
September	On the Books	45.2%	48.7%	-7.2%	55.6%
October		18.4%	24.7%	-25.5%	35.2%
Summer Total		50.6%	48.4%	4.4%	50.5%

AVERAGE DAILY RATE		<u>ADR: YTD 2014 VS. YTD 2013</u>			Historic Actual ADR (2013 season)
		ADR as of: August 31, 2014 (2014 season)	ADR as of: August 31, 2013 (2013 season)	Percent Change YTD ADR	
Month of Occupancy (2014 & 2013)					
May		\$171	\$158	8.4%	
June		\$221	\$196	12.8%	
July		\$265	\$250	6.2%	
August	Historic Actual	\$294	\$258	14.2%	
September	On the Books	\$212	\$208	2.4%	\$223
October		\$185	\$191	-3.3%	\$180
Summer Total		\$239	\$221	8.5%	\$221

REVENUE PER AVAILABLE ROOM		<u>REVPAR: YTD 2014 VS. YTD 2013</u>			Historic Actual RevPAR (2013 season)
		RevPAR as of: August 31, 2014 (2014 season)	RevPAR as of: August 31, 2013 (2013 season)	Percent Change in YTD RevPAR	
Month of Occupancy (2014 & 2013)					
May		\$56	\$45	25.1%	
June		\$120	\$95	25.9%	
July		\$193	\$174	11.1%	
August	Historic Actual	\$222	\$170	30.5%	
September	On the Books	\$96	\$101	-5.1%	\$124
October		\$34	\$47	-28.0%	\$63
Summer Total		\$121	\$107	13.3%	\$112

F-21.7



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

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

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OCCUPANCY RATE	OCCUPANCY RATE: YTD 2014/15 VS. YTD 2013/14			Historic Actual Occup. Rate (2013/14 season)
	Occup. Rate as of: August 31, 2014 (2014/15 season)	Occup. Rate as of: August 31, 2013 (2013/14 season)	Percent Change in YTD Occ. Rate	
Month of Occupancy (2014/15 & 2013/14)				
November	7.1%	4.3%	65.8%	24.3%
December	10.0%	10.7%	-7.2%	43.0%
January	9.1%	9.1%	-0.4%	43.4%
February	10.0%	8.1%	22.9%	50.0%
March				
April				
Winter Total	9.0%	8.1%	11.2%	40.2%

AVERAGE DAILY RATE	ADR: YTD 2014/15 VS. YTD 2013/14			Historic Actual ADR (2013/14 season)
	ADR as of: August 31, 2014 (2014/15 season)	ADR as of: August 31, 2013 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$156	\$174	-10.3%	\$163
December	\$340	\$386	-11.8%	\$329
January	\$272	\$290	-5.9%	\$258
February	\$248	\$297	-16.5%	\$276
March				
April				
Winter Total	\$264	\$310	-14.9%	\$269

REVENUE PER AVAILABLE ROOM	REVPAR: YTD 2014/15 VS. YTD 2013/14			Historic Actual RevPAR (2013/14 season)
	RevPAR as of: August 31, 2014 (2014/15 season)	RevPAR as of: August 31, 2013 (2013/14 season)	Percent Change in YTD ADR	
Month of Occupancy (2014/15 & 2013/14)				
November	\$11	\$7	48.8%	\$40
December	\$34	\$41	-18.2%	\$141
January	\$25	\$26	-6.3%	\$112
February	\$25	\$24	2.7%	\$138
March				
April				
Winter Total	\$24	\$25	-5.4%	\$108

F-21.8

North Tahoe Tourism Development Master Plan Timeline

Date	Deliverable/Milestone	Who
September 4	Rework of draft Plan by MP firm selected	Select Planning Firm
September	Consultant and Task Force meet	Task Force
October	Design Workshop to rework and bring back to Task Force for review	Task Force
10/21	Placer BOS Joint Board	NLTRA Staff and Board
10/25	Draft Posted (public)	NLTRA
10/25-11/5	Tentative Public workshop series in North Tahoe	Freshtracks + NLTRA Staff
10/24-11/15	Update: Final Master Plan: 1) Public outreach 2) *Work Plan	FTC: Public Outreach Summary NLTRA + Committee (Work Plan)
December	NLTRA Board Approval	NLTRA Staff
Jan	Placer Board of Supervisors Approval of Plan	NLTRA Staff

*Suggest Planning Session (2) with Committee to define work plan in October

G-23



north lake tahoe

Chamber | CVB | Resort Association

The Peak Your Adventure landing page has had a total of 2,780 click-throughs.

Broken out by months, click-throughs are 1,102 in June/July, 934 in August, and 744 so far in September.

Music on the Beach:

NTBA had 92 click-throughs


Concerts –at- Commons- Beach:

TCDA had 533 click throughs





6-25.1



GROUP REPORT from August 1, 2014 - August 31, 2014

 @TahoeNorth

 North Lake Tahoe

GROUP STATS across all Twitter and Facebook accounts

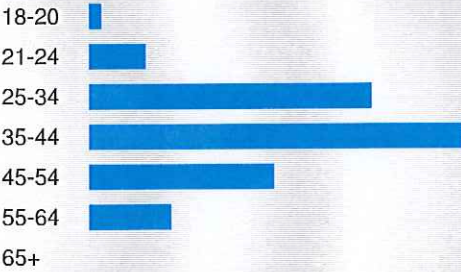
Incoming Messages	43,434	
Sent Messages	177	
New Twitter Followers	363	
New Facebook Fans	13,936	

43,565 INTERACTIONS 
BY 37,813 UNIQUE USERS 
2,435,574 IMPRESSIONS 

TWITTER STATS across all Twitter accounts

FOLLOWER DEMOGRAPHICS

 **59%** MALE FOLLOWERS
 **41%** FEMALE FOLLOWERS



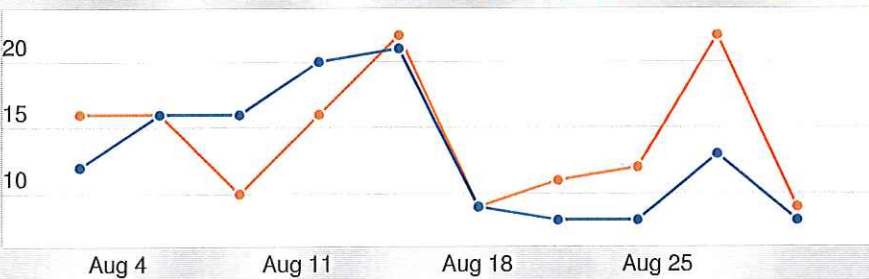
TWITTER STATS

 **363**
 New Twitter Followers in this time period

 **1,594** Link Clicks
 **141** Mentions
 **131** Retweets

DAILY INTERACTIONS

@MENTIONS 141 **RETWEETS 131**



OUTBOUND TWEET CONTENT

 **41** Plain Text
 **47** Links to Pages
 **28** Photo Links

G-25.2

FACEBOOK STATS across all Facebook pages

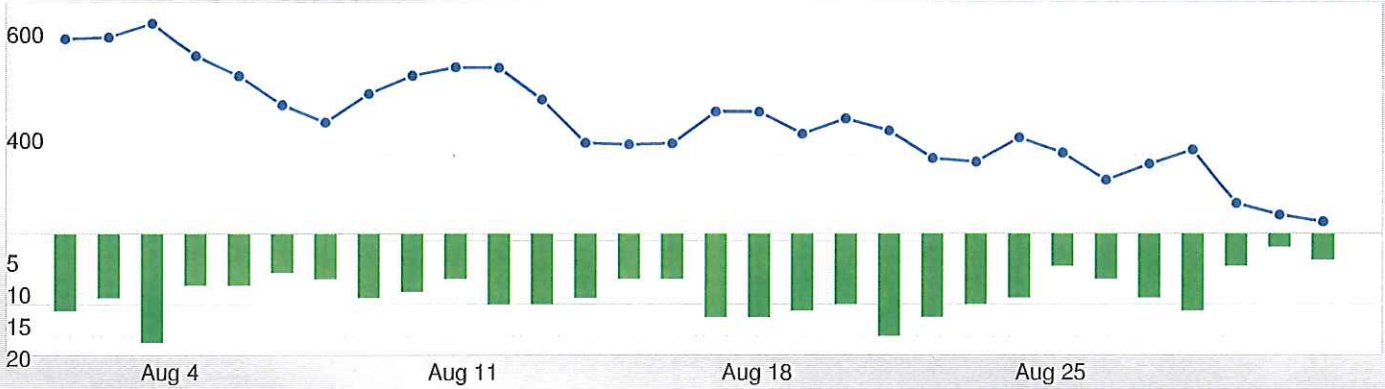


My Facebook Pages

89.31k Total Likes, and 4.43k people talking about this

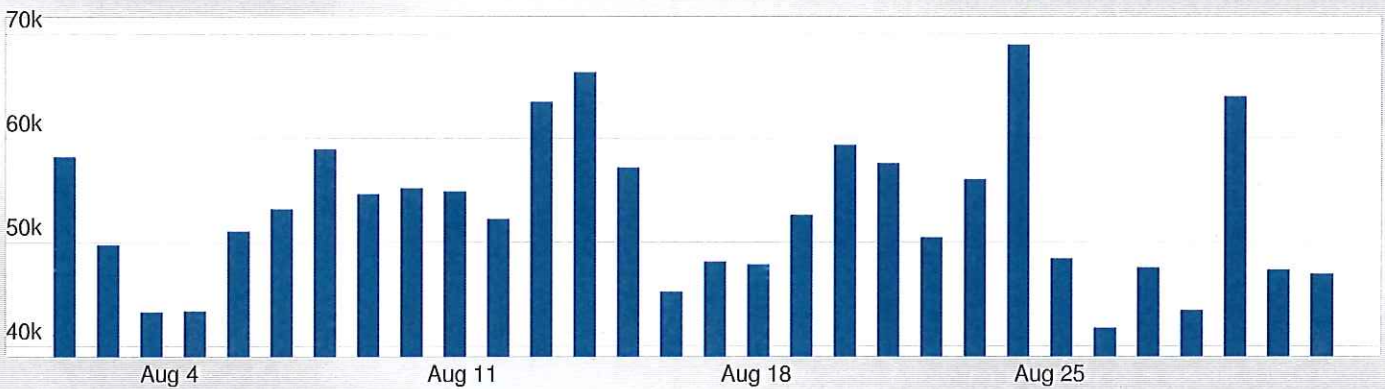
New Fans 13.9k Unliked your Page 403

FAN GROWTH

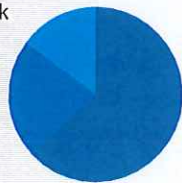
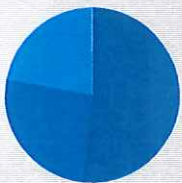


PAGE IMPRESSIONS

Impressions 1.6m by 1.1m users



IMPRESSIONS



BY DAY OF WEEK

Day	Avg	Total
Sun	52.9k	264.6k
Mon	42.3k	169.2k
Tue	51.5k	206.0k
Wed	54.8k	219.2k
Thu	54.4k	217.6k
Fri	53.0k	265.0k
Sat	48.9k	244.7k

IMPRESSION DEMOGRAPHICS

Here's a quick breakdown of people engaging with your Facebook Page

AGE & GENDER

Age Group	Male	Female
13-17	2.2k / 3.8k	
18-24	53.7k / 77.5k	
25-34	160.9k / 233.5k	
35-44	129.2k / 189.2k	
45-54	64.5k / 103.6k	
55+	31.6k / 57.9k	

TOP COUNTRIES

Country	Impressions
United States	1.1m
Mexico	6.7k
United Kingdom	4.6k
Canada	2.5k
Brazil	2.2k

TOP CITIES

City	Impressions
Los Angeles, CA	205.7k
Sacramento, CA	75.3k
San Diego, CA	74.4k
Reno, NV	34.7k
Long Beach, CA	28.3k



6-25.3



Peak Your Adventure Contest #2 Recap

Digital Engagement

G-25.4



775.323.2977



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Peak Your Adventure

Campaign Goals:

- Reach visitors in the North Lake Tahoe region through social media channels and resort locations
- Collect User-Generated Photos
- Encourage fans to go beyond the lake and visit mountain resorts in summer and fall months

Tools:

- Graphics for social posting and sharing
- Graphics for print and digital ads
- Posters and Postcards designed, printed, and distributed to participating resorts
- Offerpop application to run the contest on Facebook, generate analytics and collect photo submissions
- Social measurement tools to track hashtags and other sharing data including SproutSocial, Facebook Insights, Topsy and Iconosquare

Strategy:

- Paid social media outreach through Twitter ads, Facebook boosted posts and Facebook link campaigns to target users by location
- Re-posting images shared by users
- Outreach to resorts for campaign shares



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4-25.5



Results by the Numbers

165 Photo Entries
598 Hashtag Uses
145,500 Facebook Impressions
171,200 Campaign Impressions

G-25.6



Results by Channel

Facebook Data

- Paid Campaign Impressions: 145.5K
- Total Number of Page Likes: 89.31K*
- Gained During Campaign: 13.9K*
- Gender Demographic : 60% female; 40% male*
- Total Impressions: 2.4m*
- Total Shares and Likes: 60.5K*

Twitter Data

- Campaign Impressions: 26.5K
- Campaign Engagements: 895
- New Followers: 363*
- Link Clicks: 1,594*
- Gender Demographic: 59% male; 41% female*
- Total Mentions: 141*, Total Retweets: 131*

Instagram Data

- Total Campaign Likes: 1,174
- Total Photos with tag: 566
- New Followers: 348*

*This data is associated with the North Lake Tahoe brand pages as a whole during the time of the campaign.

**All campaign data was collected during the span of the second contest, from August 1 through August 31.



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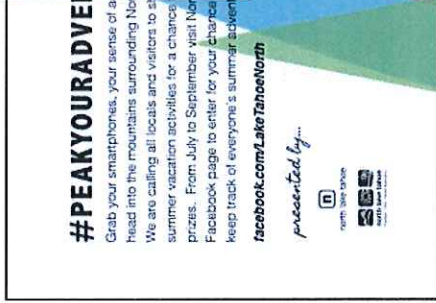
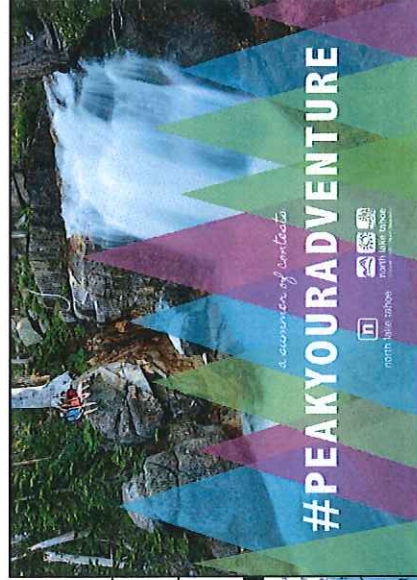
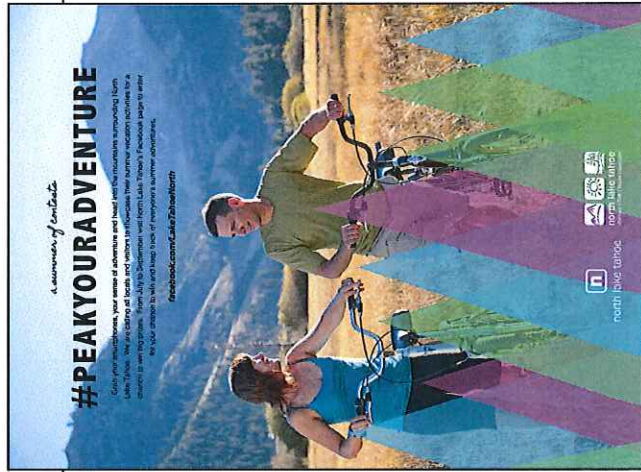
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G-25.7



Print Collateral

The Abbi Agency created a poster and postcard to distribute among participating resorts (Squaw/Alpine, Northstar, Sugar Bowl)

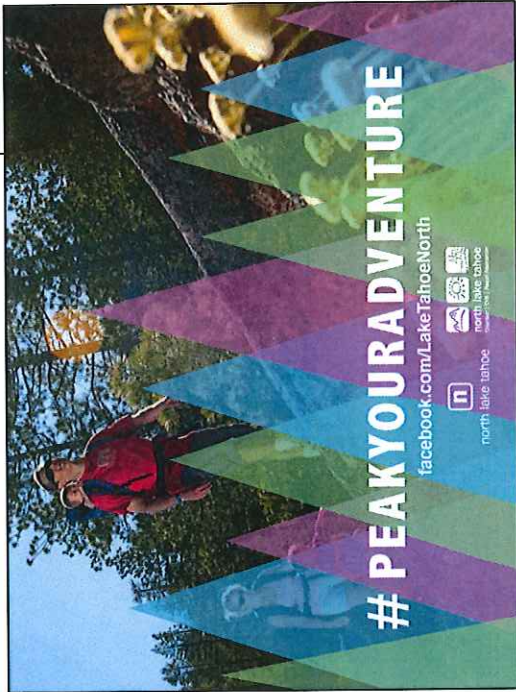


G-25.0



Digital Banner Ads

The Abbi Agency created eight online ads, as well as a print banner ad



6-25-09



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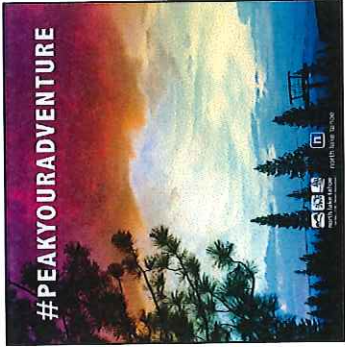
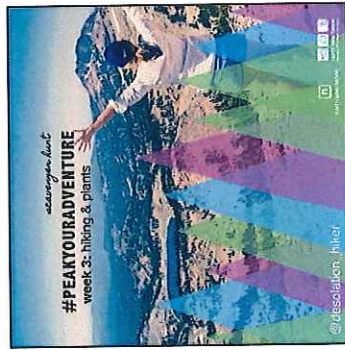


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Contest #2

The #PeakYourAdventure campaign engages with audiences in North Lake Tahoe, prompting visitors and tourists alike to explore mountain resorts in summer months. Each contest features a large prize package and encourages fans and followers to share their experience on social media channels by use of the hashtag.



Duration: August 1 – August 31
Contest: Users were asked to post photos following weekly theme prompts:

- Week One: Food & Drink
- Week Two: Scenic
- Week Three: Hiking & Plants
- Week Four: Yoga & Biking

G-25.10

Post Highlights



G-25.12



Thank You

6-25.13

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north lake tahoe

Chamber | CVB | Resort Association



Coffee & Chocolate

**Thursday, October 16th
From 4:00 to 5:00pm
Incline Village Library**

Take a break and amp up your business and your productivity for the rest of the day. Meet other locals in the business community, make new contacts and develop lasting relationships for your business.

**You must RSVP to attend this event to
Ginger@GoTahoeNorth.com**

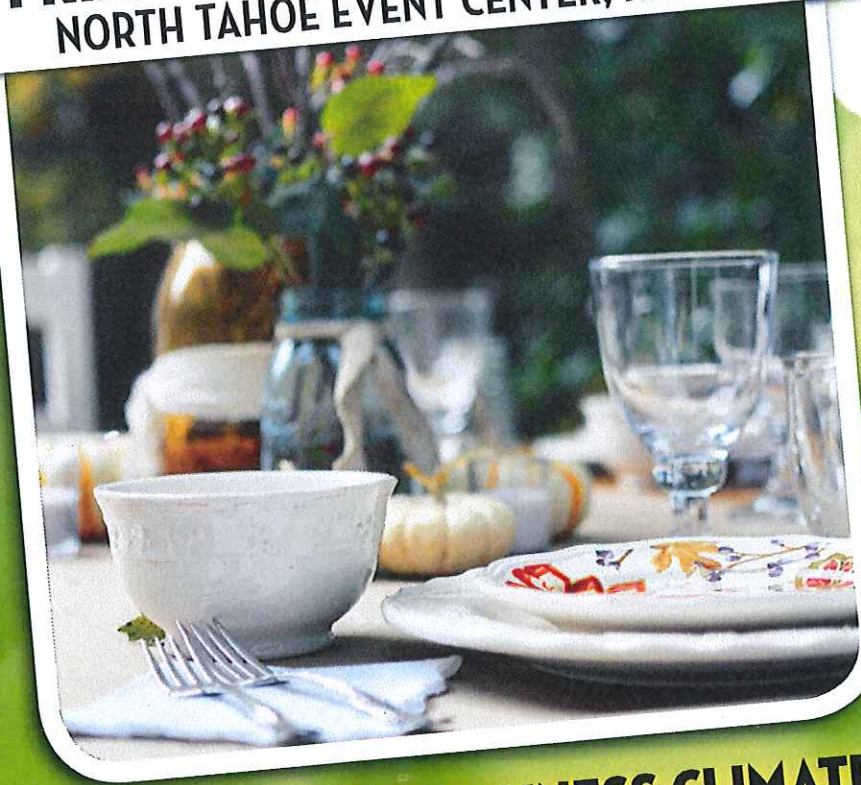
Sponsored by:



G-25.14

MEMBERSHIP LUNCHEON

FRIDAY, OCTOBER 17 AT 11:30AM
NORTH TAHOE EVENT CENTER, KINGS BEACH



**IMPROVING THE BUSINESS CLIMATE
OF NORTH LAKE TAHOE!**

Tahoe Prosperity Center, Connect Tahoe and Air Service to Reno-Tahoe

KEEPING THE LIGHTS ON:

An Update from Liberty Utilities

\$35 (pay by 10/1) | \$40 (pay by 10/15) | \$45 non-members

LUNCH BY BELLA AFFAIR



north lake tahoe

Chamber | CVB | Resort Association

SPONSORED BY



Liberty Utilities®

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

6-25.15



north lake tahoe

HOSPITALITY HOLIDAYS

SHOP LOCAL EVENT

Wed. December 3rd @ 5:30pm-9:30pm | North Tahoe Event Center, Kings Beach

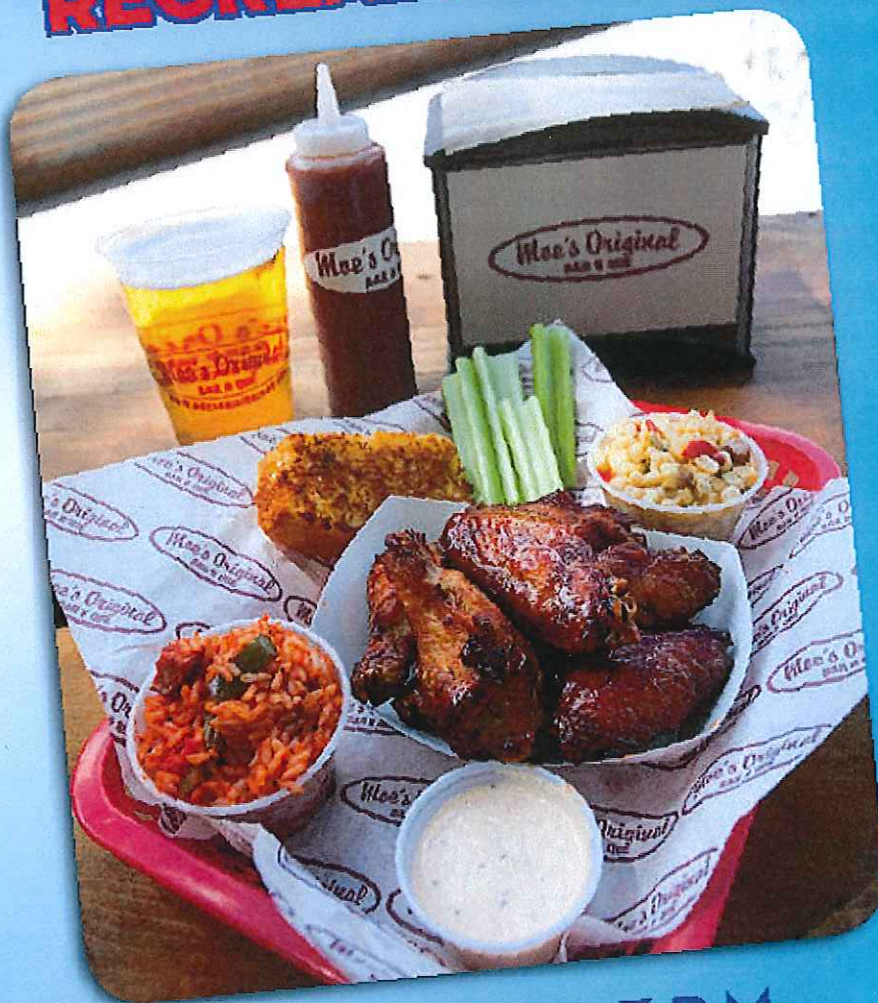
- Live Local Band: Sneaky Creatures
- Tahoe Flow Arts Performances
- Shop Local Holiday Contest
- Retail Vendors
- Service Vendors
- Photo Booth with Santa
- Great Raffle Prizes
- No Host Bar
- Local Restaurant Food Tastings

FREE AND OPEN TO THE COMMUNITY!

G-25.16

BEER, WINGS & WINTER THINGS

KICK OFF THE WINTER RECREATION SEASON!



THURSDAY, DEC. 11 AT 3 P.M.
\$20 Members | \$30 Non-Members
MOE'S ORIGINAL BAR B QUE

Sponsored by



NORTHSTAR
CALIFORNIA



north lake tahoe

Chamber | CVB | Resort Association

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

4-25.17