



# NLTRA Board of Directors Agenda and Meeting Notice

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

## NLTRA Mission

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

## 2015 Board of Directors

### Wally Auerbach (Treasurer)

Auerbach Engineering

### Kali Kopley

Uncorked/Petra/Soupa

### Brett Williams

Agate Bay Realty

### Valli Murnane

Tahoe X-Country

### Phil GilanFarr

CB's Pizza & Grill

### Adam Wilson (Secretary)

Northstar California

### Brendan Madigan (Chair)

Alpenglow Sports

### Joseph Mattioli

The Ritz-Carlton

### David Tirman (Vice-Chair)

JMA Ventures, LLC

### Jennifer Merchant

Placer County Rep

### Sue Busby

Placer County BOS

Appointee

Castle Peak Property Mgmt.

### Tom Lotshaw

TRPA (Ex-officio)

### Quorum - 6

Majority of the NLTRA Board Representatives

Items May Not Be Heard In the Order They Are Listed

## A. Call to Order-Establish Quorum

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

## C. Agenda Amendments and Approval

## D. Consent Calendar-MOTION (5 minutes)

All items (**in Bold**) listed under the consent calendar are considered to be routine and/or have been or will be reviewed by the Board, and approved by one motion. There will not be a separate discussion of these items unless a Board member or staff person requests a specific item be removed from the consent calendar for separate consideration. Any item removed will be considered after the motion and vote to approve the remainder of consent calendar motions.

### 1. Board Meeting Minutes –August 5, 2015 (Pg. 1)

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

### 2. Capital Investment/Transportation Committee- August 31, 2015 (Pg. 6)

### 3. Marketing Committee – August 25, 2015 (Pg. 7)

### 4. Business Association and Chamber Collaborative – August 13, 2015 (Pg. 8)

### 5. Lodging Committee – No meeting in July

### 6. Conference Sales Directors Committee – No meeting in July

### 7. Finance Committee – August 27, 2015 (Pg. 9)

### 8. Financial Reports – July (see additional item under action items to approve CEO expenses) (Pg. 10)

#### a. Dashboard and project reports (Pg. 11)

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

### 9. Conference Sales Reports (Pg. 33)

### 10. Executive Committee Report – August 25, 2015 (Pg. 35)

### 11. Capital Investment/Transportation Activity Report – August (Pg. 37)

### 12. Contract Approvals (funding already approved by NLTRA Board and BOS) (Pg. 47)

#### a. Tahoe City Mobility Improvements (2015-16 compliance) (Pg. 48)

#### b. Tahoe City Parking Facilities Plan (2015-16 compliance) (Pg. 52)

#### c. Kings Beach Gateway & Boardwalk Plan (2014-15 compliance) (Pg. 56)

#### d. Martis Valley Bike Trail Project (2015-16 compliance) (Pg. 63)

#### e. North Tahoe Regional Park Trail & Signage (2015-16 compliance) (Pg. 80)

#### f. Squaw Valley Bike Trail & Staging Area Rehab (2015-16 compliance) (Pg. 90)

- g. Speedboat Beach Access Master Plan (2015-16 compliance) (Pg. 103)**
- h. Public Art in Kings Beach Roundabouts (2015-16 compliance) (Pg. 112)**

**E. Strategic Discussion (1 hour)**

- 1. Orthopedic Advisory Council – Randy Hill, Pam Hobday (20 minutes)**
- 2. Review and Discussion of Strategic Goals developed at the Retreat – Sandy Evans Hall**
  - a. Retreat comments (Pg. 145)
  - b. Goals for the next 5 years (Pg. 147)
  - c. Master Plan recommendations (Pg. 151)
  - d. Navigating Change (White Paper, SMG) (Pg. 172)
  - e. Report Card for 2015-16 (Pg. 196)

**F. Action Items (15 minutes)**

- 1. MOTION:** Membership Plan for Dues – Ginger Karl (Pg. 214)
- 2. MOTION:** CEO Expenses for Conference Travel – Marc Sabella (Pg. 228)

**G. Staff Reports (20 minutes)**

- 1. Marketing – JT Thompson**
  - a. Destimetrics (Pg. 229)
  - b. Event updates: USA Cycling, Autumn Food and Wine, IronMan
  - c. Staffing Changes
- 2. Membership - Ginger Karl (5 minutes)**
  - a. New Members
  - b. Upcoming Events (Pg. 235)
- 3. Capital Improvements/Transportation – Ron Treabess**
  - a. 2015-16 Call for Projects (Pg. 237)
- 4. Administration – Sandy Evans Hall**
  - a. Contract Compliance Update
  - b. Master Plan Update
  - c. Staffing Changes

**H. Directors Comments (5 minutes)**

**I. Meeting Review and Staff Direction (5 minutes)**

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

**K. Adjournment**

This meeting is wheelchair accessible

Posted and Emailed (8/28/15)



**north lake tahoe**

Chamber | CVB | Resort Association

**THE NORTH LAKE TAHOE RESORT ASSOCIATION BOARD OF DIRECTORS**

**Wednesday, August 5, 2015 – 8:30 am**

**Tahoe City Public Utilities Board District – Board Room**

MINUTES

**BOARD MEMBERS IN ATTENDANCE:** Phil GilanFarr, Adam Wilson, David Tirman, Jennifer Merchant, Wally Auerbach, Brett Williams, Kali Kopley

**BOARD MEMBERS NOT PRESENT:** Joseph Mattioli, Brendan Madigan, Sue Busby, Tom Lotshaw

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

**OTHERS IN ATTENDANCE:** Cadence Matijevich

**A. CALL TO ORDER – ESTABLISH QUORUM**

- The meeting was called to order at 8:36 am by David Tirman and a quorum was established

**B. Public Forum: None**

**C. Agenda Amendments and Approval**

**M/S/C (Jennifer Merchant/Phil GilanFarr) (7/0/0) Motion to approve agenda and amendments**

**D. Consent Calendar**

**M/S/C (Adam Wilson /Phil GilanFarr) (7/0/0) Motion to approve Consent Calendar**

**1. Board Meeting Minutes – June 6, 2015 and June 24, 2015**

All committee meeting briefs are provided for informational purposes only. Minutes are available at [www.nltra.org](http://www.nltra.org)

**2. Capital Investment/Transportation Committee - July 27, 2015**

**3. Marketing Committee – July 28, 2015**

**4. Business Association and Chamber Collaborative – July 9, 2015**

**5. Lodging Committee – No meeting in July**

**6. Conference Sales Directors Committee – No meeting in July**

**7. Finance Committee – July 23, 2015**

**8. Financial Reports – June – End of Year**

- **Dashboard and project reports**

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

**9. Conference Sales Reports**

**10. Executive Committee Report – July 28, 2015**

## 11. Capital Investment/Transportation Activity Report – July

### 12. Contract Approvals (funding already approved by NLTRA Board and BOS)

12.1 NTBA/TCDA Barge Repair with Business Plan (approved by CI/T 7.27.15)

Vote 8-0-1 Matijevich abstained)

12.2 Commons Beach Sand Replenishment (2014-15 compliance)

12.3 North Tahoe Shared Use Trail Planning (2014-15 compliance)

12.4 Squaw Valley Winter Trail Snow Removal Program (2014-15 compliance)

12.5 Tahoe City Field Station Wayfinding Signage (2015-16 compliance)

12.6 Lake Tahoe Water Conditions Interactive Displays (2015-16 compliance)

12.7 Kings Beach Pier Project (2014-15 compliance)

## E. Action Items

### 1. MOTION: Approval of revisions to the Bylaws and Operating Procedures and Policies – Sandy Evans Hall

- a. Procurement Policy revision
- b. Conflict of Interest Policy revision
- c. Credit Card Policy revision
- d. Contract Compliance Policy
- e. Corporate Travel Policy
- f. Document Destruction Policy revision
- g. Memorandum of Agreement – Capital Improvements
- h. Service Agreement – Consultant Services and Marketing
- i. Marketing Reserve Policy revision, Marketing Reserve Cash Account recommendation

### Discussion/Comments from the Board:

- Wally Auerbach addressed a concern to the Board. The verbiage in the Bylaws and Operating Procedures and Policies, was difficult to interpret, for those who don't understand the language being written and asked for more clarity in the future.
  - Suggestion from County representative, to reach out to the NLTRA legal team, Steve Gross, who could assist with looking over the operating procedures and assist with smoothing over the verbiage/language.
- Jennifer had questions or comments for the Board's consideration. Wanted to know if there should be a better clarification then using mileage in the geographical vendor list. Suggestion would be to list the areas/cities.
- Jennifer had a comment and suggestion on the document Destruction Policy. The word "important" was used as a description for the type of documents. Could there be a recommendation for a clearer definition of the word "important".
- Jennifer had a comment regarding the credit card use for meals and expenses that are local in nature would also include the mileage. Suggestion from the Board for the NLTRA staff, receipts should note what the meal is being used for: meeting, potential new Chamber Member, FAM, etc.

**Action for Board:** to reach out to NLTRA legal team for assistance with making adjustments to the verbiage/language in the Bylaws and Operating Procedures and Policies or any other contracts the Board may have questions about.

**Action for Ron:** to define the local vendor opportunity geographical area by city and not range

**Action for Marc:** to define what the word "important" is defined for checks, on the Destruction Policy.

**Action for NLTRA Staff:** to notate the usage of company credit card when meeting with clients or purchasing lunches for employee.



**Action for Executive Committee/Staff:** to discuss the potential refining of the Policy statement and seeing what other entities are doing regarding their alcohol policy.

**M/S/C (Adam Wilson/Wally Auerbach) (7/0/0) Motion to approve all revisions to the Bylaws and Operating procedures and policies**

2. **MOTION:** Approval of Second Amendment and Restatement of Agreement between County of Placer and NLTRA, with Board determination of dates in Attachment A/Scope of Work for the North Lake Tahoe Express – Sandy Evans Hall

**Discussion/Comments from the Board:**

- Sandy gave a brief overview of item E2, with one piece to be adjusted on page 163, there are dates that are recommended, which included: the business plan for the NLTE, RFP process, and awarding of the contract. The dates provided on page 163 will need approval.
- Wally Auerbach suggested that the Board members track all efforts that are related to the contract compliance. To show the County how much time Board members are spending on projects to compare in the future.
- Jennifer wanted to assure the Board that on page 166, Contract Second Amendment and Restatement, was a draft.

**Action to Board:** to keep track of all time spent on Contract Compliance and County contracts.

**M/S/C (Brett Williams/Wally Auerbach) (6/0/1) Motion to approve Second Amendment and Restatement of Agreement between County of Placer and NLTRA, with Board determination of dates in Attachment A/Scope of Work for the North Lake Tahoe Express**

3. **MOTION:** Approval of 2015-16 NLTRA Budget – Marc Sabella, Wally Auerbach (Finance Committee approval 7/23/15 Vote 4-0-1, Matijevich abstained)

**Action for Marc:** to add the expense side for transportation on the Consolidated Budget 2015-16, to reflect this year's contract and add the expense category.

**M/S/C (Wally Auerbach /Adam Wilson) (7/0/0) Motion to approve 2015/16 NLTRA Budget**

4. **MOTION:** Approval of Ski Tahoe North / Marketing Reserve Reallocation – JT Thompson, Brett Williams (Marketing Committee approval 7/28/15 Vote 8-0-1, Matijevich abstained)

**M/S/C (Adam Wilson/Brett Williams) (7/0/0) Motion to approve Ski Tahoe North / Marketing Reserve Reallocation**

5. **MOTION:** Membership Plan for Dues – Ginger Karl

**Discussion/Comments from the Board:**

- Jennifer had a comment that on page 235, which read, Placer County requested the NLT Chamber to differentiate membership dues or fees and benefits based on a business' geographic location. Jennifer wanted to clarify that the Board discussed this item and other Board members requested this item be brought back to the Board, and Placer County was not the one who requested it.
- Jennifer suggested that the NLT Chamber reach out to the NLTRA legal team for advice on Chamber issues, and not take advice from Dave Kilby, who is not a lawyer.

**Action for Ginger:** to reach out to NLTRA legal counsel regarding Chamber membership dues. This item will be discussed at the September BOD meeting.

#### **F. Board Retreat – Strategic Goals**

1. Review and Discussion of Strategic Goals developed at the Retreat
  - a. **Retreat Minutes**
  - b. **Goals for the next 5 years**
  - c. **Report Card for 2015-16**

#### **Discussion/Comments from the Board:**

- Board members felt there should be a full discussion on Goals for the next 5 years, with all Board members present.

**Action for Sandy/NLTRA Staff:** to take retreat goals to all committees for suggestions or comments on goals, and bring back to the Board in September.

**Action for Board Members:** to review strategic goals and report card for discussion at the September meeting.

#### **G. Staff Reports**

1. **Marketing – JT Thompson**
  - a. **Destimetrics**
    - The paid occupancy rate for June has increased 13.8% compared to last year. ADR is down 3%.
  - b. **Event updates: USA Cycling, Autumn Food and Wine, IronMan**
    - USA Cycling was a great success and currently discussing 2016 USA Cycling. Autumn Food and Wine is currently being coordinated. IronMan currently has 2,200 registered athletes.
  - c. **Staffing Changes**
    - Sarah Winters will be the new Leisure Sales Director for the North Lake Tahoe Resort Association.
2. **Membership – Ginger Karl**
  - a. **Performance Metrics**
    - No current performance metrics will have at the September meeting.
  - b. **New Members**
    - 64 new members, 474 total members.
  - c. **Upcoming Events**
    - Chamber Mixer on August 20<sup>th</sup>
    - Bridal Faire on August 23<sup>rd</sup>
    - Chamber Ambassadors Luncheon on August 26<sup>th</sup>
3. **Capital Improvements/Transportation – Ron Treabess**
  - a. **2015-16 Call for Projects**
    - Ron updated the Board regarding last month's CI/T meeting and the call for projects and application process. Application deadline is October 10<sup>th</sup>, CI/T Committee to review on October 26<sup>th</sup>, recommended projects will go to the Board November-January if necessary, and BOS approval on March 10<sup>th</sup>.
4. **Administration – Sandy Evans Hall**
  - a. **Contract Compliance Update**
    - Sandy informed the Board that a letter was sent in response to the contract compliance with a corrective action plan. A remit of \$157,716 from the designated Transportation account to the County Infrastructure/Transportation account.
  - b. **Master Plan Update**

- Seana Doughty is completing the outreach chapter for the Master Plan and Stephanie from Design workshop is revising the chapter on Recommendations and Executive Summary.
- On September 3<sup>rd</sup>, the final chapters will be brought to the Committee for editing and completion.

**c. Staffing Changes**

- Sandy addressed the Board members of Meredith Nelson's, Staff Accountant, departure from the NLTRA.
- Board members felt it would be necessary to talk about positions being bumped up to keep longer employment.

**Action for Sandy:** to looking up pay scales

**H. Director's Comments**

Jennifer informed the Board members of Placer County new employee, Christopher Perry. He'll be assisting with Facilitating projects in the town centers.

**I. Meeting Review and Staff Direction**

**Action for Board:** to reach out to NLTRA legal team for assistance with making adjustments to the verbiage/language in the Bylaws and Operating Procedures and Policies or any other contracts the Board may have questions about.

**Action for Ron:** to define the local vendor opportunity geographical area by city and not range

**Action for Marc:** to define what the word "important" is defined for checks, on the Destruction Policy.

**Action for NLTRA Staff:** to notate the usage of company credit card when meeting with clients or purchasing lunches for employee.

**Action for Executive Committee/Staff:** to discuss the potential refining of the Policy statement and seeing what other entities are doing regarding their alcohol policy.

**Action to Board:** to keep track of all time spent on Contract Compliance and County contracts

**Action for Marc:** to add the expense side for transportation on the Consolidated Budget 2015-16, to reflect this year's contract and add the expense category.

**Action for Ginger:** to reach out to NLTRA legal counsel regarding Chamber membership dues. This item will be discussed at the September BOD meeting.

**J. Closed Session (if necessary)/Reconvene to Open Session: None**

**K. ADJOURNMENT**

- The meeting adjourned at 10:42am.

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



**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Capital Investment/Transportation**

**MEETING DATE: August 31st, 2015**

**COMMITTEE MEMBERS PRESENT:**

**Meeting will be held on Monday, August 31<sup>st</sup>, 2015 the same week of BOD meeting.**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

**MOTIONS MADE/VOTE:**



## **north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Marketing**  
**MEETING DATE: Aug 25, 2015**  
**BOARD MEMBERS PRESENT: Brett Williams**

### **ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

Action to staff (Sarah/JT): 1) Schedule a fall meeting with the Nordic Group within the next couple of weeks 2) Look into cost of re-printing the tickets.

Action to JT: 1) Add Ironman discussion to agenda for next month and look at Ironman operational cost to bring back for more discussion 2) Have a discussion with School of Thought at next month's meeting regarding pushing back the timing on some of the digital media buys.

### **MOTIONS MADE/VOTE:**

4.1 The approval of the Marketing Committee minutes from July 28, 2015 will be tabled until next month. (A quorum was not established)

### **BOARD APPROVAL/DIRECTION REQUESTED:**



**north lake tahoe**

Chamber | CVB | Resort Association

**COMMITTEE: Business Association and Chamber Collaborative**

**MEETING DATE: August 13, 2015**

**BOARD MEMBERS PRESENT: Adam Wilson**

**ACTION ITEMS/SUGGESTIONS TAKEN/REQUESTED:**

- **Action for Ginger:** to draft a potential BACC Program year-round calendar and have a draft by the next meeting.
- **Action for Ginger:** to email Committee to year to date profit for the Shop Local program.
- **Action for Ginger:** to follow up with Melody regarding setting up meeting with Truckee.= for Shop Local discussion.
- **Action for Ginger:** to upload the video, from the Made in Tahoe event to the Shop North Tahoe Truckee website.
- **Action for Ginger:** to add the Shop Local Holiday contest discussion to the September Agenda.
- **Action for Ginger:** to reach out to Ambera from silent A photography and find out how long the contract is good for the Shop Local photos and if the BACC could also use NTBA's photos in the marketing campaigns.
- **Action for Ginger:** to find make a list of potential stores of where Shop Local merchandise can be sold.
- **Action for Ginger:** to reach out to current Shop Local participants and send out an email notifying them of the availability of Shop Local bags.
- **Action for JT:** to coordinate with BACC of what type of photos and direction should be used for the "Shopping" product on the GoTahoeNorth.com website with the Co-Op Committee.
- **Action for Ginger:** to look into trademark/copy write – Shop Local logo.

**MOTIONS MADE/VOTE:**

**M/S/C (Cadence Matijevich/ Michael Gelbman) (5/0/0) Motion to approve agenda amendments**

**M/S/C (Michael Gelbman/ Cadence Matijevich) (5/0/0) Motion to approve Business Association and Chamber Collaborative Committee meeting minutes for July 9th, 2015**





**COMMITTEE BRIEFS: Finance**

**MEETING DATE: August 27, 2015**

**BOARD MEMBERS PRESENT: Wally Auerbach, Ron Parson, Ramona Cruz, Jennifer Merchant**

**NLTRA STAFF PRESENT: Marc Sabella, Martha Molinari, Sarah Winters, Ron Treabass**

**ACTION ITEMS TAKEN:**

**Action for Marc:** reach out to the Chamber Director regarding Membership billing write-offs

**MOTIONS MADE / VOTE:**

M/S/C (Ron Parson/Ramona Cruz) (3/0/0) Approve the agenda amendments

M/S/C (Ramona Cruz/Ron Parson) (3/0/0) Motion to approve the July 23, 2015 Finance Committee Meeting minutes

M/S/C (Ron Parson/Ramona Cruz) (4/0/0) Motion to approve financial statements for July 2015 with the exception of CEO expenses. Finance Committee wants the CEO expenses brought to the BOD meeting on September 2<sup>nd</sup>, 2015 for more discussion.



August 27, 2015

To: Finance Committee

From: Marc Sabella

Re: Major Variances of the July 2015 Financial Statements

As of July 31st, 8.33% of the annual budget calendar should be completed. The following are the major budget to actual variances **YEAR-TO-DATE**:

**Profit/Loss:**

- Membership Revenues came in over budget for July and is at a 38% level of total annual budget. All memberships that were collected upon in the past fiscal year are recognized for the membership period that the amounts cover. July is the month for large recognitions for any unamortized membership dues in the current fiscal year.
- Conference Commissions billings are behind budget through July but after reviewing conference commission schedules for the year, revenues will reach annual budget.
- Merchandise Sales are under budget through July as the sales percentages to total number of visitors has been decreasing over the Summer months.
- Salary expense is under budget for July as budgeted conference commissions and one marketing position did not realize any expense.
- Membership Activities Expense is over budget due to some one-time expenses being expended in July with the budget spread throughout the year.
- Research and Planning is under budget for July but as projects get completed throughout the year, this expense item will reach budget.
- Transportation Projects will be on the payment process with Placer County in the current fiscal year. The amount that shows on the July financials is due to an amount paid before the new process was put in place and is in the process now of reimbursement.

**Balance Sheet:**

- A/R balances are decreasing year-over-year as collections remain strong and there are no significant outstanding balances currently.
- A/R TOT funding contained the balance of two months of the last Placer County contract for fiscal year 2014/15 that goes into the current NLTRA fiscal year end. Because the new contract calls for no payments to overlap into the next fiscal year, the Placer County A/R balance will be amortized evenly over the next two months.
- The Designated Transportation Visitors Services net assets were returned to Placer County in July.

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 302,552	\$ 302,552	Placer County TOT Funding	\$ 302,552	\$ 302,552	\$ -	\$ 302,552	\$3,256,160	9%
53,526	40,640	Membership	53,526	40,640	12,886	10,000	142,690	38%
225	438	New Member Fees	225	438	(213)	75	5,250	4%
1,923	900	Membership Activities	1,923	900	1,023	1,900	70,050	3%
585	800	Tuesday Morning Breakfast Club	585	800	(215)	1,135	9,600	6%
-	-	Sponsorships	-	-	-	-	8,100	0%
1,164	-	Special Events	1,164	-	1,164	-	86,500	1%
1,250	637	Non-Retail VIC Sales	1,250	637	613	2,775	10,644	12%
3,071	8,470	Commissions	3,071	8,470	(5,399)	-	127,455	2%
12,730	18,051	Merchandise Sales	12,730	18,051	(5,321)	17,191	114,886	11%
<b>377,026</b>	<b>372,488</b>	<b>Total Revenue</b>	<b>377,026</b>	<b>372,488</b>	<b>4,538</b>	<b>335,628</b>	<b>3,831,335</b>	<b>10%</b>
6,570	7,933	Cost of Goods Sold/Discounts	6,570	7,933	1,363	8,605	61,212	11%
<b>6,570</b>	<b>7,933</b>	<b>Total Cost of Goods Sold</b>	<b>6,570</b>	<b>7,933</b>	<b>1,363</b>	<b>8,605</b>	<b>61,212</b>	<b>11%</b>
<b>370,456</b>	<b>364,555</b>	<b>Gross Margin</b>	<b>370,456</b>	<b>364,555</b>	<b>5,901</b>	<b>327,023</b>	<b>3,770,123</b>	<b>10%</b>
<b>Operating Expenses</b>								
94,106	105,624	Salaries & Wages	94,106	105,624	11,518	91,539	1,442,054	7%
13,422	14,172	Rent	13,422	14,172	750	15,807	178,609	8%
929	3,026	Telephone	929	3,026	2,097	2,400	36,091	3%
535	374	Mail - USPS	535	374	(161)	231	4,288	12%
518	1,314	Insurance/Bonding	518	1,314	796	1,209	15,768	3%
1,753	1,988	Supplies	1,753	1,988	235	694	19,158	9%
-	-	Visitor Communications - Other	-	-	0	65	460	0%
1,700	1,077	Equipment Support & Maintenance	1,700	1,077	(623)	860	12,921	13%
1,649	555	Taxes, Licenses & Fees	1,649	555	(1,094)	129	6,681	25%
2,400	1,745	Equipment Rental/Leasing	2,400	1,745	(655)	155	20,736	12%

180	900	Training Seminars	180	900	720	-	12,786	1%
-	-	Public Outreach	-	-	0	-	2,130	0%
-	-	Professional Fees	-	-	0	-	21,000	0%
-	20,000	Community Marketing Programs	-	20,000	20,000	-	80,000	0%
3,829	-	Special Events/Sponsorships	3,829	-	(3,829)	858	555,000	1%
2,771	1,623	Membership Activities	2,771	1,623	(1,148)	650	36,034	8%
770	737	Tuesday Morning Breakfast Club	770	737	(33)	773	8,844	9%
48,500	48,500	Marketing Cooperative/Media	48,500	48,500	0	125,000	970,000	5%
-	1,000	Media/Collateral/Production	-	1,000	1,000	-	7,635	0%
150	150	Non-NLT Co-Op Marketing Programs	150	150	0	-	50,800	0%
16,000	16,000	BACC Marketing Programs	16,000	16,000	0	-	70,000	23%
-	-	Conference - PUD	-	-	0	-	8,000	0%
347	50	Employee Relations	347	50	(297)	-	4,925	7%
69	300	Board Functions	69	300	231	234	4,600	2%
502	510	Credit Card Fees	502	510	8	588	7,120	7%
355	784	Automobile Expenses	355	784	429	209	11,406	3%
192	843	Meals/Meetings	192	843	651	164	10,965	2%
325	1,706	Dues & Subscriptions	325	1,706	1,381	1,030	19,085	2%
2,519	375	Travel	2,519	375	(2,144)	-	10,241	25%
-	-	Classified Advertising	-	-	0	25	750	0%
-	-	Research & Planning Dues	-	-	0	-	5,000	0%
975	19,733	Research & Planning	975	19,733	18,758	15,154	93,500	1%
9,482	-	Transportation Projects	9,482	-	(9,482)	56,100	-	100%
363	653	Depreciation	363	653	290	531	7,836	5%
<u>204,341</u>	<u>243,739</u>	<b>Total Operating Expenses</b>	<u>204,341</u>	<u>243,739</u>	<u>39,398</u>	<u>314,405</u>	<u>3,734,423</u>	5%
<u>166,115</u>	<u>120,816</u>	<b>Operating Income (Loss)</b>	<u>166,115</u>	<u>120,816</u>	<u>43,936</u>	<u>12,618</u>	<u>35,700</u>	
<b>Investment Income/Interest</b>								
<u>-</u>	<u>-</u>	<b>Net Other Income/Expenses</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,750</u>	<u>-</u>	
<u>166,115</u>	<u>120,816</u>	<b>Net Income (Loss)</b>	<u>166,115</u>	<u>120,816</u>	<u>43,936</u>	<u>10,868</u>	<u>35,700</u>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 218,898	\$ 218,898	Placer County TOT Funding	\$ 218,898	\$ 218,898	\$ -	\$ 218,898	\$ 2,831,509	8%
53,526	40,640	Membership	53,526	40,640	12,886	10,000	142,690	38%
225	438	New Member Fees	225	438	(213)	75	5,250	4%
1,923	900	Membership Activities	1,923	900	1,023	1,500	70,050	3%
585	800	Tuesday Morning Breakfast Club	585	800	(215)	1,135	9,600	6%
-	-	Sponsorships	-	-	-	-	8,100	0%
1,164	-	Special Events	1,164	-	1,164	-	86,500	1%
1,250	637	Non-Retail VIC Sales	1,250	637	613	2,775	10,644	12%
3,071	8,470	Commissions	3,071	8,470	(5,399)	-	127,455	2%
12,730	18,051	Merchandise Sales	12,730	18,051	(5,321)	17,191	114,886	11%
<b>293,372</b>	<b>288,834</b>	<b>Total Revenue</b>	<b>293,372</b>	<b>288,834</b>	<b>4,538</b>	<b>251,574</b>	<b>3,406,684</b>	<b>9%</b>
6,570	7,933	Cost of Goods Sold/Discounts	6,570	7,933	1,363	8,605	61,212	11%
<b>6,570</b>	<b>7,933</b>	<b>Total Cost of Goods Sold</b>	<b>6,570</b>	<b>7,933</b>	<b>1,363</b>	<b>8,605</b>	<b>61,212</b>	<b>11%</b>
<b>286,802</b>	<b>280,901</b>	<b>Gross Margin</b>	<b>286,802</b>	<b>280,901</b>	<b>5,901</b>	<b>242,969</b>	<b>3,345,472</b>	<b>9%</b>
80,171	91,514	Salaries & Wages	80,171	91,514	11,343	88,178	1,242,569	6%
12,008	12,592	Rent	12,008	12,592	584	14,509	153,331	8%
846	2,601	Telephone	846	2,601	1,755	2,010	31,216	3%
535	349	Mail - USPS	535	349	(186)	231	4,188	13%
487	1,208	Insurance/Bonding	487	1,208	721	1,137	14,496	3%
1,630	1,834	Supplies	1,630	1,834	204	661	17,311	9%
-	-	Visitor Communications - Other	150	-	(150)	65	460	33%
1,620	982	Equipment Support & Maintenance	1,620	982	(638)	725	11,781	14%
1,481	516	Taxes, Licenses & Fees	1,481	516	(965)	129	6,189	24%
1,971	1,489	Equipment Rental/Leasing	1,971	1,489	(482)	131	17,864	11%
180	900	Training Seminars	180	900	720	-	12,786	1%

-	-	Public Outreach	-	-	0	-	180	0%
-	-	Professional Fees	-	-	0	-	21,000	0%
-	20,000	Community Marketing Programs	-	20,000	20,000	-	80,000	0%
3,829	-	Special Events/Sponsorships	3,829	-	(3,829)	858	555,000	1%
2,771	1,623	Membership Activities	2,771	1,623	(1,148)	650	42,002	7%
770	737	Tuesday Morning Breakfast Club	770	737	(33)	773	8,844	9%
48,500	48,500	Marketing Cooperative/Media	48,500	48,500	0	125,000	970,000	5%
-	1,000	Media/Collateral/Production	-	1,000	1,000	-	7,635	0%
150	150	Non-NLT Co-Op Marketing Programs	16,000	150	(15,850)	-	50,800	31%
16,000	16,000	BACC Marketing Programs	16,000	16,000	0	-	70,000	23%
225	10,000	Research & Planning	225	10,000	9,775	6,856	11,500	2%
-	-	Conference - PUD	-	-	0	-	8,000	0%
347	50	Employee Relations	347	50	(297)	-	4,175	8%
69	300	Board Functions	69	300	231	234	4,600	2%
502	510	Credit Card Fees	502	510	8	588	7,120	7%
81	569	Automobile Expenses	81	569	488	209	8,826	1%
120	760	Meals/Meetings	120	760	640	164	9,870	1%
325	1,706	Dues & Subscriptions	325	1,706	1,381	1,030	18,995	2%
2,519	375	Travel	2,519	375	(2,144)	-	10,241	25%
-	-	Classified Advertising	-	-	0	25	750	0%
305	548	Depreciation	305	548	243	445	6,583	5%
<u>177,442</u>	<u>216,813</u>	<b>Total Operating Expenses</b>	<u>193,442</u>	<u>216,813</u>	<u>23,371</u>	<u>244,608</u>	<u>3,408,312</u>	<b>6%</b>
<b>109,360</b>	<b>64,088</b>	<b>Operating Income (Loss)</b>	<b>93,360</b>	<b>64,088</b>	<b>29,272</b>	<b>(1,639)</b>	<b>(62,840)</b>	
<b>Investment Income/Interest</b>								
-	-	Other Income/Expenses	-	-	0	1,750	-	
(6,335)	(6,865)	Allocated Expenses	(6,335)	(6,865)	(530)	(6,127)	(98,540)	
(6,335)	(6,865)	Net Expenses	(6,335)	(6,865)	(530)	(4,377)	(98,540)	
<u>115,695</u>	<u>70,953</u>	<b>Net Income (Loss)</b>	<u>99,695</u>	<u>70,953</u>	<u>28,742</u>	<u>2,738</u>	<u>35,700</u>	



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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 168,433	\$ 168,433	Placer County TOT Funding	\$ 168,433	\$ 168,433	\$ -	\$ 168,433	\$ 2,204,989	8%
1,164	-	Special Events	1,164	-	1,164	-	86,500	1%
<u>169,597</u>	<u>168,433</u>	<b>Total Revenue</b>	<u>169,597</u>	<u>168,433</u>	<u>1,164</u>	<u>168,433</u>	<u>2,291,489</u>	<u>7%</u>
<b>Operating Expenses</b>								
19,549	24,074	Salaries & Wages	19,549	24,074	4,525	23,470	345,065	6%
1,997	2,119	Rent	1,997	2,119	122	1,816	25,434	8%
143	884	Telephone	143	884	741	751	10,608	1%
291	45	Mail - USPS	291	45	(246)	2	540	54%
98	300	Insurance/Bonding	98	300	202	230	3,600	3%
398	289	Supplies	398	289	(109)	74	3,467	11%
835	311	Equipment Support & Maintenance	835	311	(524)	210	3,732	22%
262	60	Taxes, Licenses & Fees	262	60	(202)	-	720	36%
238	220	Equipment Rental/Leasing	238	220	(18)	39	2,640	9%
-	-	Training Seminars	-	-	0	-	7,336	0%
-	20,000	Community Marketing Programs	-	20,000	20,000	-	80,000	0%
3,829	-	Special Events/Sponsorships	3,829	-	(3,829)	858	555,000	1%
38,500	38,500	Marketing Cooperative/Media	38,500	38,500	0	115,000	860,000	4%
-	-	Non-NLT Co-Op Marketing Programs	-	-	0	-	49,000	0%
16,000	16,000	BACC Marketing Programs	16,000	16,000	0	-	70,000	23%
225	10,000	Research & Planning	225	10,000	9,775	6,856	11,500	2%
86	-	Employee Relations	86	-	(86)	-	600	14%
-	200	Automobile Expenses	-	200	200	-	3,600	0%
60	490	Meals/Meetings	60	490	430	-	5,880	1%
180	800	Dues & Subscriptions	180	800	620	-	8,600	2%
-	375	Travel	-	375	375	-	6,213	0%
91	163	Depreciation	91	163	72	132	1,959	5%
<u>82,782</u>	<u>114,830</u>	<b>Total Operating Expenses</b>	<u>82,782</u>	<u>114,830</u>	<u>32,048</u>	<u>149,438</u>	<u>2,055,494</u>	<u>4%</u>
<u>86,815</u>	<u>53,603</u>	<b>Operating Income (Loss)</b>	<u>86,815</u>	<u>53,603</u>	<u>33,212</u>	<u>18,995</u>	<u>235,995</u>	
						(1,750)		
13,822	14,977	Net Other Income/Expenses	13,822	14,977	1,155	13,487	214,995	
<u>72,993</u>	<u>38,626</u>	<b>Net Income (Loss)</b>	<u>72,993</u>	<u>38,626</u>	<u>34,367</u>	<u>3,758</u>	<u>21,000</u>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 26,715	\$ 26,715	Placer County TOT Funding	\$ 26,715	\$ 26,715	\$ -	\$ 26,715	\$ 333,600	8%
4,675	641	Membership	4,675	641	4,034	-	7,690	61%
3,071	8,470	Commissions	3,071	8,470	(5,399)	-	127,455	2%
<u>34,461</u>	<u>35,826</u>	<b>Total Revenue</b>	<u>34,461</u>	<u>35,826</u>	<u>(1,365)</u>	<u>26,715</u>	<u>468,745</u>	<u>7%</u>
<b>Operating Expenses</b>								
14,408	20,596	Salaries & Wages	14,408	20,596	6,188	18,640	273,109	5%
1,002	1,062	Rent	1,002	1,062	60	908	12,747	8%
10	256	Telephone	10	256	246	200	3,072	0%
29	55	Mail - USPS	29	55	26	59	660	4%
99	230	Insurance/Bonding	99	230	131	230	2,760	4%
313	85	Supplies	313	85	(228)	258	1,020	31%
374	138	Equipment Support & Maintenance	374	138	(236)	109	1,656	23%
136	25	Taxes, Licenses & Fees	136	25	(111)	-	300	45%
238	188	Equipment Rental/Leasing	238	188	(50)	20	2,256	11%
10,000	10,000	Marketing Cooperative/Media	10,000	10,000	0	10,000	110,000	9%
-	-	Conference - PUD	-	-	0	-	8,000	0%
-	-	Employee Relations	-	-	0	-	425	0%
-	90	Automobile Expenses	-	90	90	-	1,076	0%
-	35	Meals/Meetings	-	35	35	-	420	0%
-	-	Dues & Subscriptions	-	-	0	-	955	0%
47	85	Depreciation	47	85	38	69	1,019	5%
<u>26,656</u>	<u>32,845</u>	<b>Total Operating Expenses</b>	<u>26,656</u>	<u>32,845</u>	<u>6,189</u>	<u>30,493</u>	<u>419,475</u>	<u>6%</u>
<b>7,805</b>	<b>2,981</b>	<b>Operating Income (Loss)</b>	<b>7,805</b>	<b>2,981</b>	<b>4,824</b>	<b>(3,778)</b>	<b>49,270</b>	
3,166	3,432	Allocated Expenses	3,166	3,432	266	3,088	49,270	
<u>4,639</u>	<u>(451)</u>	<b>Net Income (Loss)</b>	<u>4,639</u>	<u>(451)</u>	<u>5,090</u>	<u>(6,866)</u>	<u>-</u>	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 23,750	\$ 23,750	Placer County TOT Funding	\$ 23,750	\$ 23,750	\$ -	\$ 23,750	\$ 292,920	8%
1,250	637	Non-Retail VIC Sales	1,250	637	613	2,775	10,644	12%
12,730	18,051	Merchandise Sales	12,730	18,051	(5,321)	17,191	114,886	11%
37,730	42,438	<b>Total Revenue</b>	37,730	42,438	(4,708)	43,716	418,450	9%
6,570	7,933	Cost of Goods Sold	6,570	7,933	1,363	8,605	61,212	11%
6,570	7,933	<b>Total Cost of Goods Sold</b>	6,570	7,933	1,363	8,605	61,212	11%
31,160	34,505	<b>Gross Margin</b>	31,160	34,505	(3,345)	35,111	357,238	9%
<b>Operating Expenses</b>								
17,389	14,242	Salaries & Wages	17,389	14,242	(3,147)	15,038	189,993	9%
6,069	6,288	Rent	6,069	6,288	219	9,130	76,488	8%
129	520	Telephone	129	520	391	388	6,240	2%
143	95	Mail - USPS	143	95	(48)	136	1,140	13%
130	288	Insurance/Bonding	130	288	158	302	3,456	4%
483	877	Supplies	483	877	394	201	5,524	9%
-	-	Visitor Communications Other	150	-	(150)	65	460	33%
244	175	Equipment Support & Maintenance	244	175	(69)	109	2,100	12%
136	93	Taxes, Licenses & Fees	136	93	(43)	-	1,116	12%
734	494	Equipment Rental/Leasing	734	494	(240)	21	5,928	12%
-	900	Training Seminars	-	900	900	-	1,400	0%
-	1,000	Media/Collateral/Production	-	1,000	1,000	-	7,635	0%
150	150	Non-NLT Co-Op Marketing Programs	-	150	150	-	1,800	0%
28	-	Employee Relations	28	-	(28)	-	500	6%
271	300	Credit Card Fees	271	300	29	406	3,600	8%
-	150	Automobile Expenses	-	150	150	209	2,700	0%
-	60	Meals/Meetings	-	60	60	79	720	0%
-	-	Travel	-	-	0	-	628	0%
47	85	Depreciation	47	85	38	69	1,019	5%
25,953	25,717	<b>Total Operating Expenses</b>	25,953	25,717	(236)	26,153	312,447	8%
5,207	8,788	<b>Operating Income (Loss)</b>	5,207	8,788	(3,581)	8,958	44,791	
2,879	3,618	Allocated Expenses	2,879	3,618	739	2,807	44,791	
2,328	5,170	<b>Net Income (Loss)</b>	2,328	5,170	(2,842)	6,151	-	

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 18,034	\$ 18,034	Placer County TOT Funding	\$ 18,034	\$ 18,034	\$ -	\$ 18,034	\$ 223,853	8%
18,034	18,034	<b>Total Revenue</b>	18,034	18,034	-	18,034	223,853	8%
<b>Operating Expenses</b>								
6,968	7,055	Salaries & Wages	6,968	7,055	87	6,661	99,743	7%
707	811	Rent	707	811	104	649	9,729	7%
41	200	Telephone	41	200	159	195	2,400	2%
-	25	Mail - USPS	-	25	25	-	50	0%
16	50	Insurance/Bonding	16	50	34	36	600	3%
61	79	Supplies	61	79	18	24	947	6%
40	55	Equipment Support & Maintenance	40	55	15	67	660	6%
84	39	Taxes, Licenses & Fees	84	39	(45)	-	372	23%
214	146	Equipment Rental/Leasing	214	146	(68)	12	1,552	14%
-	-	Public Outreach	-	-	0	-	1,000	0%
375	4,533	Research & Planning	375	4,533	4,158	16,055	50,000	1%
-	-	Employee Relations	-	-	0	-	350	0%
137	115	Automobile Expenses	137	115	(22)	-	1,380	10%
30	58	Meals/Meetings	30	58	28	-	694	4%
29	52	Depreciation	29	52	23	42	627	5%
8,702	13,218	<b>Total Operating Expenses</b>	8,702	13,218	4,516	23,741	170,104	5%
9,332	4,816	<b>Operating Income (Loss)</b>	9,332	4,816	4,516	(5,707)	53,749	
3,456	3,744	Allocated Expenses	3,456	3,744	288	3,563	53,749	
5,876	1,072	<b>Net Income (Loss)</b>	5,876	1,072	4,804	(9,270)	-	

Infrastructure Projects to be Recorded by Placer County:

Capital Improvement Funding - Placer Held	193,942.50	193,942.50	-	117,520	2,327,310
Infrastructure Projects	4,754	150,000	145,246	(117,520)	(2,327,310)

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 65,620	\$ 65,620	Placer County TOT Funding	\$ 65,620	\$ 65,620	\$ -	\$ 65,620	\$ 200,798	33%
65,620	65,620	<b>Total Revenue</b>	65,620	65,620	-	65,620	200,798	33%
<b>Operating Expenses</b>								
6,968	7,056	Salaries & Wages	6,968	7,056	88	6,700	99,743	7%
707	769	Rent	707	769	62	649	9,580	7%
41	225	Telephone	41	225	184	195	2,475	2%
-	-	Mail - USPS	-	-	0	-	50	0%
16	56	Insurance/Bonding	16	56	40	36	672	2%
61	75	Supplies	61	75	14	24	900	7%
40	40	Equipment Support & Maintenance	40	40	0	67	480	8%
84	-	Taxes, Licenses & Fees	84	-	(84)	-	120	70%
214	110	Equipment Rental/Leasing	214	110	(104)	12	1,320	16%
-	-	Public Outreach	-	-	0	-	950	0%
-	-	Research & Plan Dues	-	-	0	-	5,000	0%
375	15,200	Research & Planning	375	15,200	14,825	2,760	32,000	1%
9,482	-	Transportation Projects	9,482	-	(9,482)	63,512	-	100%
-	-	Employee Relations	-	-	0	-	400	0%
137	100	Automobile Expenses	137	100	(37)	-	1,200	11%
42	25	Meals/Meetings	42	25	(17)	-	400	11%
-	-	Dues & Subscriptions	-	-	0	-	90	0%
29	52	Depreciation	29	52	23	42	627	5%
18,196	23,708	<b>Total Operating Expenses</b>	18,196	23,708	5,512	73,997	156,007	12%
47,424	41,912	<b>Operating Income (Loss)</b>	47,424	41,912	5,512	(8,377)	44,791	
2,880	3,120	Allocated Expenses	2,880	3,120	240	2,564	44,791	
44,544	38,792	<b>Net Income (Loss)</b>	44,544	38,792	5,752	(10,941)	-	

Transportation Projects to be Recorded by Placer County:

-	25,577	-	63,512	616,530
---	--------	---	--------	---------

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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Revenue</b>								
\$ 48,851	\$ 40,000	Membership	\$ 48,851	\$ 40,000	\$ 8,851	\$ 10,000	\$ 135,000	36%
225	438	New Member Fees	225	438	(213)	75	5,250	4%
1,924	900	Membership Activities	1,924	900	1,024	1,500	70,050	3%
585	800	Tuesday Morning Breakfast Club	585	800	(215)	1,135	9,600	6%
-	-	Sponsorships	-	-	-	-	8,100	0%
<u>51,585</u>	<u>42,138</u>	<b>Total Revenue</b>	<u>51,585</u>	<u>42,138</u>	<u>9,447</u>	<u>12,710</u>	<u>228,000</u>	<u>23%</u>
<b>Operating Expenses</b>								
7,314	7,075	Salaries & Wages	7,314	7,075	(239)	7,700	83,988	9%
707	752	Rent	707	752	45	649	9,028	8%
177	225	Telephone	177	225	48	123	2,700	7%
26	66	Mail - USPS	26	66	40	-	792	3%
47	116	Insurance/Bonding	47	116	69	109	1,392	3%
168	83	Supplies	168	83	(85)	39	1,300	13%
40	47	Equipment Support & Maintenance	40	47	7	87	565	7%
84	60	Taxes, Licenses & Fees	84	60	(24)	-	720	12%
476	332	Equipment Rental/Leasing	476	332	(144)	12	3,975	12%
180	-	Training Seminars	180	-	(180)	-	3,000	6%
2,771	1,623	Membership Activities	2,771	1,623	(1,148)	650	42,002	7%
770	737	Tuesday Morning Breakfast Club	770	737	(33)	773	8,844	9%
25	-	Employee Relations	25	-	(25)	-	450	6%
231	210	Credit Card Fees	231	210	(21)	182	3,520	7%
66	79	Automobile Expenses	66	79	13	-	950	7%
-	125	Meals/Meetings	-	125	125	85	1,500	0%
145	636	Dues & Subscriptions	145	636	491	-	7,635	2%
29	53	Depreciation	29	53	24	42	627	5%
<u>13,256</u>	<u>12,219</u>	<b>Total Operating Expenses</b>	<u>13,256</u>	<u>12,219</u>	<u>(1,037)</u>	<u>10,451</u>	<u>172,988</u>	<u>8%</u>
 38,329	 29,919	<b>Operating Income (Loss)</b>	 38,329	 29,919	 8,410	 2,259	 55,012	
 2,592	 2,808	<b>Allocated Expenses</b>	 2,592	 2,808	 216	 2,564	 40,312	
<u>35,737</u>	<u>27,111</u>	<b>Net Income (Loss)</b>	<u>35,737</u>	<u>27,111</u>	<u>8,626</u>	<u>(305)</u>	<u>14,700</u>	



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

Current Month Actual	Current Month Budget		Year to Date Actual	Year to Date Budget	Variance Actual vs. Budget	2014 2015 Year To Date Actual	Total 2015 2016 Budget	Percent of YTD Budget Consumed
<b>Operating Expenses</b>								
\$21,511	\$25,527	Salaries & Wages	\$21,511	\$25,527	\$4,016	\$23,330	\$350,413	6%
2,233	2,369	Rent	2,233	2,369	\$136	2,006	29,634	8%
387	717	Telephone	387	717	\$330	548	8,596	5%
46	88	Mail - USPS	46	88	\$42	34	1,056	4%
114	274	Insurance/Bonding	114	274	\$160	266	3,288	3%
270	500	Supplies	270	500	\$230	89	6,000	5%
126	311	Equipment Support & Maintenance	126	311	\$185	210	3,728	3%
862	278	Taxes, Licenses & Fees	862	278	(\$584)	129	3,334	26%
286	255	Equipment Rental/Leasing	286	255	(\$31)	39	3,064	9%
-	-	Training Seminars	-	-	\$0	-	1,050	0%
-	-	Public Outreach	-	-	\$0	-	180	0%
-	-	Professional Fees	-	-	\$0	-	21,000	0%
208	50	Employee Relations	208	50	(\$158)	-	750	28%
69	300	Board Functions	69	300	\$231	234	2,200	3%
15	50	Automobile Expenses	15	50	\$35	-	4,600	0%
60	50	Meals/Meetings	60	50	(\$10)	-	500	12%
-	270	Dues & Subscriptions	-	270	\$270	1,030	1,350	0%
2,519	-	Travel	2,519	-	(\$2,519)	-	1,805	140%
-	-	Classified Advertising	-	-	\$0	25	3,400	0%
91	163	Depreciation	91	163	\$72	133	1,959	5%
<b>28,797</b>	<b>31,202</b>	<b>Total Operating Expenses</b>	<b>28,797</b>	<b>31,202</b>	<b>2,405</b>	<b>28,073</b>	<b>447,907</b>	<b>6%</b>
<b>(28,797)</b>	<b>(31,202)</b>	<b>Operating Income (Loss)</b>	<b>(28,797)</b>	<b>(31,202)</b>	<b>2,405</b>	<b>(28,073)</b>	<b>(447,907)</b>	
-	-	Investment Income/Interest/Losses	-	-	0	-	-	
<b>(28,797)</b>	<b>(31,202)</b>	<b>Allocated Expenses</b>	<b>(28,797)</b>	<b>(31,202)</b>	<b>(2,405)</b>	<b>(28,073)</b>	<b>(447,907)</b>	
<b>-</b>	<b>-</b>	<b>Net Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	

	Marketing	Conference	Visitor Information	Subtotal	Membership	Administration	Subtotal Ex Infr/Trans	Infrastructure	Transportation	TOTAL
<b>Revenue</b>										
Placer County TOT Funding	\$ 168,433	\$ 26,715	\$ 23,750	\$ 218,898	\$ -	\$ -	\$ 218,898	\$ 18,034	\$ 65,620	\$ 302,552
Membership	-	4,675	-	4,675	48,851	-	53,526	-	-	53,526
New Member Fees	-	-	-	-	225	-	225	-	-	225
Membership Activities	-	-	-	-	1,924	-	1,924	-	-	1,924
Tuesday Morning Breakfast Club	-	-	-	-	585	-	585	-	-	585
Sponsorships	-	-	-	-	-	-	-	-	-	-
Special Events	1,164	-	-	1,164	-	-	1,164	-	-	1,164
Non-Retail VIC Sales	-	-	1,250	1,250	-	-	1,250	-	-	1,250
Commissions	-	3,071	-	3,071	-	-	3,071	-	-	3,071
Merchandise Sales	-	-	12,730	12,730	-	-	12,730	-	-	12,730
Total Revenue	169,597	34,461	37,730	241,788	51,585	-	293,373	18,034	65,620	377,027
<b>Cost of Goods Sold</b>										
Total Cost of Goods Sold/Discounts	-	-	6,570	6,570	-	-	6,570	-	-	6,570
Gross Margin	169,597	34,461	31,160	235,218	51,585	-	286,803	18,034	65,620	370,457
<b>Operating Expenses</b>										
Salaries & Wages	19,549	14,408	17,389	51,346	7,314	21,511	80,171	6,968	6,968	94,107
Rent	1,997	1,002	6,069	9,068	707	2,233	12,008	707	707	13,422
Telephone	143	10	129	282	177	387	846	41	41	928
Mail - USPS	291	29	143	463	26	46	535	-	-	535
Insurance/Bonding	98	99	130	327	47	114	488	16	16	520
Supplies	398	313	483	1,194	168	270	1,632	61	61	1,754
Equipment Support & Maintenance	835	374	244	1,453	40	126	1,619	40	40	1,699
Taxes, Licenses & Fees	262	136	136	534	84	862	1,480	84	84	1,648
Equipment Rental/Leasing	238	238	734	1,210	476	286	1,972	214	214	2,400
Training Seminars	-	-	-	-	180	-	180	-	-	180
Professional Fees	-	-	-	-	-	-	-	-	-	-
Public Outreach	-	-	-	-	-	-	-	-	-	-
Research & Planning Membership Dues	-	-	-	-	-	-	-	-	-	-
Research & Planning	225	-	-	225	-	-	225	375	375	975
Transportation Projects	-	-	-	-	-	-	-	-	9,482	9,482
Community Marketing Programs	-	-	-	-	-	-	-	-	-	-
Special Events/Sponsorships	3,829	-	-	3,829	-	-	3,829	-	-	3,829
Membership Activities	-	-	-	-	2,771	-	2,771	-	-	2,771
Tuesday Morning Breakfast Club	-	-	-	-	770	-	770	-	-	770
Market Study Reports & Research	-	-	-	-	-	-	-	-	-	-
Marketing Cooperative/Media	38,500	10,000	-	48,500	-	-	48,500	-	-	48,500
Emergency Marketing	-	-	-	-	-	-	-	-	-	-
Non-NLT Co-Op Marketing Programs	-	-	150	150	-	-	150	-	-	150
BACC Marketing Programs	16,000	-	-	16,000	-	-	16,000	-	-	16,000
Employee Relations	86	-	28	114	25	208	347	-	-	347
Board Functions	-	-	-	-	-	69	69	-	-	69
Credit Card Fees	-	-	271	271	231	-	502	-	-	502
Automobile Expenses	-	-	-	-	66	15	81	137	137	355
Meals/Meetings	60	-	-	60	-	60	120	30	42	192
Dues & Subscriptions	180	-	-	180	145	-	325	-	-	325
Travel	-	-	-	-	-	2,519	2,519	-	-	2,519
Depreciation	91	47	47	185	29	91	305	29	29	363
Miscellaneous/Classified Advertising	-	-	-	-	-	-	-	-	-	-
Total Operating Expenses	82,782	26,656	25,953	135,391	13,256	28,797	177,444	8,702	18,196	204,342
Operating Income (Loss)	86,815	7,805	5,207	99,827	38,329	(28,797)	109,359	9,332	47,424	166,115
<b>Other Income</b>										
Revenues- Interest & Investment	-	-	-	-	-	-	-	-	-	-
<b>Other Expenses</b>										
Allocated	13,823	3,167	2,880	19,869	2,593	(28,797)	(6,336)	3,456	2,880	-
Net Income (Loss)	72,993	4,639	2,328	79,959	35,737	-	115,695	5,876	44,544	166,115

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

	July 31 2015	July 31 2014	Audited June 30 2014
<b>Assets</b>			
<b>Current Assets</b>			
Petty Cash	1,000	1,000	1,000
Cash - Operations Acct #8712	303,003	366,919	368,544
Cash - Payroll Account #7421	14,967	8,050	7,958
Other Cash Accounts	89,623	95	221
Cash in Drawer	674	590	1,545
Quickbooks Accounts Receivable	3,975	90,646	105,518
A/R - Sales Estimates	48,487	652	13,701
A/R - TOT Funding	135,244	409,749	381,702
Undeposited Funds	284	813	427
WebLink Accounts Receivable	15,740	19,756	19,756
Intracompany Receivables	994	1,222	1,248
Inventories	32,471	28,043	29,302
AR TOT Transportation NLTRA	131,242	126,132	121,022
AR TOT Transp County Held	0	0	0
AR TOT Infrastructure County	38,070	35,538	35,008
AR TOT Infrastructure NLTRA Held	0	0	0
AR TOT Infra Maintenance County	0	0	0
<b>Total Current Assets</b>	<b>811,774</b>	<b>1,089,405</b>	<b>1,086,948</b>
<b>Property and Equipment</b>			
Furniture & Fixtures	68,768	68,768	68,768
Accum. Depr. - Furniture & Fixtures	(65,873)	(64,065)	(63,948)
Computer Equipment	43,766	41,344	41,344
Accum. Depr. - Computer Equipment	(40,407)	(39,940)	(39,940)
Computer Software	33,874	33,874	33,874
Accum. Amort. - Software	(32,881)	(28,354)	(27,957)
Leasehold Improvements	24,284	24,284	24,284
Accum. Amort - Leasehold Improvements	(23,684)	(23,686)	(23,668)
<b>Total Property and Equipment</b>	<b>7,647</b>	<b>12,226</b>	<b>12,757</b>
<b>Other Assets</b>			
Prepaid Expenses	117,425	203,303	128,828
Prepaid Insurance	2,403	2,447	3,658
<b>Total Other Assets</b>	<b>119,828</b>	<b>205,750</b>	<b>132,484</b>
<b>Total Assets</b>	<b>939,249</b>	<b>1,307,381</b>	<b>1,232,189</b>
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts Payable	20,149	252,251	156,869
Salaries / Wages Payable	95,473	22,722	22,722
Empl. Federal Tax Payable	1,544	1,544	1,543
401(k) Plan	(2,882)	850	1,784
Estimated PTO	56,488	56,974	56,974
Sales and Use Tax Payable	955	2,975	1,685
Accrued Expenses	38,126	42,474	54,324
Marketing Cooperative Liabilities	(2,459)	0	0
Payroll Liabilities	1,334	1,512	2,833
Deferred Rev - Membership Dues	19,275	65,925	72,400
Deferred Revenue - Conference	4,699	0	14,732
Deferred Support	(3,259)	0	6
Deferred Transportation Support	0	0	0
Deferred Infrastructure Support	0	0	0
Deferred Support- Infra Maint. Reserve	0	0	0
<b>Total Liabilities</b>	<b>229,443</b>	<b>447,227</b>	<b>385,872</b>
<b>Net Assets</b>			
Unrestricted Net Assets	234,290	382,170	509,348
Designated Marketing Reserve	309,401	295,694	295,694
Ski Marketing Reserve	0	13,707	0
Designated Visitor Support & Transportation	0	157,715	0
Net Income/(Loss)	166,115	10,869	41,275
<b>Total Net Assets</b>	<b>709,806</b>	<b>860,154</b>	<b>846,317</b>
<b>Total Liabilities and Net Assets</b>	<b>939,249</b>	<b>1,307,381</b>	<b>1,232,189</b>

## KEY METRICS FOR JULY 31, 2015 FINANCIAL STATEMENTS

Total TOT Collections by Quarter 2009 - 2015 (through June 30, 2015)					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,684,967	\$ 2,526,907	\$ 3,456,878	\$ 365,262	\$ 11,034,014

Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A

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

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

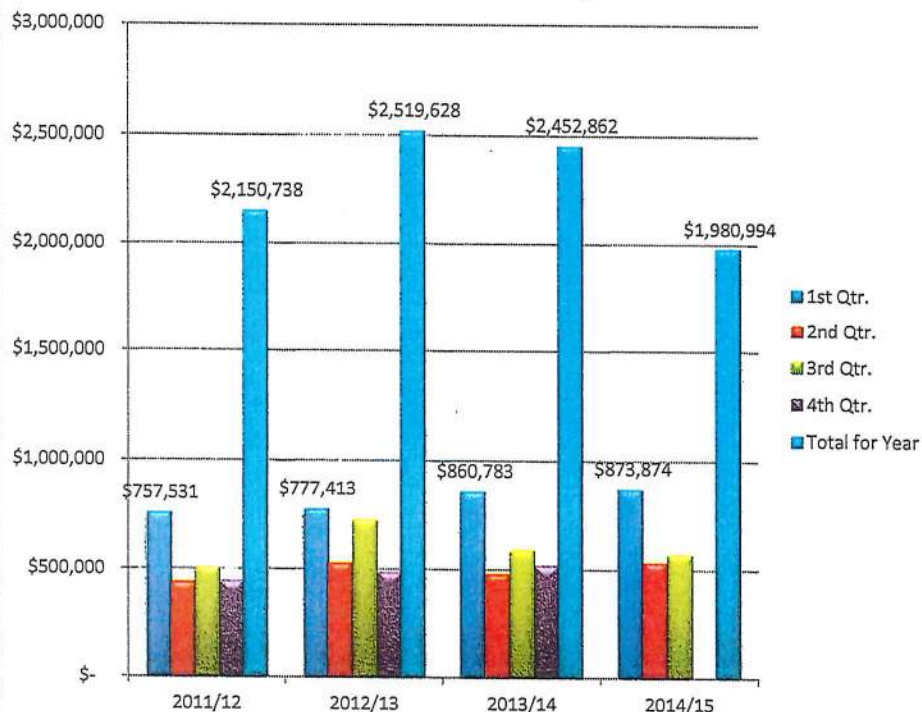
Destimetrics Reservations Activity	FY 14/15	FY 15/16	Change
Occupancy during July	74.8%	74.0%	-1.1%
ADR July (Average Daily Rate)	\$ 286	\$ 296	3.5%
RevPAR July (Rev per Available Room)	\$ 214	\$ 219	2.3%
Occupancy Forecast August	64.3%	62.8%	-2.3%
ADR August (Average Daily Rate)	\$ 281	\$ 282	0.4%
RevPAR August (Rev per Available Room)	\$ 180	\$ 177	-1.7%
Occupancy (prior 6 months)	47.9%	48.2%	0.6%
ADR (prior 6 months)	\$ 238	\$ 230	-3.4%
RevPAR (prior 6 months)	\$ 114	\$ 111	-2.6%
Occupancy (next 6 months)	23.8%	26.1%	9.7%
ADR (next 6 months)	\$ 246	\$ 245	-0.4%
RevPAR (next 6 months)	\$ 59	\$ 64	8.5%

Infrastructure Fund Balances Held	Total Chamber Membership
by Placer County as of 6/30/15	June 2012 510
FY 2013-14 Contract \$ 560,681	June 2013 465
FY 2014-15 Contract \$ 1,642,074	June 2014 457
Total Fund Balances \$ 2,202,755	July 2015 474

Conference Revenue Statistics Comparison Fiscal 2014/15 vs. Fiscal 2015/16			
	2014-15	2015-16	YOY % Change
	Actuals	Forecasted	
<b>FORWARD LOOKING (2015/16)</b>			
Total Revenue Booked through July	\$ 2,920,398	\$ 2,460,802	-15.74%
Forecasted Commission for this Revenue	155,074	145,234	-6.35%
Number of Room Nights	16,377	14,540	-11.22%
Number of Tentative Bookings	99	100	1.01%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
Conference Revenue And Percentage by County:			
Placer (66% of revs in '15, 75% in '16)	\$ 1,935,953	\$ 1,844,586	-4.72%
Washoe ('15; 5%, '16; 20%)	\$ 139,002	\$ 496,281	257.03%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 80,695	-89.05%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 39,240	-63.79%
Total Conference Revenue	\$ 2,920,398	\$ 2,460,802	-15.74%



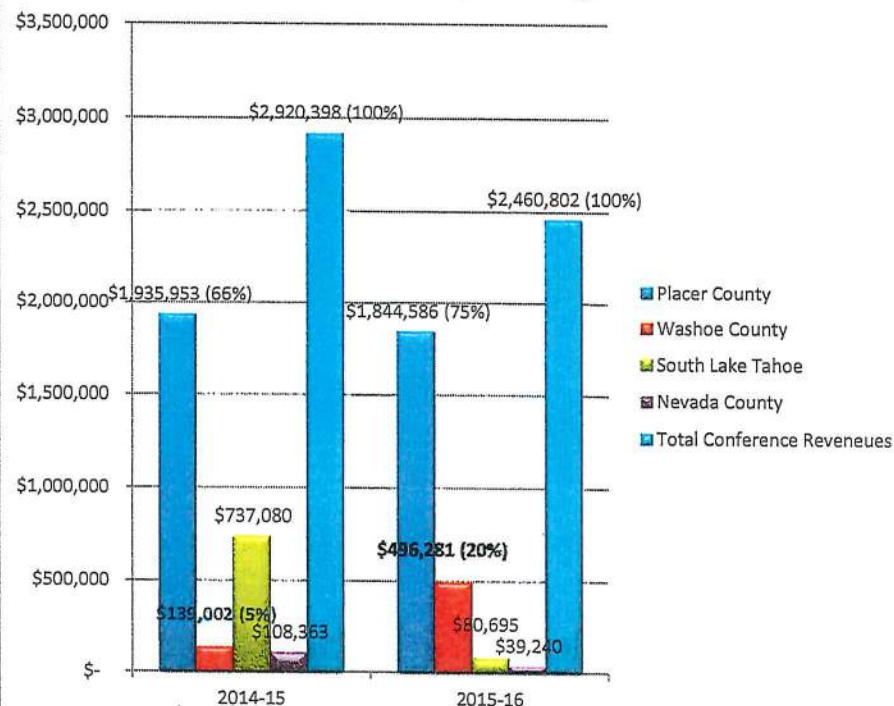
## Annual Sales Tax Revenue - Lake Tahoe (Now on Fiscal Year Basis)



Sales Tax Revenue - Lake Tahoe (Fiscal Year Basis)

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

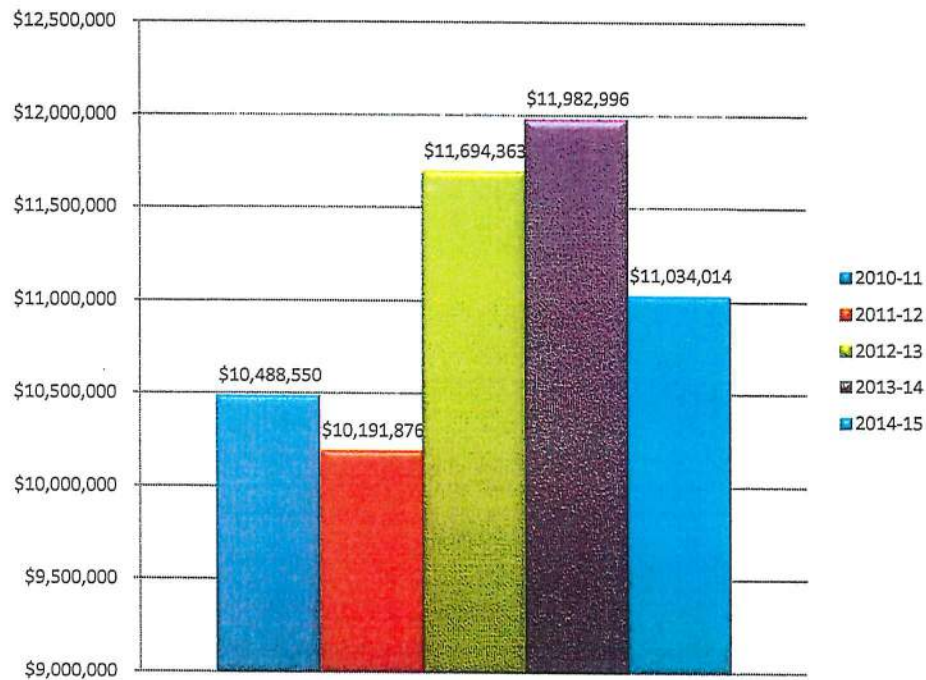
## Conference Revenue Statistics & Revenue Share by County



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

	2014-15	2015-16	YOY % Change
	Actuals	Forecasted	
<b>FORWARD LOOKING (2015/16)</b>			
Total Revenue Booked through July	\$ 2,920,398	\$ 2,460,802	-15.74%
Forecasted Commission for this Revenue	155,074	145,234	-6.35%
Number of Room Nights	16,377	14,540	-11.22%
Number of Tentative Bookings	99	100	1.01%
<b>CURRENT</b>			
NLT - Annual Revenue Goal	\$ 2,500,000	\$ 2,800,000	12.00%
Annual Commission Goal	\$ 170,000	\$ 175,000	2.94%
<b>Conference Revenue And Percentage by County:</b>			
Placer (66% of revs in '15, 75% in '16)	\$ 1,935,953	\$ 1,844,586	-4.72%
Washoe ('15; 5%, '16; 20%)	\$ 139,002	\$ 496,281	257.03%
South Lake ('15; 25%, '16; 3%)	\$ 737,080	\$ 80,695	-89.05%
Nevada ('15; 4%, '16; 2%)	\$ 108,363	\$ 39,240	-63.79%
Total Conference Revenue	\$ 2,920,398	\$ 2,460,802	-15.74%

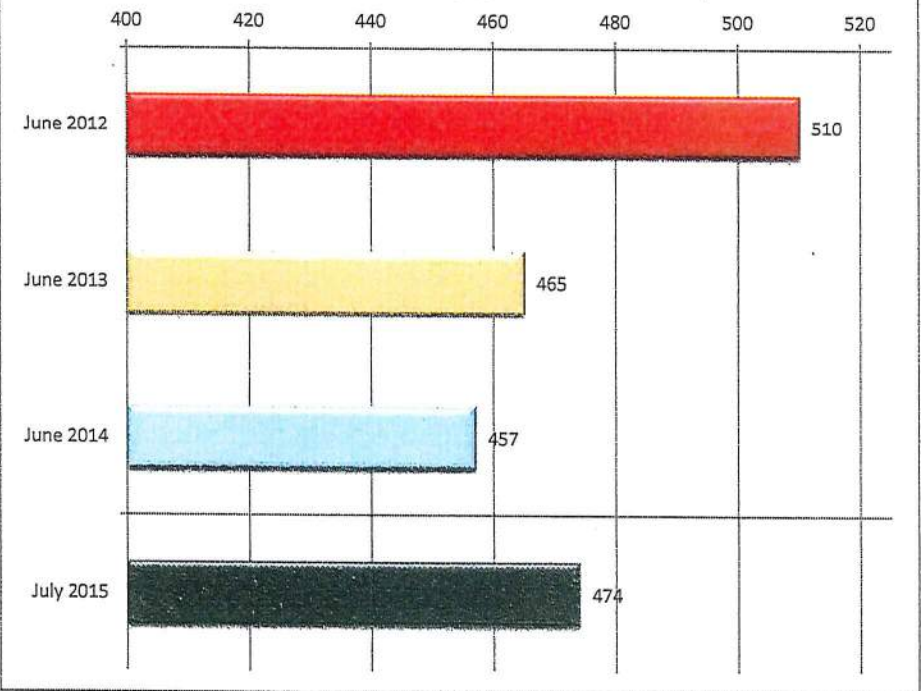
### 5-Year Annual TOT Collections (Fiscal Year Basis)



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

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
2009-10	\$ 2,815,626	\$ 1,633,431	\$ 3,605,526	\$ 1,190,129	\$ 9,244,712
2010-11	\$ 3,242,663	\$ 2,107,554	\$ 3,776,990	\$ 1,361,343	\$ 10,488,550
2011-12	\$ 3,683,345	\$ 1,794,633	\$ 3,159,674	\$ 1,554,224	\$ 10,191,876
2012-13	\$ 3,882,952	\$ 2,103,118	\$ 4,263,868	\$ 1,444,425	\$ 11,694,363
2013-14	\$ 4,525,634	\$ 2,145,657	\$ 3,566,603	\$ 1,745,102	\$ 11,982,996
2014-15	\$ 4,684,967	\$ 2,526,907	\$ 3,456,878	\$ 365,262	\$ 11,034,014

### Chamber Membership (# of Members)

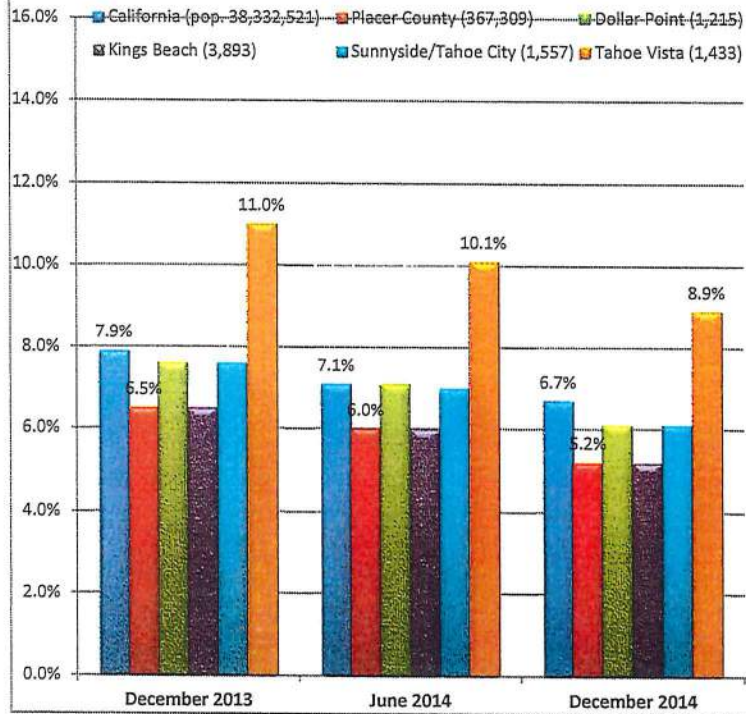


#### Chamber Of Commerce Total Membership

June 2012	510
June 2013	465
June 2014	457
July 2015	474

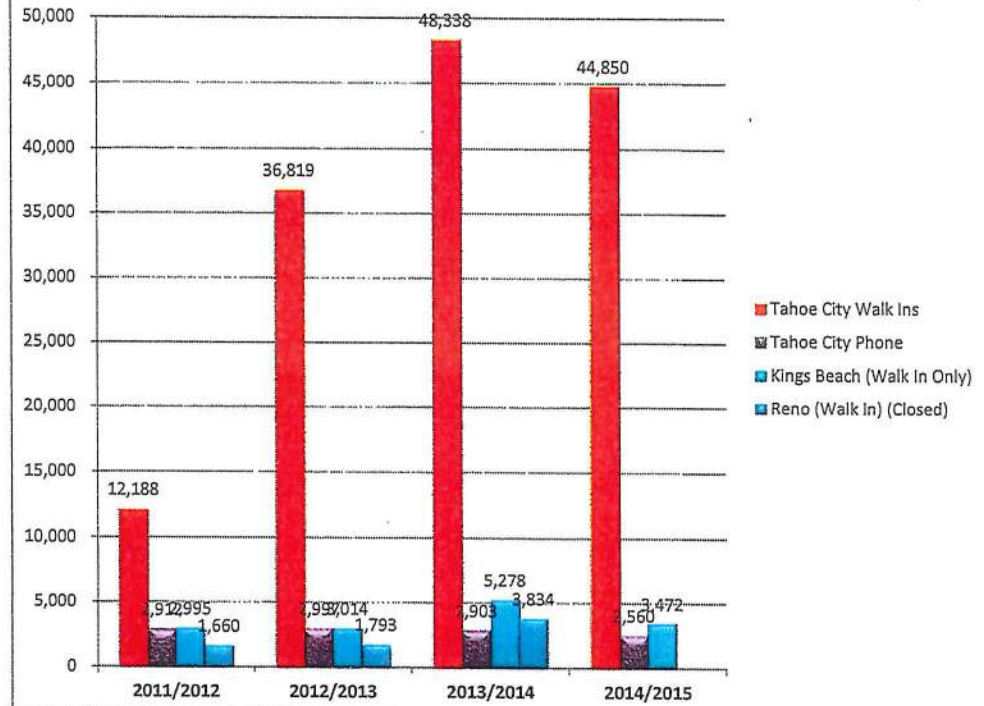


### Unemployment Rates by Region

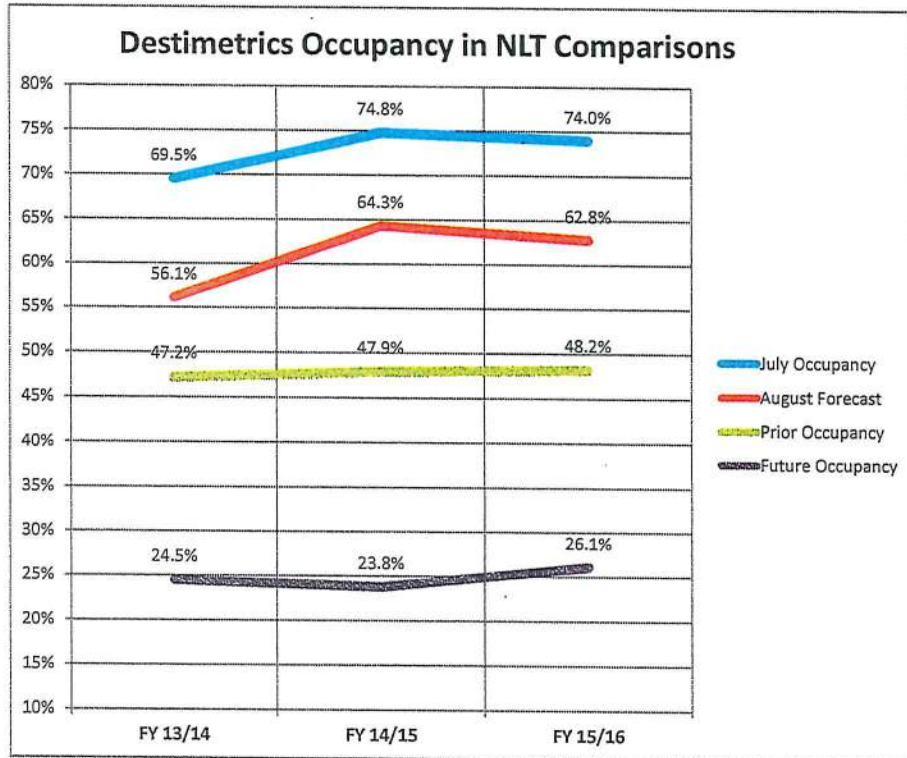


Unemployment Rates	December 2013	June 2014	December 2014
California	7.9%	7.1%	6.7%
Placer County	6.5%	6.0%	5.2%
Dollar Point	7.6%	7.1%	6.1%
Kings Beach	6.5%	6.0%	5.2%
Sunnyside/Tahoe City	7.6%	7.0%	6.1%
Tahoe Vista	11.0%	10.1%	8.9%

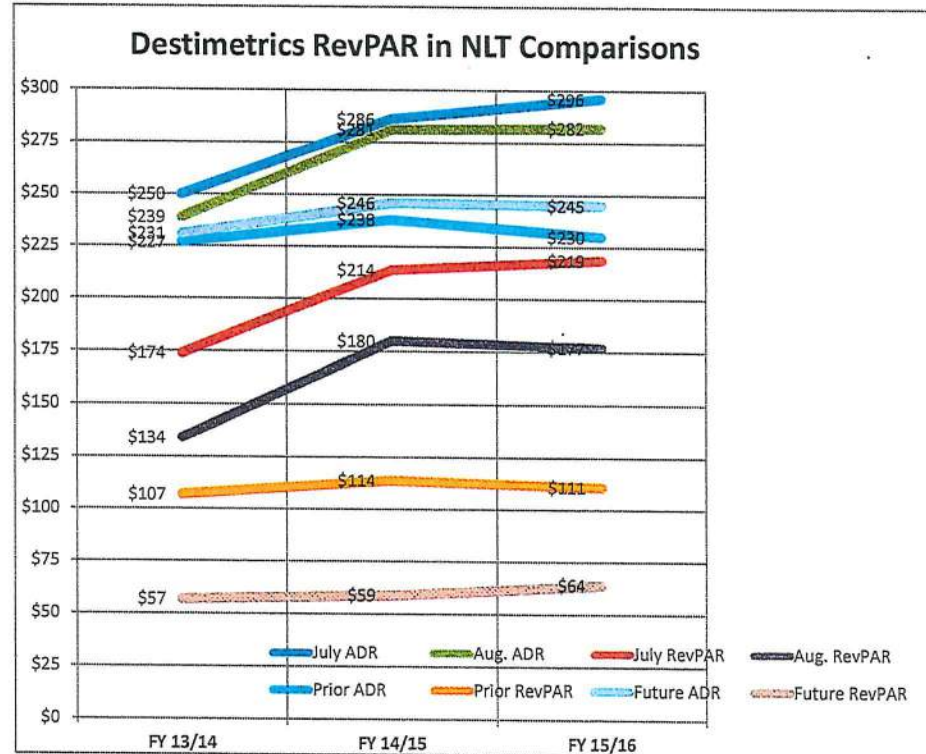
### Visitor Information - Fiscal YTD through June



Visitor Information Statistics For Fiscal Years 2011 - 2015					
Referrals -	2011/2012	2012/2013	2013/2014	2014/2015	YOY % Change
Tahoe City:	Annual Totals	Annual Totals	Annual Totals	Annual Totals	
Walk In	12,188	36,819	48,338	44,850	-7.22%
Phone	2,912	2,997	2,903	2,560	-11.82%
Kings Beach (Walk In Only)	2,995	3,014	5,278	3,472	-34.22%
Reno (Walk In) (Closed)	1,660	1,793	3,834	Closed	N/A



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
Occupancy during July	69.5%	74.8%	74.0%	-1.1%
Occupancy Forecast August	56.1%	64.3%	62.8%	-2.3%
Occupancy (prior 6 months)	47.2%	47.9%	48.2%	0.6%
Occupancy (next 6 months)	24.5%	23.8%	26.1%	9.7%



Destimetrics Reservations Activity	FY 13/14	FY 14/15	FY 15/16	Y-O-Y Change
ADR July (Average Daily Rate)	\$250	\$286	\$296	3.5%
RevPAR July (Rev per Available Room)	\$174	\$214	\$219	2.3%
ADR August (Average Daily Rate)	\$239	\$281	\$282	0.4%
RevPAR August (Rev per Available Room)	\$134	\$180	\$177	-1.7%
ADR (prior 6 months)	\$227	\$238	\$230	-3.4%
RevPAR (prior 6 months)	\$107	\$114	\$111	-2.6%
ADR (next 6 months)	\$231	\$246	\$245	-0.4%
RevPAR (next 6 months)	\$57	\$59	\$64	8.5%

## July 2015 WebLink Accounts Receivable

Total	Business Name	Chamber Member Dues			Membership Activites		For
		age	amount	% O/S	age	amount	
40.00	Ta-Hoe Nalu				90	40.00	Community Awards Dinner
75.00	Granlibakken Resort				30	75.00	Eblast June 2015
100.00	Hyatt Regency Lake Tahoe				30	100.00	Eblast June 2015
100.00	Sierra State Park Foundations				New	100.00	Eblast July 2015
135.00	November membership billing	240	135.00	3.00%			11/1/14 Chamber dues
495.00	December membership billing	310	495.00	10.00%			12/1/14 Chamber dues
2,720.00	January memberhsip billings	180	2,720.00	4.00%			1/1/2015 Chamber dues
2,375.00	Febuary memberhsip billings	150	2,375.00	41.00%			2/1/2015 Chamber dues
975.00	March memberhsip billings	120	975.00	17.00%			3/1/2015 Chamber dues
1,225.00	April membership billings	90	1,225.00	19.00%			4/1/2015 Chamber dues
3,315.00	May membership billings	60	3,315.00	32.00%			5/1/2015 Chamber dues
2,350.00	June membership billings	30	2,350.00	29.00%			6/1/2015 Chamber dues
1,835.00	July Memberhsip billings	New	1,835.00	37.00%			7/1/2015 Chamber dues
<b>15,740.00</b>			<b>15,425.00</b>			<b>315.00</b>	
	Amounts paid in Aug		-100.00				
			15,325.00			315.00	



July 2015 Quickbooks Accounts Receivable							
		Conf Dues	Group Comm		Misc.		
Total	Customer/Business Name	amount	age	amount	age	amount	For
150.00	Northstar California				180	150.00	Kiosk Rental Dec 14 VIC
550.00	Hampton Inn & Suites - Conference Dues	550.00			150		2015 Conference dues
545.10	Northstar California: CAMAC			545.10	120		Sept - Dec Commissions
411.75	Squaw Valley Resort: Elevation Lake			411.75	120		Elevation Lake Tahoe
474.00	Forest Suites Resort			474.00	60		Calvary Chapel Women's Retreat May, 2015
343.20	The Resort @ SC: Gioworks Int'l			343.20	60		God NPLAD Ministers Retreat 5/1 - 5/3/15
825.60	The Resort @ SC: Jewis Study			825.60	60		Network Members Retreat: 5/29-5/31/15
75.00	Anne Poole Weddings				60	75.00	What's Happening board slot rental VIC
200.00	Lake Tahoe Jetovator				30	200.00	Display July - August 2015
150.00	Lake Tahoe Dance Collective				30	150.00	Kiosk July 2015
250.35	Bridal Faire			250.35	New		Vendor Fee
3,975.00		550.00		2,850.00		575.00	
	Paid in August 2015						

	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Line Totals
	July	August	September	October	November	December	January	February	March	April	May	June	Net Cash Act.
<b>Beginning Cash</b>	\$531,914	\$404,581	\$222,156	\$610,678	\$721,583	\$765,528	\$752,950	\$648,577	\$645,487	\$703,693	\$721,327	\$644,469	
<b>Receipts</b>													
Placer County TOT	302,552	302,552	814,010	271,350	271,350	271,350	271,350	271,350	271,350	271,350	271,350	271,350	\$3,861,264
Membership Related	13,523	15,924	15,925	15,925	15,925	15,925	15,925	15,925	21,641	49,088	15,924	21,641	\$233,291
VIC Merchandise Sales	12,730	16,377	9,634	9,868	4,721	6,063	4,061	4,179	5,064	5,250	12,404	19,214	\$109,565
Commissions	3,071	26,643	5,223	2,683	6,885	3,854	4,423	28,693	3,290	5,108	6,403	25,780	\$122,056
Other	2,999	554	20,554	86,500	554	554	5,000	4,554	4,554	4,554	4,554	554	\$135,485
<b>Total Receipts</b>	<b>\$334,875</b>	<b>\$362,050</b>	<b>\$865,346</b>	<b>\$386,326</b>	<b>\$299,435</b>	<b>\$297,746</b>	<b>\$300,759</b>	<b>\$324,701</b>	<b>\$305,899</b>	<b>\$335,350</b>	<b>\$310,635</b>	<b>\$338,539</b>	<b>\$4,461,661</b>
<b>Disbursements</b>													
Salaries & Wages	94,106	115,550	115,550	164,634	164,634	105,550	105,550	105,550	105,550	164,634	105,550	105,550	\$1,452,408
Rent	12,872	14,884	14,884	14,884	15,884	15,884	15,884	15,884	15,884	14,884	14,884	14,884	\$181,596
Inventories	6,570	9,583	6,115	5,859	3,114	4,432	2,539	2,234	2,100	2,539	7,201	27,562	\$79,848
Marketing Cooperative	48,500	97,000	97,000	48,500	48,500	135,800	135,800	116,400	48,500	48,500	48,500	97,000	\$970,000
Events	206	90,000	220,000	0	0	0	0	35,000	0	0	0	100,000	\$445,206
Community Marketing	0	20,000	0	20,000	0	0	20,000	0	0	20,000	0	0	\$80,000
Non Co-Op Marketing	16,000	0	0	0	8,000	20,000	0	10,000	1,800	5,000	6,000	70,000	\$136,800
Membership Activities	2,193	2,308	3,125	3,394	208	3,508	209	2,573	209	17,009	208	2,158	\$37,102
Telephone	737	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	\$33,737
Equipment Rental/Leasing	2,400	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	2,150	\$26,050
Market Study Reports	225	0	0	0	0	0	0	0	18,500	20,000	20,000	35,000	\$93,725
Transportation Projects	9,482	0	0	0	0	0	0	0	0	0	0	0	\$9,482
Iron Man Prepayments	0	75,000	0	0	0	0	100,000	0	0	0	40,000	75,500	\$290,500
Other Outgo/Transfers	168,917	115,000	15,000	13,000	10,000	20,000	20,000	35,000	50,000	20,000	140,000	20,000	\$626,917
<b>Total Disbursements</b>	<b>\$362,208</b>	<b>\$544,475</b>	<b>\$476,824</b>	<b>\$275,421</b>	<b>\$255,490</b>	<b>\$310,324</b>	<b>\$405,132</b>	<b>\$327,791</b>	<b>\$247,693</b>	<b>\$317,716</b>	<b>\$387,493</b>	<b>\$552,804</b>	<b>\$4,463,371</b>
<b>Prior Year Transactions</b>	100,000												
<b>Net Increase/Decrease</b>	<b>(\$127,333)</b>	<b>(\$182,425)</b>	<b>\$388,522</b>	<b>\$110,905</b>	<b>\$43,945</b>	<b>(\$12,578)</b>	<b>(\$104,373)</b>	<b>(\$3,090)</b>	<b>\$58,206</b>	<b>\$17,634</b>	<b>(\$76,858)</b>	<b>(\$214,265)</b>	<b>(\$1,710)</b>
<b>Ending Balance</b>	<b>\$404,581</b>	<b>\$222,156</b>	<b>\$610,678</b>	<b>\$721,583</b>	<b>\$765,528</b>	<b>\$752,950</b>	<b>\$648,577</b>	<b>\$645,487</b>	<b>\$703,693</b>	<b>\$721,327</b>	<b>\$644,469</b>	<b>\$430,204</b>	

Fiscal Year 2015/16 Annual Monthly Payments

Monthly Infrastructure Payments FY 15/16 Through Fiscal Year End June 30, 2016

For the 1st Quarter Report

Month Posted	Post Date	Vendor Name or County Department	Description	Payment	Invoice	Contract	Balance	Reserves
July	07/24/15	SILVER STATE (NLTRA)	Highway 28/89 Mile Marker Repairs	876.93	7-24-15	25,000.00	15,593.20	286,283.28
	07/24/15	RALPH TURNER	Highway 28/89 Mile Marker Repairs	1,891.39	7-21-15	25,000.00	13,641.81	283,512.96
	07/31/15	PLACER COUNTY DEPARTMENT OF PUBLIC WORKS	North Tahoe Shared Use Trail	1,232.06	T-NLG2	100,000.00	98,767.94	
July Total				4,002.38				
Total Infrastructure Payments				4,002.38				
Total Infrastructure Expenditures through 7/31/15								

Light blue payments are Infrastructure Maintenance Balance Payments

2,770.32

## Monthly Report July 2015

## CONFERENCE REVENUE STATISTICS

North Shore Properties

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>FY 15/16</u>	<u>FY 14/15</u>	<u>Variance</u>
Total Revenue Booked as of 7/31/15:	\$2,380,107	\$1,603,774	48%
Forecasted Commission for this Revenue:	\$140,112	\$96,114	46%
Number of Room Nights:	13872	8755	58%
Number of Delegates:	17793	5651	215%
Annual Revenue Goal:	\$2,800,000	\$2,500,000	12%
Annual Commission Goal:	\$165,000	\$140,000	18%
Number of Tentative Bookings:	100	89	12%

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

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

For 2016/17:	\$1,759,352	\$2,000,000
For 2017/18:	\$681,936	\$750,000

NUMBER OF LEADS Generated as of 7/31/15: 9

## Total Number of Leads Generated in Previous Years:

2014/2015	175
2013/2014	172
2012/2013:	171

# Monthly Report July 2015

## CONFERENCE REVENUE STATISTICS

### South Lake Tahoe

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

Prepared By: Anna Atwood, Marketing Executive Assistant

	<u>15/16</u>	<u>14/15</u>	<u>Variance</u>
Total Revenue Booked as of 7/31/15:	\$80,695	\$774,471	-90%
Forecasted Commission for this Revenue:	\$5,122	\$28,598	-82%
Number of Room Nights:	668	6413	-90%
Number of Delegates:	410	3000	-86%
Annual Commission Projection:	\$10,000	\$30,000	-67%

<u>Monthly Detail/Activity</u>	<u>July-15</u>	<u>July-14</u>	
<u>Number of Groups Booked:</u>	<u>2</u>	<u>1</u>	
Revenue Booked:	\$7,662	\$10,800	-29%
Projected Commission:	\$1,149	\$0	
Room Nights:	66	55	20%
Number of Delegates:	68	40	70%
Booked Group Types:	2 Smf	1 Smf.	

<u>Arrived in the month</u>	<u>July-15</u>	<u>July-14</u>	
Number of Groups:	3	1	
Revenue Arrived:	\$29,861	\$32,748	-9%
Projected Commission:	\$1,456	\$4,912	-70%
Room Nights:	211	93	127%
Number of Delegates:	156	30	420%
Arrived Group Types:	1 Assoc., 2 Smf	1 Smf.	

NUMBER OF LEADS Generated as of 7/31/15:

9

#### Total Number of Leads Generated in Previous Years:

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





**north lake tahoe**

Chamber | CVB | Resort Association

## **NLTRA Executive Committee**

Tuesday, August 25, 2015

7:30 a.m.

NLTRA Offices

### **Report**

#### A. Open Session

1. Items for Board Agenda – September 2
2. Strategic Discussion ideas
  - a. Strategy for increasing Destination Visitor segment of market
  - b. Andy Heath – E. Placer revenues and expenses
  - c. Funding alternatives – Trails Development and Maintenance, Destination Visitor Marketing, Transit Vision
  - d. **Retreat Goals**
  - e. Presentations on CSD, Brockway Campground
3. Contract Compliance Audit - Corrective Action due August 20  
**Sandy reported that the items that were scheduled for August 20 had been delivered. There are more corrective actions requested that will be due September 20 and October 8.**
4. Revise Supplemental Operating Procedures and Policies  
**The revisions requested for the Policies and Procedures for the Procurement Policy, the Document Destruction Policy, the Credit Card Policy have been made and will be placed in the full document**
5. SMG – Navigating Change  
**Sandy sent this out to the board and staff – it is interesting to note the items in the strategic goals and master plan align with the recommendations in this white paper**
6. Contracts for approval  
**Ron went over the various contracts that would be on the board agenda for approval. A couple were not yet signed and it was suggested that they still be placed on the agenda with a note that states that a signature is pending.**
7. Master Plan Update

Sandy reported that the final chapters are being written and will be sent to the task force by the end of August for review and a meeting has been scheduled for September 3. Maja Thaler is working on the first chapters that have been edited and will be finalizing the layout and design for approval soon. The final chapters 4,5,6 and the executive summary will undergo the editing process and then be provided to Maja to include in the final document. The document is slated to be in front of the NLTRA Board on October 1 and to the Board of Supervisors for adoption at their meeting in Tahoe in October.

8. Chamber Dues Plan – Steve Gross is investigating (c) 6 v (c) 4 nonprofit organizations and membership
9. Succession plan for board: end of year – Kali, Phil, Joseph; Valli's position? Wally?  
**Sent past prospective board member list to Wally; Golf Course Oversight position, Finance Committee position to replace Joseph**
10. Other Business



**north lake tahoe**

Chamber | CVB | Resort Association

September 2, 2015

**Subject: Monthly Activity Report—August, 2015**

**From: Ron Treabess, Director of Community Partnerships and Planning**

**A. Capital Investment/Transportation Work Plan Projects—Update**

**1. North Lake Tahoe Resort Triangle Transportation Vision Coalition**

- The following are receiving further research
  - Funding techniques of other resort areas
  - Sales Tax survey for Placer County
- Staff discussed strategy for advancing the vision with Placer County
- Placer direction to investigate other funding efforts underway (PCTPA County-wide sales tax) before initiating separate new efforts
- PCTPA has received results for recent County-wide polling on potential voter acceptance. 61%-63% are likely to vote in favor of sales tax.
- Acceptance level was lower in District 5 responders.
- Coalition is now working on details for North Lake Tahoe needs if included in County-wide sales tax measure

**2. North Lake Tahoe Express**

- A new Business and Operational Plan is underway by the NLTE steering committee to set goals and direction for the NLTE over the next 3-5 years. The steering committee and consultant have met for the third time, most recently on August 10th. (Meeting minutes attached)
- A competitive procurement process for operator selection will be conducted during 15/16 based on new B & O Plan.
- It is anticipated that the B & O Plan will be complete in October and the competitive procurement request released by November 30, 2015
- An amended contract between TTD and the current contractor has been approved and is underway for 2015/16.
- It can be terminated at any time if a new direction is taken.
- At any time a new contract is proposed using TOT funding, TTD acknowledges that an acceptable competitive bid process must be utilized.
- All funding partners have approved their level of funding for the service.
- NLTRA approved the TTD Funding Agreement for all of the partners to sign verifying each funding commitment.
- Federal regulation compliance documents have been received from the operator



### 3. Summer Night Rider

- Service is underway and ridership is about 6% down the same as last summer. (ridership attached)
- The 68 nights of service will conclude on September 6<sup>th</sup>.
- Federal regulation compliance documents have been received from the operator
- TNT/TMA will submit invoices with support documentation to NLTRA for payment not to exceed approved funding.

### 4. Summer Traffic Management

- The CHP provides traffic management at Grove Street and Hwy 28 each Thursday morning while the Farmer's Market is open at Tahoe Lake School in Tahoe City.
- To help determine level of traffic control in Kings Beach, LSC Transportation Consultants was retained (\$1300) to prepare recommendations after an on-site study of the area.
- Base on the LSC report (attached) and CI/T discussion, the following traffic control was provided in Kings Beach.
- Traffic management occurred in Kings Beach at the west crosswalk of one roundabout on the first 2 Saturdays in August. In addition, Placer County DPW will try to place a yellow pedestrian crosswalk paddle sign at the Deer Street crossing of Hwy. 28.
- The Summer Traffic Management funding of up to \$22,000 has been approved by CI/T Committee, NLTRA Board, and Placer Board of Supervisors.
- The Summer program concluded on August 27, 2015

### 5. NLTRA Tourism Development Master Plans Update

- Staff has completed a draft update to the 1996 and 2004 Master Plans
- Public outreach meetings were held during April and May, 2015.
- Five public workshops and twelve presentations to organizations have been conducted.
- An on-line survey is now underway to further solicit opinions on priority setting of Master Plan proposals. Results are available on the Flash-Vote website
- The final two Chapters describing the outreach process and the Action Plan are nearing completion.
- A complete Draft is to be ready in mid-September.

### 6. Status of All On-Going Capital Investment Projects

- Project list as of July 31<sup>th</sup> is attached. Future status reports will contain scheduled project completion dates.

### 7. SR28/Fanny Bridge Community Revitalization Project

- The draft environmental documents for the SR 89/Fanny Bridge project have been prepared and public hearings held.

- The TTD Board met on April 10<sup>th</sup> and approved the adequacy of the Draft EIR/EIS/EA, and selected Alternative 1, Option 2.
- The Placer County Board of Supervisors approved same on May 12<sup>th</sup>.
- The TRPA Governing Board unanimously approved the adequacy of the Draft EIR/EIS/EA, and selected Alternative 1, Option 2.
- All approvals are now in place and project design will move forward
- Construction work is anticipated to begin in spring of 2016.

#### **8. North Tahoe Parking Study**

- NLTRA Board and the County Board of Supervisors approved the CI/T recommendation for an allocation of up to \$66,000 of TOT to help fund this \$85,000 project.
- LSC Transportation Planners have completed the study
- The goal of the study is to provide an overview of existing parking capacity and utilization
- The study provides project level analysis for expansion of Tahoe City's Grove Street Parking Facility
- It analyzes the development of a parking management strategy and new parking standards such as an in-lieu fee parking program for North Lake Tahoe.
- Placer County held a public workshop to discuss the results
- Comments from the workshop will be incorporated as appropriate.

#### **9. Kings Beach Commercial Core Improvement Project.**

- KBCCIP has progressed extremely well under the management of Placer County Dept. of Public Works.
- Caltrans has now changed its approval of the completed roundabouts designs, and has told Placer County that it must redo the curbing on each island as one approaches each roundabout.
- This has been the largest single project allocation of TOT funds,

#### **10. Wayfinding Signage**

- Caltrans has given tentative approval for design and location of 1<sup>st</sup> phase of right-of-way signage to be installed
- DPW received approval from Supervisors on March 10<sup>th</sup> to start preparing scope of work to issue bid documents for construction and installation of 1<sup>st</sup> phase.
- Roadside mile markers have been repaired, with work completed by June 30.
- Staff met with NTBA design committee and DPW to determine necessary wayfinding though the Kings Beach commercial corridor

#### **11. Annual "Call for Projects" Capital Investment TOT Funding Process**

- The CI/T Committee reviewed the TOT Funding Application and criteria used for soliciting and selecting projects to receive TOT grant funding as part of the FY 2016/17 TOT budget cycle.
- It was recommended to advertise the "Call for Projects" starting in early October.
- Applications must be submitted to the NLTRA by October 10, 2015.

- The presentation and selection process will begin at the October 26 CI/T Committee meeting and projects should receive formal grant approval from the Board of Supervisors during the January/February, 2016 time period.

#### **12. Next Capital Investment/Transportation Committee Meeting**

- The next Committee meeting is scheduled for Monday, **September 28, 2015, 1:30 p.m. until 3:30 p.m., at the Tahoe City PUD.**
- The main agenda item in August will be continued preparation of the FY 2016-17 Call for Projects process and the Draft FY2015-16 Capital Investment and Transportation Work Plan
- Everyone is welcome to attend these meetings and take part in project discussions.

#### **B. Other Meetings and Activities Attended**

- Tuesday Morning Breakfast Club
- NLTRA Board
- TMA Board
- Sales Tax Meeting at PCTPA Board meeting
- NLTRA Executive Committee
- Tahoe Transportation District Board
- Master Plan Survey Meeting
- North Lake Tahoe Express Business Plan Workshop
- Wayfinding Signage Strategy Session with Placer DPW
- LAFCo Board Meeting
- Capital Investment/Transportation Committee
- Tahoe City Golf Course Committee

***North Lake Tahoe Express – Business Plan Update  
Workshop #3  
Meeting Minutes***

Truckee Tahoe Airport – Community Room B

8:00am – 12:00pm

August 10, 2015

**1. Welcome and Introductions**

**Attendees:** Jaime Wright/TNT-TMA, Andy Chapman/Incline/Crystal Bay Visitors Bureau, Will Garner/Placer County, Tony Karwowski/Northstar, George Fink/TTD, Steve Teshara/Sustainable Community Advocates

**2. Review and Discussion of 2006 Business Plan**

- a. It was discussed that the following items will be retained from the 2006 business plan:
  - Overview of Service
  - Purpose and Need
  - Roles and Responsibilities
  - Marketing and Community Outreach Plan
  - Operating Plan
  - Assumptions and Revenues and Costs

**3. Evaluation of Changes/Improvements to Business Plan Update**

- a. While reviewing the 2006 business plan, the following items were recognized as important additions/enhancements to include in the business plan update:
  - Regulatory Setting, including specific licensing and permitting requirements
  - Expansion of Roles and Responsibilities, to include TTD, TMA, Placer County, NLTRA, funding partners, Reno-Tahoe Airport (RTIA) and Regional Air Service Committee (RASC), the North Lake Tahoe Marketing Cooperative, and the service operator.
  - History of Roles and Responsibilities
  - Updated Management Plan
  - Methodology for Adjusting Service Levels
  - Methodology for Continued Surveying of Riders to better understand “Who Our Customer Is”
  - RFP/Procurement Process and timeline for RFP Release

**4. Next Steps**

- a. An outline for the updated the North Lake Tahoe Express Business Plan will be distributed to members of the NLTE Business Plan Committee for review and feedback
- b. Comments on the outline will be due back no later than August 28, 2015
- c. Finalized outline completed no later than September 1, 2015
- d. Initial draft of business plan to be completed and circulated to Business Plan Committee no later than September 11, 2015
- e. Final workshop and review of Business Plan to be held no later than September 18, 2015
- f. Release of draft Business Plan update to local boards, funding partners, and committees for feedback. TNT/TMA staff to attend each meeting in order to capture all of the feedback received and compile a complete list of comments
- g. Final changes/review of document
- h. Release of final document – October 31, 2015

**5. Adjournment**

Meeting adjourned at 10:43 AM



## **North Lake Tahoe Express Business Plan Update Outline**

### **Section 1**

Background and Overview of the North Lake Tahoe Express  
- (including current "base line" level of service)

Continued Purpose and Need (with connection to Placer County Tourism Master Plan update, RTTVC Vision, competitive analysis, etc.)

### **Section 2**

Roles and Responsibilities

- TNT/TMA
- NLTRA
- Placer County
- Tahoe Transportation District
- Funding Partners
- Marketing and Promotional Partners
- Town of Truckee
- Incline Village/Crystal Bay
- Truckee Tahoe Airport District
- Reno Tahoe International Airport
- Operator

Why We're Updating Plan @ this time

### **Section 3**

Regulatory Setting

### **Section 4**

Updated Management and Operating Plan

- Management Goals
  - Destination Resort - Customer Service
- Operational Goals
- Financial Goals
- Marketing Strategies
- Role of Technology
- Methodology for Adjusting Service Levels
- Subsidy Investment Levels
- Reserve Funds

### **Section 5**

Timeline for Issuing Request for Proposals

Night Rider Ridership Productivity – 7/1/15 through 7/31/15																	
	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Start Time	Ridership	Total Pax Extended Service
SV - Crystal Bay	7:00 PM	479	8:00 PM	238	9:00 PM	530	10:00 PM	433	11:00 PM	531	12:00 AM	380	1:00 AM	290			2881
Crystal Bay - SV	7:00 PM	295	8:00 PM	444	9:00 PM	369	10:00 PM	487	11:00 PM	280	12:00 AM	352	1:00 AM	282			2509
TC - Tahoma	6:30 PM	121	7:30 PM	94	8:30 PM	106	9:30 PM	148	10:30 PM	146	11:30 PM	119	12:30 AM	87			821
Tahoma - TC	7:00 PM	120	8:00 PM	145	9:00 PM	137	10:00 PM	169	11:00 PM	74	12:00 AM	48	1:00 AM	17			710
NSTR - Crystal Bay	6:30 PM	101	7:30 PM	113	8:30 PM	138	9:30 PM	188	10:30 PM	123	11:30 PM	70	--	0			733
Crystal Bay - NSTR	7:00 PM	56	8:00 PM	74	9:00 PM	84	10:00 PM	56	11:00 PM	99	12:00 AM	87	--	0			456
Days of Service - 7/1 to 7/31		31															186
Ridership per day																	Total
SV - Crystal Bay	7:00 PM	15	8:00 PM	8	9:00 PM	17	10:00 PM	14	11:00 PM	17	12:00 AM	12	1:00 AM	9			93
Crystal Bay - SV	7:00 PM	10	8:00 PM	14	9:00 PM	12	10:00 PM	16	11:00 PM	9	12:00 AM	11	1:00 AM	9			81
TC - Tahoma	6:30 PM	4	7:30 PM	3	8:30 PM	3	9:30 PM	5	10:30 PM	5	11:30 PM	4	12:30 AM	3			25
Tahoma - TC	7:00 PM	4	8:00 PM	5	9:00 PM	4	10:00 PM	5	11:00 PM	2	12:00 AM	2	1:00 AM	1			23
NSTR - Crystal Bay	6:30 PM	3	7:30 PM	4	8:30 PM	4	9:30 PM	6	10:30 PM	4	11:30 PM	2	--	0			24
Crystal Bay - NSTR	7:00 PM	2	8:00 PM	2	9:00 PM	3	10:00 PM	2	11:00 PM	3	12:00 AM	3	--	0			15
Ridership per Vehicle-Hour of Service																	
SV - Crystal Bay	7:00 PM	15	8:00 PM	8	9:00 PM	17	10:00 PM	14	11:00 PM	17	12:00 AM	12	1:00 AM	9			93
Crystal Bay - SV	7:00 PM	10	8:00 PM	14	9:00 PM	12	10:00 PM	16	11:00 PM	9	12:00 AM	11	1:00 AM	9			81
TC - Tahoma	6:30 PM	8	7:30 PM	6	8:30 PM	7	9:30 PM	10	10:30 PM	9	11:30 PM	8	12:30 AM	6			53
Tahoma - TC	7:00 PM	8	8:00 PM	9	9:00 PM	9	10:00 PM	11	11:00 PM	5	12:00 AM	3	1:00 AM	1			46
NSTR - Crystal Bay	6:30 PM	7	7:30 PM	7	8:30 PM	9	9:30 PM	12	10:30 PM	8	11:30 PM	5	--	0			47
Crystal Bay - NSTR	7:00 PM	4	8:00 PM	5	9:00 PM	5	10:00 PM	4	11:00 PM	6	12:00 AM	6	--	0			29
Overall	Psgs/Day 2015	Psgs/Day 2014	Psgs/VSH 2015	Psgs/VSH 2014													
SV - Crystal Bay/CB - SV	174	195	12.4	13.9													
Nstr-Crystal Bay/CB-NSTR	33	56	5.5	9.3													
TC - Tahoma/Tahoma-TC	49	61	7.1	8.8													
Total for All Buses 2015	8,110	31 days															
Total for All Buses 2014	8,672	27 days															

**2015-2016 Project Funding Needs Status**  
**As of July 31, 2015**

<b>Approved Projects Expected Invoices</b>	<b>Project Code</b>	<b>Status</b>	<b>15/16 inv</b>
Kings Beach Commercial Core I P		Update on Change	0
Wayfinding Signage Installation	A-3	RFP for Construct	\$113,984
Tahoe XC Trails Wayfinding Signage	A-6	Main Signs	\$3,000
North Tahoe Regional Park Trails and Wayfind	A-8*	Construct in 15-16	\$135,000
Tahoe City Field Station Wayfinding Signage	A-10*	Construct in 15-16	\$6,500
Lakeside Multipurpose Trail	B-1	Complete Summer	\$25,000
Northstar Community Multi-Purpose Trail	B-4*	Starting phase 3	\$502,048
Truckee River Corridor Access Plan	B-5	DPW has no date	\$111,123
Homewood Bike Trail Design	B-6	Design done July	\$15,365
Homewood Trail Construction	B-7	Construct in 16-17	\$200,000
Tahoe Vista Recreation Area	B-8	Complete July	\$50,000
Truckee River Trail Restoration	B-15*	Start 3yr in 15-16	\$433,859
Squaw Valley Bike Trail Rehabilitation	B-18*	Start 2yr in 15-16	\$246,500
North Tahoe Shared-Use Trail	B-22*	Planning start 15-16	\$100,000
Performing Arts Center	D-3	Complete end of 15	\$10,448
Public Art Program	D-4	Selected; Caltrans	\$134,152
Lake Tahoe Water Interactive Displays	D-5*	Construct in 15-16	\$65,000
Speedboat Beach Access Master Plan	E-7*	Outreach started	\$50,000
Commons Beach Sand Replenishment	F-7	Complete July	\$30,000
Community House	G-2	Awaiting TAU trans	\$250,000
North Tahoe Parking Analysis	G-8	Phase 1 in July	\$14,798
King's Beach Pier Concept Plan	G-9	Env Anal underway	\$25,000
King's Beach Boardwalk & Gateway Plan	G-13	Begin in 15-16	\$145,041
Tahoe City Parking Project Plan	G-16*	Begin in 15-16	\$85,000
Tahoe City Mobility Improvement Plan	G-17*	Just underway	\$85,000
Signage-Mile Markers	H-1	Rehab by Summer	\$2,500
Tahoe Pedestrian Safety Program (Maintenance)	H-2	Maintain as necess	\$16,739
North Tahoe Barge Repair	H-7	Complete Summer	\$22,000
Regional Transit System Branding	J-2	Brand approved	\$88,500
<b>Approved Projects Totals:</b>			<b>\$2,966,557</b>

\*Projects to be Started During 15-16

<b>Potential Projects Requiring Approval 15-16</b>	<b>Project Code</b>		<b>15/16 inv</b>
Squaw Valley Winter Trail Snow Removal (Maint.)	H-5	Fall 15-16	\$70,000
Gateway Lighting	G-3	Fall 15-16	\$15,000
<b>Potential Projects Totals:</b>			<b>\$85,000</b>



Projects with \* have funding approved during 2014-15



September 2, 2015

**Subject: Approval of Project Funding Agreements (Contracts)**

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Staff Recommendation:**

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

**Attached Memorandums of Agreement:**

Project	Funding	NLTRA & BOS Approval
12.a. DPW Tahoe City Mobility Improvements	\$85,000	03/10/2015
12.b. DPW Tahoe City Parking Facilities Plan	\$85,000	03/10/2015
12.c. DPW KB Gateway & Boardwalk Plan	\$150,000	10/21/2014
12.d. NCSD Martis Valley Bike Trail	\$250,000	03/10/2015
12.e. NTPUD NT Regional Park Trail & Signage	\$135,000	03/10/2015
12.f. PC FSD SV Bike Trail & Staging Area	\$246,500*	03/10/2015
* additional \$246,000 recommended for FY 16/17 still requires PC BOS approval		
12.g. PC FSD Speedboat Beach Access MP	\$50,000	03/10/2015
12.h. NTA Public Art in K B Roundabouts	\$125,000*	03/10/2015
* with provision that NTA/Tahoe Public Art raising the balance of KB project funding		





## MEMORANDUM OF AGREEMENT

### BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER COUNTY DEPARTMENT OF PUBLIC WORKS FOR USE OF PLACER COUNTY TOT FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public Work (Grantee) regarding use of Placer County TOT monies to assist in funding the Tahoe City Mobility Improvements Plan.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Tahoe City Mobility Improvements Plan. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$85,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by June 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. Indemnity: COUNTY (Grantee) agrees to indemnify and hold harmless NLTRA and NLTRA'S employees or agents from and against any damages including costs and attorney's fees arising out of negligent or intentional acts of omissions of COUNTY, its employees or agents. NLTRA agrees to indemnify and hold harmless COUNTY, its employees, agents and elective and appointive boards from and against any damages including costs and attorney's fees arising out of negligent or intentional acts or omissions of NLTRA, its employees or agents. This indemnification shall extend to claims, losses, damages, injury, and liability for injuries occurring after completion of COUNTY'S services, as well as during the progress of rendering such services.

Insurance: It is agreed that NLTRA and COUNTY shall each maintain at all times during the performance of this Agreement insurance coverage or self-insurance in the amounts of not less than One Million Dollars (\$1,000,000) to cover all of its operations. Specifically, but not limited to not less than One Million Dollars (\$1,000,000) General Liability, One Million Dollars (\$1,000,000) Automobile Liability, One Million Dollars (\$1,000,000) Workers' Compensation, and One Million Dollars (\$1,000,000) Professional Liability (E&O).

17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.



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

\_\_\_\_\_  
 President/CEO Date  
 North Lake Tahoe Resort Association

Contact & Mailing:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

 8/13/15  
 \_\_\_\_\_  
 Project Manager (Grantee) Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
 Assistant Director  
 Placer County Department of Public Works  
 P.O. Box 336  
 Kings Beach, CA 96143



**north lake tahoe**

Chamber | CVB | Resort Association

# MEMORANDUM OF AGREEMENT

## BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER COUNTY DEPARTMENT OF PUBLIC WORKS FOR USE OF PLACER COUNTY TOT FUNDS

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Public Work (Grantee) regarding use of Placer County TOT monies to assist in funding the Tahoe City Parking Facilities Project Plan.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Tahoe City Parking Facilities Project Plan. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$85,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by June 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. Indemnity: COUNTY (Grantee) agrees to indemnify and hold harmless NLTRA and NLTRA'S employees or agents from and against any damages including costs and attorney's fees arising out of negligent or intentional acts of omissions of COUNTY, its employees or agents. NLTRA agrees to indemnify and hold harmless COUNTY, its employees, agents and elective and appointive boards from and against any damages including costs and attorney's fees arising out of negligent or intentional acts or omissions of NLTRA, its employees or agents. This indemnification shall extend to claims, losses, damages, injury, and liability for injuries occurring after completion of COUNTY'S services, as well as during the progress of rendering such services.

Insurance: It is agreed that NLTRA and COUNTY shall each maintain at all times during the performance of this Agreement insurance coverage or self-insurance in the amounts of not less than One Million Dollars (\$1,000,000) to cover all of its operations. Specifically, but not limited to not less than One Million Dollars (\$1,000,000) General Liability, One Million Dollars (\$1,000,000) Automobile Liability, One Million Dollars (\$1,000,000) Workers' Compensation, and One Million Dollars (\$1,000,000) Professional Liability (E&O).

17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

\_\_\_\_\_  
President/CEO Date  
North Lake Tahoe Resort Association

Contact & Mailing:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

 8/13/15  
\_\_\_\_\_  
Project Manager (Grantee) Date

Contact & Mailing:

Peter R. Kraatz, P.E.  
Assistant Director  
Placer County Department of Public Works  
P.O. Box 336  
Kings Beach, CA 96143





**north lake tahoe**

Chamber | CVB | Resort Association

**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE CHAMBER/CVB/RESORT ASSOCIATION  
AND THE PLACER COUNTY DEPARTMENT OF PUBLIC WORKS FOR USE OF TOT  
INFRASTRUCTURE FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Chamber/CVB/Resort Association (NLTRA) and the Department of Public Works (Grantee) regarding use of Placer County TOT monies to assist in funding of Kings Beach Gateway and Boardwalk Planning Project.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that project planning continues toward completion of the Kings Beach Gateway and Boardwalk Planning. The planning level analysis is outlined in the project scope of work and time schedule included in the Infrastructure Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on October 21, 2014. This approval provides an Infrastructure grant of up to \$150,000 to Grantee for this purpose.
2. The Grantee agrees to complete this project planning by June 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: 1) as a partial payment when Grantee cash flow is necessary to pay on-going invoices over a longer period of time; and 2) as a sum for an invoice(s) already paid by the Grantee for work that was approved with the project application. Payments will be made to DPW through Placer County journal transfers from the Infrastructure TOT account.

4. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested:
  - 1) Partial payment: documentation of payments provided by Grantee before another partial payment is made to continue the project.
  - 2) Sum for invoice(s) already paid: documentation of paid invoice(s) provided by Grantee with request for payment.
5. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
6. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
7. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
8. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
9. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.
10. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
11. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.



12. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee or the NLTRA or to enlarge, in any way, the Grantee's liability but is intended solely to provide indemnification of the NLTRA from Grantee's performance pursuant to this contract or agreement.
13. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
14. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced Infrastructure Funding Application, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties.

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



Director of Community Partnerships & Planning  
North Lake Tahoe Resort Association

June 10, 2015

Date



Project Manager  
Placer County Department of Public Works (Grantee)

6/10/15

Date



## 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 Basin-wide 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.**

% 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.**



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.**



**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE NORTHSTAR  
COMMUNITY SERVICES DISTRICT FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the North Tahoe Public Utility District (Grantee) regarding use of Placer County TOT monies to assist in funding the Martis Valley Bike Trail Project.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made toward completion of the Martis Valley Bike Trail Project, Phase 3A. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's Infrastructure Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides an Infrastructure grant of up to \$250,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by November 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.



5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
15. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers:
18. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
19. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced Infrastructure Funding Application, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties.

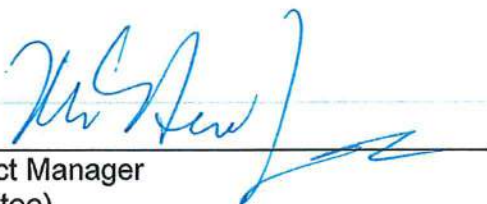
In witness whereof, this Memorandum of Agreement was executed by the parties hereto as of the date written.



\_\_\_\_\_  
President/CEO  
North Lake Tahoe Resort Association



\_\_\_\_\_  
Date



\_\_\_\_\_  
Project Manager  
(Grantee)



\_\_\_\_\_  
Date

**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 NCSD is requesting \$250,000 in TOT funds at this time for the purposes of design and construction of Segment 3A.
3. **Other funding sources:** The NCSD 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 NCSD 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 NCSD 2012/2013 Management's Discussion and Analysis.
3. **Experience with projects of similar nature:** NCSD 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 NCSD in response to community needs for expanded recreation. 15 years of road maintenance experience.
4. **Objectives of project sponsor:** The NCSD 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.

## 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.

## 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 NCSD 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	
<b>TOTAL</b>					\$	<b>723,022</b>	

**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	
<b>TOTAL</b>					\$	<b>2,065,753</b>	

**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	\$	139,308	\$	139,308	
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%)					\$	320,984	
<b>TOTAL</b>					\$	<b>1,920,505</b>	

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

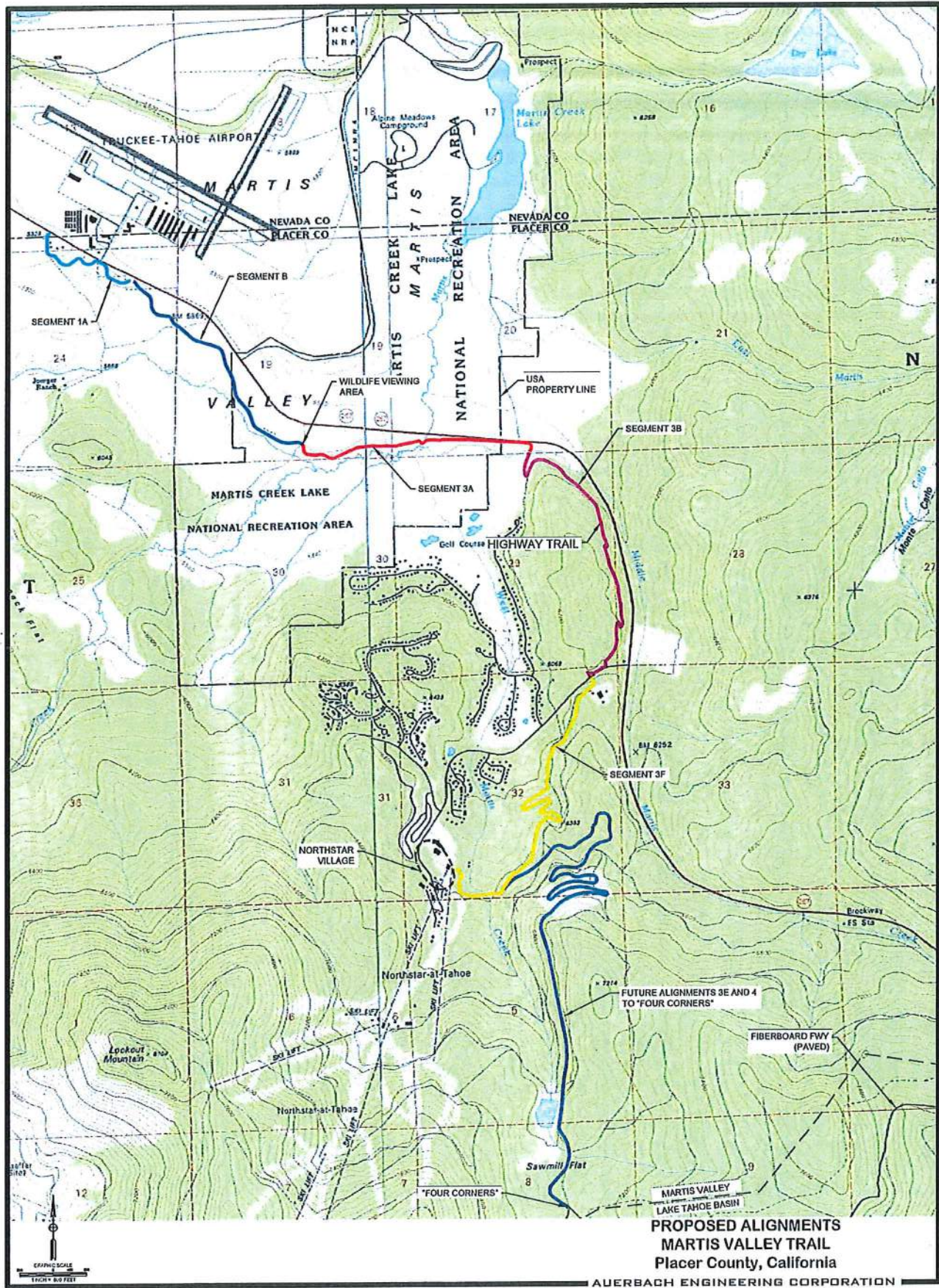
Construction	8,800	LF	\$	221.38	\$	1,948,155	\$/LF based on rough cost estimate for full project
Design/Surveys/Entitlements/Permits (10.5%)	JOB	LS	\$	204,556	\$	204,556	
NCSD Legal, Admin., Permit Fees (4%)	JOB	LS	\$	77,926	\$	77,926	
Construction Phase Engineering, Testing, Inspection, Contract Admin.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

**Segment 3F**  
**Northstar Drive Roundabout to the Village**

Construction	10,000	LF	\$	221.38	\$	2,213,613	\$/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	
<b>TOTAL</b>					\$	<b>3,227,739</b>	

**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	
<b>TOTAL</b>					\$	<b>6,230,827</b>	



## MANAGEMENT'S DISCUSSION AND ANALYSIS



## 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
<b>ASSETS</b>						
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	37,770,421	48,212,903	30,030,835	21,201,756	67,801,256	69,414,659
<b>LIABILITIES</b>						
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	1,329,417	1,209,967	236,519	210,047	1,565,936	1,420,014
<b>NET ASSETS</b>						
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	\$ 36,441,004	\$ 47,002,936	\$ 29,794,316	\$20,991,709	\$ 66,235,320	\$67,994,645

## 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 4<sup>th</sup> 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
<b>REVENUE</b>						
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
<b>EXPENSES</b>						
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
<b>OTHER SOURCES (USES)</b>						
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.

## 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
<b>Revenue</b>						
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
<b>Total revenue</b>	<b>5,376,885</b>	<b>4,866,359</b>	<b>5,445,553</b>	<b>4,897,101</b>	<b>68,668</b>	<b>30,742</b>
<b>Expenditures</b>						
<b>Current</b>						
General government	116,945	410,082	264,917	423,842	(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
<b>Total expenditures</b>	<b>4,476,489</b>	<b>6,680,977</b>	<b>4,969,980</b>	<b>5,184,650</b>	<b>(493,491)</b>	<b>1,496,327</b>
<b>Excess (deficiency) of revenue over expenditures before other sources</b>	<b>900,396</b>	<b>(1,814,618)</b>	<b>475,573</b>	<b>(287,549)</b>	<b>(424,823)</b>	<b>1,527,069</b>
<b>Other Sources</b>						
Operating transfers from other sources	(1,067,113)	1,443,456	(750,000)	-	317,113	(1,443,456)
<b>Excess (deficiency) of revenue and other sources over expenditures</b>	<b>\$ (166,717)</b>	<b>\$ (371,162)</b>	<b>\$ (274,427)</b>	<b>\$ (287,549)</b>	<b>\$ (107,710)</b>	<b>\$ 83,613</b>

## 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
<b>Governmental Activities</b>				
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	14,688,766	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	<u>26,653,758</u>	<u>35,564,329</u>	<u>(8,910,571)</u>	<u>-25%</u>
<b>Business-Type Activities</b>				
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	<u>29,812,594</u>	<u>23,124,425</u>	<u>6,688,169</u>	<u>29%</u>
	<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	<u>26,351,041</u>	<u>18,734,787</u>	<u>7,616,254</u>	<u>41%</u>
<b>Totals</b>	<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.



**north lake tahoe**

Chamber | CVB | Resort Association

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

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the North Tahoe Public Utility District (Grantee) regarding use of Placer County TOT monies to assist in funding the North Tahoe Regional Park Trail and Wayfinding Signage.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the Infrastructure Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the North Tahoe Regional Park Trail and Wayfinding Signage Upgrade. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's Infrastructure Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides an Infrastructure grant of up to \$135,000 to Grantee for this purpose.
2. The Grantee agrees to complete the project improvements by November 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.



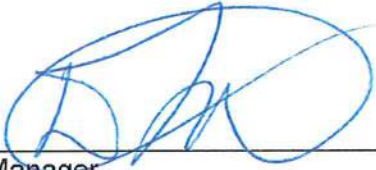
**81** 5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor. **81**

6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
15. The Grantee shall perform this Agreement as an independent contractor. Grantee and the officers, agents and employees of the Grantee are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Grantee shall determine, at its own risk and expense, the method and manner by which duties imposed on the Grantee by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
16. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers:
18. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
19. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced Infrastructure Funding Application, constitutes the entire agreement between the NLTRA and the Grantee relating to the project and may not be modified except by an instrument in writing signed by both parties.

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

\_\_\_\_\_  
President/CEO  
North Lake Tahoe Resort Association

  
\_\_\_\_\_  
Project Manager  
(Grantee)

\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Date

## North Lake Tahoe Resort Association

### Infrastructure Project/Program

### FUNDING APPLICATION

### PROJECT INFORMATION

1. **Project/program name:** NORTH TAHOE REGIONAL PARK TRAIL & SIGNAGE UPGRADE

**Brief description of the project:**

The North Tahoe Regional Park is roughly 40 years old. As this 120+ acre facility developed, there were numerous trails and amenities built by both the North Tahoe Public Utility District and local volunteers. Volunteer labor, shared resources, bartering and searching for used parts built this beautiful park into the hidden treasure we have today. There are at least 3 miles of trails that traverse the entire park leading to the National Forest, Highway 267, the surrounding neighborhoods and beyond. A portion of these trails is dedicated to a well-used par course. Although showing signs of aging, this par course is popular among locals and tourists alike. Winding its way through the par course is a nature trail that provides vintage interpretive signs that are difficult to read, or just gone.

The signs on most trails are the handmade wooden variety made by staff during winter months in the 1970's. There are numerous amenities not mentioned on the signs due to the ongoing and continued expansion of the facility over the years. Some of the existing signs give outdated information and some are beyond repair. Sign design and replacement is estimated at well over \$50,000.

The number of visitors has increased tenfold over the past 10 years. With this increase in visits comes the need for interpretive signage. In addition to the need for new signs, many places on the trails are washed out, have exposed roots, or are overgrown and in need of repair. These repairs are estimated at \$150,000, including the replacement of par course equipment. In addition to the information in the park, it is difficult for folks from out of town to actually find the park. Signage on the main highway is another area of concern. Countless park visitors are sent on a detour by their GPS. Better signage will eliminate this issue as well.

### FINANCIAL INFORMATION

1. **Total project cost:**

Project costs for Trail Upgrades at North Tahoe Regional Park					
Task	Number	Cost per	Subtotal	Timeline - completion	
Signage study	1	5,000	\$5,000	9/1/2015	
New Directional Signs	10	1,200	\$12,000	1/1/2016	
New Interpretive Signs	10	3,500	\$35,000	1/1/2016	
Par Course Stations	15	5,000	\$75,000	5/1/2016	
Trail Improvements List	1	45,000	\$45,000	5/1/2016	

Contingency	1	17,000	\$17,000	5/1/2016
<b>Total project costs</b>			<b>\$189,000</b>	

2. **Total TOT funds required** \$135,000 over three years
3. **Other funding sources** NTPUD CFD 94, Friends of the Park, Donations, In-kind Labor
4. **Will the project require future funding?** NO **What is the source of future financial support?** NTPUD **Will this include all maintenance / operational needs?** Future funding for both maintenance and operations of these amenities will be provided by NTPUD.
5. **Provide project proforma and implementation schedule.** Planning starts 9-1-2015 until the completion of the project in May of 2016.
6. **How will project cost overruns or operating cost shortfalls be funded?** NTPUD will absorb any cost overruns by instituting a 10% contingency fund for the entire project. If shortfalls become a problem, the project will be scaled back to reach targeted spending.

#### QUALIFICATIONS OF PROJECT SPONSOR

- 1 Tracey Towner, Park and Facility Manager North Tahoe Public Utility District
- 2 NTPUD has a proven track record of maintaining and operating parks, beaches, an event center and an office complex. NTPUD possesses excellent financial status.
- 3 The NTPUD has built and maintained many grant funded projects in the past as evidenced by the Tahoe Vista Recreation Area, Boat Launch, Parking and Picnic Area, the North Tahoe Event Center, the Artificial Turf Soccer Field, the Playground, and the pending Dog Park.
- 4 The main objective of this project is to improve the outdoor recreation experiences for both locals and visitors alike by providing easy access to trails and amenities within the park.

#### ECONOMIC IMPACT OF PROJECT

- 1 **Estimated number of annual users:** 25,000-40,000 visitors per year depending on snow fall. Summer and winter are the peak seasons; however, a great portion of the facility is used by local and visiting teams during spring, summer, fall and winter. Weekends 15,000-20,000 Weekdays: 10,000 to 15,000
- 2 **Number of additional visitors to be attracted as a result of project/program:** 5,000-10,000. 75% local/25% out of area
- 3 **Projected expenditures by out of area attendees (per capita)**  
**Hotel** \$150/night      **Restaurant** \$100/night      **Other** \$200/day
- 4 **How will the project improve or enhance service to the visitor?** This project has the potential of attracting visitors for fall color tours. Yes, there are beautiful colors in the fall along these trails. It will improve the overall quality of the visitor experience to the NTRP during the winter months by clearly directing the Nordic skiers to their destination.

#### COMMUNITY IMPACT



- 1 **What geographic portion of North Lake Tahoe will benefit the greatest from this project?** The Nevada State Line to Dollar Point.
- 2 **What region-wide tourism benefits will be created?** Enhanced local trails that connect to the larger and longer trails that circumnavigate the basin are likely to bring in more cross country skiers and more hikers. First time visitors will enjoy an enhanced leisure experience that entices them back to the area. Signage will alleviate any confusion when connecting to trails outside the park that circumnavigate the park connecting to regional trails with ease.
- 3 **Will local resources be used to create, design, construct this project?** The plan is to use local talent when possible in every aspect of the project. From trail building to installation of signs and amenities, the revenue from this project will stay local as much as possible.
- 4 **What types of businesses will receive the greatest economic impact?** Hotels, restaurants, retailers. **Are they supportive of this project?** Yes
- 5 **Will the project require the addition of governmental service?** No additional government services are required with the exception of ongoing maintenance and operations, which the North Tahoe Public Utility District is poised to take on.
- 6 **Document the community support for the project.** Supporters include Boys and Girls Club, Boy Scouts, Girl Scouts, Tahoe Adventure Company, Tahoe Expedition Academy.

#### **NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN**

**Describe how the project meets the goals of the Tourism Master Plan and criteria of this application...**

The idea of trail improvement for both Nordic and hiking trails in the North Tahoe Regional Park follows the direction of the North Lake Tahoe Resort Association Strategic Plan: **“Trail development and signage for providing Nordic skiing throughout the region. Improvement in convenience for first-time visitors, through improved signage, information dissemination, and transportation services.”**

The trails in the NTRP provide for both hiking and cross country skiing. These human powered sports are extremely popular with locals and visitors alike. The park is an excellent place to interface with National Forest Land, Placer County Trails, and CTC open space. This request for funding zeros in on the NLTRA’s goal to *“ensure the long-term enhancement of our natural and human environment, and historical and cultural heritage. ... providing an improved visitor experience and quality of life for residents in the North Lake Tahoe area.”*

In addition to adding in new trail signage and upgraded trails, adding the par course training facility will draw local athletes as well as regional and collegiate sports training programs. Numerous locals use the par course as a part of their daily workout routine.

#### **OTHER**

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

The NTPUD has been successful at coordinating volunteer hours and garnering community support for park upgrade projects including building trails, gardening, building tables, and the new dog park. The Tahoe Expedition Academy and the Boy Scouts are both groups that have expressed a willingness to help build this project. Improvements to the trails will be coordinated with volunteers. This gives the local community an opportunity to give back.

This application reflects the need for the upgrade of the facility and combines three projects previously applied for by the NTPUD. These projects included, the Wayfinding Signs and Kiosk for the Regional Park, the par course upgrades, and the Ramada repairs. The combined total of these applications was \$275,000. The NTPUD has completed both the new kiosk and the Ramada repairs as a part of the facility upgrade project undertaken by district staff.

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 12
  - Regional Transportation Vision
  - Advancement of Tourism Economy called for in Community Plans 8
- Projects that are within highest priority Work Plan Project Groupings 30 points max
  - Trails (highest) 10
  - Recreation Amenities 10
  - Tourism-Based Redevelopment 5
  - Transportation Services

Criteria of Importance: (average weight)

- Projects that support other Work Plan Project Groupings 15 points max
  - Wayfinding Signage Museums/Cultural Centers 8
  - Special Events/Regional 0
  - Parks 7
  - Transportation Infrastructure
- Projects that support environmental improvement 15 points max 15
- Projects that have matching funds available 15 points max 10
- Projects that have all other funding sources in place 15 points max 15
- Other Criteria for Consideration (some weight)
  - Percentage of TOT budget required by project request 3
  - Percentage of project budget to be provided by TOT 3
  - TOT request necessary for "gap" funding 0
  - TOT request necessary to leverage additional funding 0
  - Project request effect on geographic distribution of capital investment funds 5

Total score: 111 out of 120.

This sheet was very helpful when writing for the grant.



**Project/program name:** NORTH TAHOE REGIONAL PARK TRAIL & SIGNAGE UPGRADE

**Project Applicant:** North Tahoe Public Utility District

### FINANCIAL INFORMATION

The original project request was for a three year project. This timeline shows the project completed in a single fiscal year.

#### 1. Total project cost:

Project costs for Trail Upgrades at North Tahoe Regional Park					
Task	Number	Cost per	Subtotal	Revised Timeline	
Signage study	1	5,000	\$5,000	Completed by:	7/1/2015
New Directional Signs	10	1,200	\$12,000	Completed by:	9/1/2016
New Interpretive Signs	10	3,500	\$35,000	Completed by:	11/15/2016
Par Course Stations	15	5,000	\$75,000	Completed by:	5/1/2016
Trail Improvement	1	45,000	\$45,000	Completed by:	10/1/2016
Contingency	1	17,000	\$17,000		6/15/2016
<b>Total project costs</b>			<b>\$189,000</b>		

1. Total TOT funds required \$135,000

2. Other funding sources \$54,000

NTPUD CFD 94, Friends of the Park, In-kind Labor

Where applicable, all new signs will conform with the North Lake Tahoe Community Wayfinding Signage Design Standards Manual as revised May 2013.



**north lake tahoe**

Chamber | CVB | Resort Association

**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF FACILITIES FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Facilities-Parks Division (Grantee) regarding use of Placer County TOT monies to assist in funding the Squaw Valley Bike Trail and Staging Area Rehabilitation.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Squaw Valley Bike Trail and Staging Area Rehabilitation. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$246,500 to Grantee for the first year with anticipation of an additional request for another \$246,500 for this purpose in FY 16/17.
2. The Grantee agrees to complete the project improvements by June 30, 2017, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process



process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of

the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.

14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. Indemnity: COUNTY (Grantee) agrees to indemnify and hold harmless NLTRA and NLTRA'S employees or agents from and against any damages including costs and attorney's fees arising out of negligent or intentional acts of omissions of COUNTY, its employees or agents. NLTRA agrees to indemnify and hold harmless COUNTY, its employees, agents and elective and appointive boards from and against any damages including costs and attorney's fees arising out of negligent or intentional acts or omissions of NLTRA, its employees or agents. This indemnification shall extend to claims, losses, damages, injury, and liability for injuries occurring after completion of COUNTY'S services, as well as during the progress of rendering such services.

Insurance: It is agreed that NLTRA and COUNTY shall each maintain at all times during the performance of this Agreement insurance coverage or self-insurance in the amounts of not less than One Million Dollars (\$1,000,000) to cover all of its operations. Specifically, but not limited to not less than One Million Dollars (\$1,000,000) General Liability, One Million Dollars (\$1,000,000) Automobile Liability, One Million Dollars (\$1,000,000) Workers' Compensation, and One Million Dollars (\$1,000,000) Professional Liability (E&O).

17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of

Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

President/CEO	Date
North Lake Tahoe Resort Association	

**Contact & Mailing:**

\_\_\_\_\_

Ken Dehn 8/27/15  
Director (Grantee) Date  
Facility Services Department

### Contact & Mailing:

Ken Grehm, Director  
Placer County Facility Services Department  
11476 C Avenue  
Auburn, CA 95603  
530.889.4900



## 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 10<sup>th</sup> each year
  - Official notification of application due date will be announced no later than August 1<sup>st</sup> 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

- 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 15<sup>th</sup> 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 1<sup>st</sup>
- 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



## 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](http://www.nltra.org/documents))
- Project is consistent with the NLTRA 5-year Strategic Goals ([www.nltra.org/documents](http://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.

- 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



**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 Squaw Valley Bike Trail and Staging Area Rehabilitation
2. Brief description of project/program This project will perform major rehabilitation of the asphalt surface of the Squaw Valley Bike Trail and the Trail Staging Area located within Squaw Valley Park. The Squaw Valley Bike Trail is 2.5 miles long and the trail staging has 60,476 square feet of surface area. Cracks will be sealed and a type 2 slurry seal will be applied. On the bike trail, low areas will have to be completely reconstructed to correct damage from poor drainage. The Squaw Valley Bike Trail is located on the south side of Squaw Valley Road, from the intersection of Hwy 89 and Squaw Valley Road westerly to the Squaw Valley Meadows parking lot. The Squaw Valley Trail Staging Area is located in Squaw Valley Park, 101 Squaw Valley Road, Olympic Valley, CA. The Tahoe City Public Utility District (TCPUD) maintains the Squaw Valley Bike Trail and the Trail Staging Area, under a contract with Placer County, as a continuation of the TCPUD trail network. The Squaw Valley Trail is heavily used by tourists on a year round basis for hiking, biking and other human powered recreational activities. Squaw Valley Park was purchased by Placer County from the United States Forest Service on January 28, 2000. The Squaw Valley Trail Staging Area was developed in 2004 by Placer County in order to meet a condition placed on the property acquisition by the United States Forest Service to provide a trail staging area for trail users to enjoy area trails, including the Western States Trail.

**FINANCIAL INFORMATION**

1. Total project cost \$580,000
2. Total TOT funds requested \$560,000
3. Identify other funding from secured sources \$20,000 has been included in the FY 2014-15 final budget for County Service Area 28 Z162 Squaw Valley Recreation.
4. Will the project require future financial funding? Yes, in 10 years, when an overlay is due. What is the source of the future financial support? It is anticipated that funding would come from a variety of sources, including Placer County Service Area reserves, Placer County Park Dedication Fees, and TOT funds.

Will this include maintenance needs? Public recreation providers from throughout the North Lake Tahoe area recognize that there is not sufficient funding to pay for bike trail maintenance, rehabilitation and eventual reconstruction. As a result, area recreation providers have begun developing a plan to address funding for future trail needs, including setting aside funding from several funding sources so that trails can be kept in an attractive and safe condition for tourists and residents.

What is the source of maintenance funding? Maintenance costs for the Squaw Valley Bike Trail and the Squaw Valley Trail Staging Area are provided by a combination of County Service Area assessments and TOT funds.

5. Provide project proforma and implementation schedule (timeline) The Squaw Valley Bike Trail and Staging Area will have cracks filled, be sealed, the trail will have low areas reconstructed and will be restriped. The



**99** portions of the trail that require reconstruction are located on the portion of the bike trail that is located **99** between Squaw Creek Road and the Squaw Valley Village parking lot. The Squaw Valley Bike Trail was constructed in 1988 and the Trail Staging Area was constructed in 2004. This popular paved trail requires drainage improvements, structural stabilization, and renewed wearing surface in order to remain in safe enjoyable service. There is transverse cracking, shoulder erosion/longitudinal cracking, and drainage issues. After the cracks are sealed, a type 2 slurry seal will be applied over the entire trail and trail staging area surface. Plans and specifications will be prepared in Winter 2014. The bid process will be completed in Spring 2015. It is a goal to award the construction contract and perform the rehabilitation work in conjunction with rehabilitation work being performed by the Tahoe City Public Utility District (TCPUD) on the TCPUD's Truckee River Bike Trail. Combining these bike trail rehabilitation projects will save staff time and make the limited TOT dollars go much further. If it is not possible to coordinate the work of both the Truckee River Bike Trail rehabilitation project with the Squaw Valley Bike Trail and Staging Area rehabilitation project, then the Squaw Valley project can be completed in July 2015. This will give the trail and staging area time to dry out after the winter snows and also allow for sealing and striping while the temperature is warm enough to allow the sealing to be done successfully.

6. How will project cost overruns or operating cost shortfalls be funded? Either the Project Scope will be adjusted, or Placer County will be responsible for funding any cost overruns.

### QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address Placer County Department of Facility Services – Parks Division, 11476 C Avenue, Auburn, CA 95603
2. Financial Capability The annual operating budget for the Parks Division is approximately \$4,000,000.
3. Experience with projects of similar nature The Placer County Parks Division has constructed and maintains approximately 79 miles of multiple-use trails throughout Placer County.
4. Objectives of project sponsor To provide a safe and attractive bike trail for tourists and Placer County residents. This project will also prolong the useful life of the Squaw Valley Bike Trail and Trail Staging Area.

### ECONOMIC IMPACT OF PROJECT

1. Estimated number of users The Squaw Valley Bike connects to the Truckee River Trail. Use of the Squaw Valley Bike Trail and the TCPUD's Truckee River Trail exceeds 400,000 users annually. There are approximately 1,500 trail users per day during spring, summer and fall. Use data for wintertime has not yet been determined. These use estimates are from the Tahoe City Public Utility District's (TCPUD) 2008 Recreational Survey Results report. The TCPUD maintains the Squaw Valley Bike Trail as a continuation of the TCPUD trail network.
2. Time of year The Squaw Valley Bike Trail is used 12 months of the year. In winter the entire length of the trail is cleared of snow by the Squaw Valley Public Service District, pursuant to a contract with Placer County.

Weekends Trails are used by those visiting the Lake Tahoe area overnight or for more extended stays. The Squaw Valley Bike Trail is also used by Squaw Valley area residents 12 months of the year.

Weekdays There are approximately 1,500 trail uses per day from spring, summer, and fall.

3. Number of visitors to be attracted as a result of project/program (Define location of visitor)

**NOTE: The source of answers to question #3 is the TCPUD 2008 Recreational Survey Results and personal interviews with an administrator of the TCPUD**

TCPUD estimates 400,000 people use their entire trail system each year. Bike Trails in the North Lake Tahoe Area are the heaviest used recreational facility operated by the TCPUD. The Truckee River Trail is the most popular trail in the entire system. The Squaw Valley Bike Trail is a continuation of the Truckee River Trail.

- % Local 35%; of these 25% are permanent residents and 15% are seasonal residents. Residents reside in Tahoe City/Dollar Hill, Alpine Meadows/Squaw Valley, Kings Beach/Tahoe Vista/Carnelian Bay, Incline Village, West Shore, South Shore, and Truckee
- Out of area 60%; of these 53% are overnight visitors and 7% are day visitors.

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

- Hotel 10% of trail users reported they stay in Hotel/Motels. The Resort at Squaw Creek has 403 rooms and The Village at Squaw Valley USA has approximately 300 condominiums, and at build-out will have over 700 units. According to NLTRA's 2013 Economic Significance of Travel to the North Lake Tahoe Area visitor impact study, prepared by Dean Runnyan Associates, the average visitor spending per capita (adult) is \$155 per day (includes lodging, dining, and other non-transportation expenditures). As an example, at an average length of stay of 3 days, 50 additional visitors would generate \$23,250 in spending per year.
- Restaurant 28% of trail users reported they were going to restaurants/shopping. The County Parks Division expects projected expenditures per visitor will follow the above mentioned average.
- Other N/A

5. How will the project improve or enhance service to the visitor? Bike Trails provide a major draw to visitors to Lake Tahoe who are seeking a facility for them to walk, jog, skateboard, or ride their bikes, they use the trails as a way to travel to area attractions, and use them for exercise and general recreation. There are several resorts in Squaw Valley that are heavily used by tourists. Offering a paved bike trail that is relatively level, provides an attractive family oriented activity for tourists. Bike trails at Lake Tahoe provide an alternative to driving a motor vehicle, lessening traffic congestion and parking problems, and improving air quality. Biking enhances the visual experience of riders as they can enjoy the natural setting as they ride their bikes, rather than being focusing on the road while driving a motor vehicle. The Squaw Valley Bike Trail offers trail connections to Lake Tahoe and to the Village at Squaw Valley, where there are many shops and businesses to provide services to visitors. Beginning in 2011, the Squaw Valley Public Service District began clearing snow from the bike trail in shoulder seasons and through winter, providing the public an enhanced visitor service. The North Lake Tahoe Resort Association Joint Infrastructure/Transportation Committee, the North Lake Tahoe Resort Association board, and the Placer County Board of Supervisors approved \$140,000 funding contract with the Squaw Valley Public Service District for two winter seasons (2011-12 and 2012-13). The contract has since be extended up to an additional five years.

## COMMUNITY IMPACT

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? The Squaw Valley Bike Trail is used by people from all over North Lake Tahoe. The primary beneficiaries come from the west shore areas, the Tahoe City Area, and communities in and near Squaw Valley. A continuous bike trail system connects communities from Squaw Valley to the south end of Sugar Pine Point State Park.
2. What region-wide benefits will be created? The bike trail system increases access to recreation opportunities in Lake Tahoe including state parks, beaches and trails. The Squaw Valley Bike Trail improves public safety as the trail is classified as a Class I bike path. Class I bike paths are



surfaced trails that are separated from roadways. The Squaw Valley Bike Trail, when used together with the TCPUD's bike trails, provides a non-motorized transportation linkage throughout the entire North Lake Tahoe area. The Squaw Valley Bike Trail improves health of trail users, air quality because there are less motor vehicles on the roads, and overall quality of life.

3. What types of businesses will receive the greatest economic impact? Trail users patronize restaurants along the trail route. Other types of businesses include local bike shops and those businesses that provide outdoor clothing and gear. People enjoying the bike trails often stay overnight in lodges and hotels.

Are they supportive of this project? Yes, The Squaw Valley Business Association provided \$21,000 towards the cost of clearing snow from the Squaw Valley Bike Trail and the Squaw Valley Property Owners Association contributed \$1,000.

4. Will the project require the addition of governmental service? There would be no additional governmental service required as a result of this rehabilitation project. The Squaw Valley Bike Trail and Trail Staging Area are owned by Placer County. Maintenance is provided by the TCPUD under a Maintenance Services Agreement with Placer County.

If yes, describe N/A

How will these costs be funded N/A

5. What is the importance of this project compared to other projects being considered within the Community? Rehabilitation of the Squaw Valley Bike Trail is an extremely important project because the Squaw Valley Bike Trail is one of the few bike trails that provides use in the shoulder seasons and during winter. The Squaw Valley Bike Trail is the most popular recreational facility operated by the County Parks Division in the Squaw Valley area. The TCPUD has found that their bike trails are also their heaviest used facility at North Lake Tahoe. Therefore, it is critically important that the Squaw Valley Bike Trail and Trail Staging Area be rehabilitated so that they continue to be operated in a manner that will promote safe use, prolong their useful life, and so that they remain an attractive recreational amenity for tourists and Placer County residents.

6. Document the community support for the project At several meetings of the Squaw Valley Municipal Advisory Council, the importance of maintaining the Squaw Valley Bike Trail to a high standard was emphasized. This is the primary reason that Placer County entered into a contract with the TCPUD for maintenance of the Squaw Valley Bike Trail. Because the TCPUD is a local governmental entity, the TCPUD can provide day to day maintenance of the Squaw Valley Bike Trail to a higher service level than can the County. If Placer County were to maintain the Squaw Valley Bike Trail, the County would have to send maintenance staff to Squaw Valley from Auburn.

The NLTRA board and the Placer County Board of Supervisors approved a \$140,000 funding contract with the Squaw Valley Public Service District in January 2012 for snow removal and trail maintenance services for 1.3 miles of the trail for two winter seasons (2011-12 and 2012-13). Other funding partners include the Squaw Valley Business Association (\$21,000) and the Squaw Valley Property Owners Association (1,000). Community feedback has been overwhelmingly positive. Users include walkers, bikers, joggers, dog-walkers, and baby-walkers. Users are both recreating and commuting to and from work. Press releases were provided to the Sierra Sun, Tahoe World, Moonshine Ink, Reno Gazette, Reno News and Review, Sacramento Bee, and the Auburn Journal to advocate for the project and build support. The service to the public was so overwhelmingly successful, the contract was renewed for an additional five years and the distance of the bike trail that is cleared of snow was extended so that the entire length of the Squaw Valley Bike trail is now cleared of snow.

Describe how the project meets the goals of the Tourism Master Plan The Tourism Master Plan makes many references to the importance placed on connecting and maintaining bike trails by both tourists and residents.

- A. The *Conclusions and Recommendations* section states that many bike trails in North Lake Tahoe are identified as Priority Projects. Under *Visitor Facilities and Community Services*, it is stated that one of the most important improvements identified by residents includes Bicycle Paths.
- B. In the section on *Recreation, Culture and Arts*, one of the stated goals is that any planning efforts should consider the need to provide a continuous linkage throughout communities located within the study area.
- C. Under *Transportation Resources Analysis*, one of the goals is in regards to bicycle travel serving as a means of addressing the parking and traffic problems in North Lake Tahoe.
- D. In 2004, an Eastern Placer County Community Mail Back Survey was conducted for the purpose of gauging public opinion on a variety of community issues to help guide the North Lake Tahoe Tourism and Community Investment Master Plan. One of the highest priorities identified by locals and by visitors was to improve, expand and complete the network of bike paths. Trail maintenance was another main recreational priority.

## OTHER

List other benefits or elements that should be considered by the Resort Association in evaluating this request. In the Resort Association's Strategic Goals 2011-2016, biking was one of the recreational amenities identified to be developed across all core function areas.

The Squaw Valley Bike Trail and Trail Staging Area support several NLTRA key core function areas and strategic goals. They provide opportunities for human powered sports and activities on a year round basis. The trail allows for a regional transportation network as it connects to the Truckee River Bike Trail and Lake Tahoe to the east and many businesses in Olympic Valley to the west. Projects that have been determined by the NLTRA to be in the highest priority Work Plan Project Groupings are trails projects. The Squaw Valley Bike Trail is a recreation amenity, serves a high number of tourists, and aids in providing alternative transportation methods to vehicles.



**north lake tahoe**

Chamber | CVB | Resort Association

**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND THE PLACER  
COUNTY DEPARTMENT OF FACILITIES FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Placer County Department of Facilities-Parks Division (Grantee) regarding use of Placer County TOT monies to assist in funding the Speedboat Beach Access Master Plan.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the Speedboat Beach Access Master Plan. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$50,000 to Grantee for this purpose.
2. The Grantee agrees to complete and review the final document by June 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this process includes consecutive or phased projects and programs where services are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller.



14. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
15. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
16. Indemnity: COUNTY (Grantee) agrees to indemnify and hold harmless NLTRA and NLTRA'S employees or agents from and against any damages including costs and attorney's fees arising out of negligent or intentional acts of omissions of COUNTY, its employees or agents. NLTRA agrees to indemnify and hold harmless COUNTY, its employees, agents and elective and appointive boards from and against any damages including costs and attorney's fees arising out of negligent or intentional acts or omissions of NLTRA, its employees or agents. This indemnification shall extend to claims, losses, damages, injury, and liability for injuries occurring after completion of COUNTY'S services, as well as during the progress of rendering such services.

Insurance: It is agreed that NLTRA and COUNTY shall each maintain at all times during the performance of this Agreement insurance coverage or self-insurance in the amounts of not less than One Million Dollars (\$1,000,000) to cover all of its operations. Specifically, but not limited to not less than One Million Dollars (\$1,000,000) General Liability, One Million Dollars (\$1,000,000) Automobile Liability, One Million Dollars (\$1,000,000) Workers' Compensation, and One Million Dollars (\$1,000,000) Professional Liability (E&O).

17. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
18. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.
19. The Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA.
20. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.




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


President/CEO \_\_\_\_\_ Date \_\_\_\_\_  
North Lake Tahoe Resort Association

**Contact & Mailing:**

$\frac{P}{T}$





Director (Grantee) 8/27/15  
 Date  
 Facility Services Department

**Contact & Mailing:**

Ken Grehm, Director  
Placer County Facility Services Department  
11476 C Avenue  
Auburn, CA 95603  
530.889.4900



**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 **Speedboat Beach Access Master Plan**
2. Brief description of project/program: **This project will provide a Master Plan to guide public access improvements at Speedboat Beach. Considerations in the plan will include opportunities for expanded and improved parking, pedestrian access to the beach from Lake Street, way finding and signage improvements, and restroom feasibility. Speedboat Beach is an iconic destination accessed from Lake Street in Kings Beach near the Nevada State Line. An aging wooden stairway currently provides the only pedestrian access to Speedboat Beach. Along with the replacement of the stairway, the entire pedestrian access corridor will be evaluated to provide optimal pedestrian access. As the popularity of the beach has created crowding within the existing limited roadside parking, available rights-of-way in the vicinity of Speedboat beach will be evaluated for additional and improved parking potential. Options for permanent restroom facilities will also be evaluated.**

**FINANCIAL INFORMATION**

1. Total project cost **\$57,000**
2. Total TOT funds requested **\$50,000**
3. Identify other funding from secured sources: **Approximately \$7,000 in previously budgeted net county cost for Parks Division staff support and contract administration.**
4. Will the project require future financial funding? **Yes, in accordance with the findings of the Master Plan, funding will be identified to implement projects in phases.**

What is the source of the future financial support? **It is anticipated that funding would come from a variety of sources, including Placer County Placer County Park Dedication Fees, grants and TOT funds.**

**As another potential contributor, should the project move forward, the nearby Boulder Bay development Environmental Impact Statement has identified a need to provide financial support to the Speedboat Beach improvements and operation as a project mitigation.**

Will this include maintenance needs? **Maintenance costs are not expected to rise significantly over current maintenance costs as a result of this project**

What is the source of maintenance funding? **Maintenance costs for Speedboat Beach are provided by TOT funds. Year round maintenance of Speedboat Beach is currently provided by the North Tahoe Public Utility District under contract to Placer County.**

5. Provide project proforma and implementation schedule (timeline):

- **Speedboat Beach Pedestrian Access** – The existing pedestrian access and aging stairway will be evaluated for general and accessible pedestrian access. A plan will be developed for construction of improved footing and path of travel along the existing pathway as well as options to replace the existing wooden stairway with a new ramp, durable stairway or combination of both. The plan will maximize accessibility.
- **Parking Improvement**. Using a scaled layout of the neighborhood streets around Speedboat Beach with the identification of County owned right-of-way, a plan will be produced to optimize existing parking opportunities and explore new parking areas to serve Speedboat Beach. Specifically, Speedboat and Harbor Avenues will be evaluated for improved parking layout and orientation, and opportunities for new parking will be evaluated on the east ends of White Cap Lane and Wave Avenue with layout of available parking stalls.
- **New Restroom**. Speedboat Beach is currently served by a portable restroom. Taking advantage of the existing sewer infrastructure located within the pedestrian access way to Speedboat Beach, the design team will evaluate and provide a schematic layout of the best location in which to replace the portable restroom with a permanent flush restroom. The plan will include guidance on aesthetic styling and screening of the new restroom facility.
- **Way Finding and Signage Improvements**. Utilizing a scaled map of the neighborhood and adjacent Highway 28, the design team will provide a way finding and visitor's guide signage plan for the neighborhood and parking areas to orient visitors to Speedboat beach, parking areas, features.

## Project Schedule:

- During summer 2014, Placer County Facility Services, Parks Division staff has been working with local engineers to prepare a scope of work for this project.
- The scope will be used in Spring/Summer 2015 to solicit proposals from qualified firms to prepare a Speedboat Beach Access Master Plan. The Master Plan design firm will be comprised of a team of planning, landscape architecture, and engineering professionals. Solicitation and contracting with the selected firm will be conducted during the summer of 2015.
- Data collection, surveys and studies will be conducted during fall/winter of 2015, and draft and
- Final documents will be produced and reviewed during the winter/spring of 2016.

6. How will project cost overruns or operating cost shortfalls be funded? Project costs are not expected to exceed requested funding.

## QUALIFICATIONS OF PROJECT SPONSOR

## 1. Name/address

Placer County Department of Facility Services  
Parks Division  
Attn: John Ramirez, Parks Administrator  
11476 C Avenue  
Auburn, CA 95603  
jramirez@placer.ca.gov  
(530) 886-4901

2. Financial Capability: The annual operating budget for the Parks Division is approximately \$4,000,000.

3. Experience with projects of similar nature The Placer County Parks Division owns and operates 27 acres of parks and beaches in the Tahoe Basin in addition to over 1,800 acres of parks throughout the rest of Placer County. Over half of the park acreage owned by Placer County has been developed in the past ten years. Placer County Facility Services staff have recent and thorough experience with the planning, environmental review, permitting, and construction of many projects of similar nature. In the past 5 years, The Parks

Division has successfully completed the management of over 10 grant contracts for recreational facility improvements from state and local sources with a total value of over \$5 Million. Speedboat Beach maintenance is currently performed by North Tahoe Public Utility District

4. Objectives of project sponsor **To improve parking, pedestrian access, signage, way finding, and restroom facilities at Speedboat Beach**

## **ECONOMIC IMPACT OF PROJECT**

1. Estimated number of users: **User surveys by the North Tahoe Public Utility District indicate an average of 350 visitors per day on weekends and 250 visitors per day during the week in summer months.**
2. Time of year: **Peak use in summer months as described above, with lesser use in shoulder and winter seasons. However, maintenance is provided year round as needed.**

**Weekends: 350 visitors per day during peak beach use months**

**Weekdays: 250 visitors per day during peak beach use months**

3. Number of visitors to be attracted as a result of project/program (Define location of visitor)

**While holding capacity of Speedboat Beach would not allow a large increase in the number of visitors during peak times, implementation would provide incentive for more visitors during shoulder seasons. Improvements to be identified will ensure the Beach does not begin to experience decline in safety and user enjoyment. Improvements will be recommended that will increase user convenience and orientation.**

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

- Hotel:
- Restaurant:
- Other: **Surveys are not available to quantify the origin and spending pattern of up to 350 visitors per day that visit Speedboat Beach. However, the number of out-of-area visitors to the beach is expected to be high in proportion to locals.**

5. How will the project improve or enhance service to the visitor? **Detractions to visitors at Speedboat Beach currently include difficult parking, temporary restrooms, and aging stairway access to the beach. This project directly seeks to improve these detractions by preparing a master plan to increase parking opportunity, replace aging pedestrian facilities, provide permanent restrooms, and optimize signage.**

## **COMMUNITY IMPACT**

1. What geographic portion of North Lake Tahoe will benefit the greatest from this project? **Speedboat Beach is used by residents and visitors from Kings Beach, across the North Shore of Lake Tahoe and beyond. Due to the unique beauty of the Speedboat Beach setting, visitors are drawn from well beyond the Tahoe Basin to visit Speedboat Beach**
2. What region-wide benefits will be created? **Speedboat Beach stands out as one of, if not the most scenic public beach on Lake Tahoe. The small inventory of public access points to Lake Tahoe creates a high value on protecting and enhancing each public beach access point.**

3. What types of businesses will receive the greatest economic impact? **Beach visitors patronize restaurants along the trail route. Other types of businesses include kayak and paddle board rental. Tahoe beach access provides one of the most highly valued amenities drawing visitors from all over the world to stay in overnight lodges and hotels.**

Are they supportive of this project? **Specific surveys of business support for this project have not been conducted. However, the enhancements contemplated by this project are entirely consistent with the strategic goals of the NLTRA and the businesses it represents.**

4. Will the project require the addition of governmental service? **There would be no additional governmental service required as a result of this project. The durability of updated facilities may provide a slight decrease in ongoing maintenance and repair.**

If yes, describe N/A

How will these costs be funded N/A

5. What is the importance of this project compared to other projects being considered within the Community? **The continuation and enhancement of Speedboat Beach as a world class destination is an important asset to the community of Kings Beach and the overall ambiance of Lake Tahoe.**
6. Document the community support for the project **During community outreach for the pending Placer County Tahoe Basin Area Plan, one of the most repeated values expressed by the public was the protection and enhancement of public access to Tahoe Beaches. Furthermore, the North Tahoe Public Utility District, as operator of facilities at Speedboat beach, has expressed their support for this project.**

## NORTH LAKE TAHOE TOURISM AND COMMUNITY INVESTMENT MASTER PLAN

Describe how the project meets the goals of the Tourism Master Plan: **The Tourism and Community Investment Master Plan states, "There are a variety of beach and public lake access properties located throughout North Lake Tahoe. However, there remains a general public perception that The Lake is relatively inaccessible to the public. Physical and visual lake access has become increasingly difficult to maintain due to larger scale development along the lakeshore. While some of the beaches and lake access properties have adequate signage, there is no comprehensive signage information program that identifies available resources and facilities in a coordinated manner."**

- A. **This Project would identify way finding and informational signage placement and content to aid visitors to Speedboat Beach in finding clear access and available facilities.**
- B. **This Project will identify opportunities for increased parking capacity and safety for visitors to Speedboat Beach**

## OTHER

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

1. **In the Resort Association's Strategic Goals 2011-2016, paddle boarding/kayaking was one of the recreational amenities identified to be developed across all core function areas. Due to the boulder outcroppings in the water off shore of the Beach and breathtaking views, Speedboat Beach has become a popular destination for both kayakers and**



paddle boarders. The Master Plan will provide opportunities to improve access to kayakers and paddle boarders as well as design amenities that will enhance the aesthetics of the surroundings.

2. While Speedboat Beach has been an iconic destination for years, recent clarification of public trust areas by the State Lands Commission has effectively opened up a much larger beach area and significantly increased the number of visitors to Speedboat Beach in the last three years. The increased use punctuates the need to explore additional parking opportunities and provide updated access and signage improvements for the visitors.



**north lake tahoe**

Chamber | CVB | Resort Association

**MEMORANDUM OF AGREEMENT  
BETWEEN THE NORTH LAKE TAHOE RESORT ASSOCIATION AND TAHOE PUBLIC ART,  
A PROGRAM OF NORTH TAHOE ARTS, FOR USE OF PLACER COUNTY TOT FUNDS**

This Memorandum of Agreement is entered into by and between the North Lake Tahoe Resort Association (NLTRA) and the Tahoe Public Art, a program of North Tahoe Arts (Grantee) regarding use of Placer County TOT monies to assist in funding the provision of Public Art in the Kings Beach Roundabouts.

This Agreement confirms the Grantee's commitment to follow the project scope of work and time schedule, as defined in the attached TOT Funding Application, report any necessary changes to the project scope or project schedule, provide documentation of all expenditures of TOT funds, provide periodic reports as requested, and provide a final report upon project completion, including the return, if applicable, of any unspent funds.

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

1. The NLTRA and Grantee's desire to insure that certain improvements are made to complete the provision of Public Art in the Kings Beach Roundabouts. Those improvements are as started in the project scope of work and time schedule included in the attached Grantee's TOT Funding Application approved by the NLTRA Board of Directors and the Placer County Board of Supervisors on March 10, 2015. This approval provides funding of up to \$125,000 to Grantee for this purpose, with the provision that the Tahoe Public Art successfully raises the balance of the necessary project funding.
2. The Grantee agrees to complete and review the final document by October 30, 2016, (the "Completion Date"). Grantee shall report any necessary changes to the Completion Date, project scope or project schedule to the NLTRA prior to the expenditure of TOT funds for those changes. For good cause shown, the Completion Date, the scope of work, as well as any dates set forth in the project schedule, may be revised and/or extended by the NLTRA upon written request by the Grantee. Such revision and/or extension shall not be unreasonably denied.
3. In participating in this Memorandum of Agreement, to the extent Placer County TOT funding is expended by the NLTRA or by a third party Grantee for service or support in any amount greater than \$25,000, the NLTRA shall utilize and require any Grantee to utilize a competitive bidding process or procurement process. Documentation of each required process will be submitted and include method of award determination.
4. The process is intended to ensure that work is awarded in an impartial manner to the most responsive and best qualified contractor, making certain that the project or program is accomplished in the most cost-effective manner. The applicability of this

**113** process includes consecutive or phased projects and programs where services **113** are provided by a single entity that, when totaled, exceed the \$25,000 threshold.

5. The NLTRA competitive bidding process requires a minimum of two quotes or bids in writing for a project, program, similar product, and/or service. On expenditures over \$100,000, a minimum of three qualified bids should be sought if possible. In the case of third party bid process, the process must be thoroughly defined if criteria being used are different than that used by the NLTRA. All service and support in an amount greater than \$25,000 shall be accompanied by a scope of work and inserted in all contracts prepared by NLTRA and/or Grantee acting as a third party contractor.
6. The Grantee shall request payment from the NLTRA in a form acceptable to the NLTRA dependent on the type of payment requested: As a sum for invoice(s) already paid to consultant by the Grantee for work that was approved with the project application; or as a sum for an invoice(s) to be paid to consultant by the Grantee for work that was approved with the project application.
7. The Grantee shall provide the NLTRA with acceptable documentation of all expenditures of TOT funds in a manner dependent on the type of payment requested. This will be documentation of either paid invoice(s) or invoice(s) to be paid for work completed.
8. Upon approval of Grantee's invoice(s) request by NLTRA, the invoice(s) will be forwarded to Placer County for direct payment to Grantee.
9. Depending on the time necessary to complete the project, or the need for multiple payments to the Grantee, the NLTRA may require periodic reports from the Grantee as to the progress of the project, as well as the required final report within 60 days of project completion. The final report will document project completion, include before and after photographs of project improvements, reconcile all expenditures, and identify all unspent funding including TOT funds.
10. Upon completion of the project, the Grantee will return all unexpended funds which have been advanced by the NLTRA within 60 days of project completion.
11. Prior to completion of construction and/or implementation of project improvements, any dispute arising from this Agreement will be addressed by the staff of the NLTRA and the Grantee to attempt to mediate the situation. If the situation cannot be resolved, either party may terminate this Agreement by providing the other party with sixty (60) days' notice in writing. In the event of termination, all unexpended NLTRA funds shall be returned to NLTRA forthwith.
12. In the event of termination by the NLTRA, the Grantee agrees to take all reasonable measures to prevent further costs to the NLTRA under this Agreement. The NLTRA shall be responsible for any reasonable and non-cancelable (binding) obligations incurred by the Grantee in the performance of this Agreement until the date of actual termination and will not exceed the undisbursed balance of funding as stated in this Agreement.
13. The Grantee shall maintain satisfactory financial accounts, documents, and records relating to the project. The accounts, documents, and records relating to construction of

**114** the project shall be retained by the Grantee for three years following the date of project completion and shall be subject to examination and audit by the NLTRA and by the Placer County Auditor-Controller. **114**

14. The Contractor shall perform this Agreement as an independent contractor and the officers, agents and employees of the Contractor are not, and shall not be deemed, NLTRA or Placer County employees for any purpose. The Contractor shall determine, at its own risk and expense, the method and manner by which duties imposed on the Contractor by this Agreement shall be performed; provided, however, that the NLTRA may monitor the work performed.
15. All professional and technical information developed under this Agreement and all work sheets, reports, and related data shall become the property of NLTRA, and Grantee agrees to deliver reproducible copies of such documents to NLTRA on completion of services hereunder. The NLTRA agrees to indemnify and hold Contractor harmless from any claim arising out of reuse of the information for other than this project.
16. When, in accordance with final plans and/or requirements, the Grantee installs interpretive signs, as well as other signs, which identify the project, the Grantee will insure such signage identifies the roles of the NLTRA and Placer County, and acknowledge the funding assistance from both.
17. The Grantee hereby agrees to protect, defend, indemnify, and hold the NLTRA and Placer County free and harmless from any and all losses, claims, liens, demands, and causes of action of every kind and character including, but not limited to, the amounts of judgments, penalties, interest, court costs, legal fees, and all other expenses incurred by the NLTRA arising in favor of any party including claims, liens, debts, personal injuries, death, or damages to property (including employees of property of the NLTRA or Placer County) and without limitation by enumeration, all other claims or demands of every character occurring or in any way incident to, in connection with or arising directly or indirectly out of this contract or agreement. The Grantee agrees to investigate, handle, respond to, provide defense for, and defend any such claims, demand, or suit at the sole expense of the Grantee. The Grantee also agrees to bear all other costs and expenses related thereto, even if the claim or claims alleged are groundless, false, or fraudulent. This provision is not intended to create any cause of action in favor of any third party against the Grantee, the NLTRA, or Placer County, or to enlarge, in any way, the Grantee's liability, but is intended solely to provide indemnification of the NLTRA and Placer County from Grantee's performance pursuant to this contract or agreement.
18. Prior to providing any services, the Grantee shall provide the NLTRA and Placer County with certificates of insurance, as may be appropriate, with original endorsements and copies of policies of the insurance, with Best's Class A or better carriers. All costs of complying with these insurance requirements shall be included in Contractor's fee(s). These costs shall not be considered a "reimbursable" expense under any circumstances.
19. Grantee shall not discriminate in its employment practices because of race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, marital status, sex, age, or sexual orientation in contravention of the California Fair Employment and Housing Act, Government Code section 12900 et seq.

20. **115** Grantee agrees that nothing in the contract documents shall create any contractual relationship between any third party contractor and the NLTRA. **115**

21. This Agreement is to be interpreted in accordance with the laws of California. It, and the referenced TOT Funding Application/Scope of Work, constitutes the entire agreement between the NLTRA and the Contractor relating to the project and may not be modified except by an instrument in writing signed by both parties. Any legal proceedings on this agreement shall be brought under the jurisdiction of the Superior Court of the County of Placer, State of California. Each party waives any Federal court removal and/or original jurisdiction rights it may have.

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

\_\_\_\_\_  
President/CEO Date  
North Lake Tahoe Resort Association

Contact & Mailing:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

W. J. Adams 8/26/15  
\_\_\_\_\_  
NTA ED (Grantee) Date

Contact & Mailing:

Kellie Cutler, E.D.  
North Tahoe Arts  
P.O. Box 6354  
Tahoe City, CA 96145



[www.tahoepublicart.org](http://www.tahoepublicart.org)



Ron Treabess  
 Director of Partnerships and Community Planning  
[ron@gotahoenorth.com](mailto:ron@gotahoenorth.com)  
 NLTRA  
 P.O. Box 884  
 Tahoe City, CA 96145

September 12, 2014

Dear Ron:

I am delighted to submit Tahoe Public Art's application for the NLTRA Capital Investment Project/Program Grant program. We are pleased and proud at the TPA program's progress thus far, and look forward to working with NLTRA on behalf of the North Lake Tahoe community.

Our application includes multiple files: the Narrative, which is the application form filled out; Attachment A, the project budget; Attachment B, an informational background article, "How Art Economically Benefits Cities;" Attachment C, a listing of TPA's DETOURS Kings Beach national media coverage; and Attachment D, the TPA timeline as of September 12, 2014. (Unfortunately our gantt chart software is malfunctioning today so we are forced to submit our timeline in spreadsheet format, but will get you an updated chart as soon as it is available.)

Thank you for your consideration.

If you have any questions or concerns, please don't hesitate to contact me at any time via phone or email.

Regards,

Marguerite Sprague

Tahoe Public Art Program Coordinator  
 (530) 386-7861  
[tahoepublicart@gmail.com](mailto:tahoepublicart@gmail.com) / [mshtahoe@gmail.com](mailto:mshtahoe@gmail.com)

[tahoepublicart@gmail.com](mailto:tahoepublicart@gmail.com)

PHONE: 530-581-2787 ♦ P.O. BOX 6354 ♦ 380 NORTH LAKE BLVD, TAHOE CITY, CA 96145



The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM  
**Tahoe Public Art FUNDING APPLICATION**  
September 2014

### PROJECT INFORMATION

1. Project/program name: The Tahoe Public Art Program



1 Ribbons by Pamela Hunt Lee in  
DETOURS

2. Brief description of project/program:

Tahoe Public Art (TPA) is a consortium of TTCF, NTBA, TCDA and NTA, and as such is an ongoing and multi-community-driven collaborative program that will place public art in locations beginning in Kings Beach (Phase One) and Tahoe City (Phase Two). Art and locations will be designed to get people out of cars and onto feet, bicycles, and for some, wheelchairs, to experience and interact with the Tahoe Basin environment through interpretive art pieces.

TPA will encourage the incorporation of technological elements in the art (such as implementation of WiFi hotspots, photovoltaic cells harnessed to power lighting, etc.) to augment the art's beauty with elements of functionality, sustainability and education. Future phases of Tahoe Public Art will focus on Tahoe Vista, Carnelian Bay, West Shore, Olympic Valley, Northstar as well as the town of Truckee.

### FINANCIAL INFORMATION

1. Total project cost: \$525,000.
2. Total TOT funds requested: \$125,000 for 2015/16 and \$75,000 for 2016/17.
3. Identify other funding from secured sources: Please see budget, attachment 1.
4. Will the project require future financial funding? Yes, for maintenance and program area expansion. What is the source of the future financial support? Funds will be obtained with ongoing fundraising from both private and public donation sources.

Will this include maintenance needs? Yes (ongoing maintenance is addressed in the budget, Attachment A).

What is the source of maintenance funding? Maintenance funding is built into the TPA project budget; the anticipated source for funding is consistent ongoing fundraising.

5. Provide project pro forma and implementation schedule (timeline) Please see timeline, Attachment D.
6. How will project cost overruns or operating cost shortfalls be funded? Consistent ongoing fundraising.

### QUALIFICATIONS OF PROJECT SPONSOR

1. Name/address: Fiscal Agent  
Tahoe Truckee Community Foundation



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

Tahoe Truckee Community Foundation (TTCF) is the fiscal agent for Tahoe Public Art. Each year, TTCF stewards over \$1,000,000 into the local community. These community investments are catalysts for change in the areas of Arts and Culture, Education and Youth Development, Environment, Conservation and Animal Welfare, Health and Human Services, and the Community Collaborative of Tahoe Truckee. In the past 15 years, TTCF has built assets of \$20 million, and awarded \$20 million in grants. TTCF is uncommon people with common ground: it's a collaboration of 140 non-profits listening to the community and placing it first. TTCF's sphere of influence extends beyond the immediate participants/community. [www.ttcf.net](http://www.ttcf.net)

PO Box 366  
Truckee, CA 96160  
530-587-1776

### North Tahoe Business Association

Since 1979, the mission of the North Tahoe Business Association (NTBA) is to improve economic vitality and quality of life in the communities of North Lake Tahoe. NTBA follows the Main Street approach and focuses on business revitalization, marketing and events and community design from Crystal Bay to Carnelian Bay. Through NTBA's Design Committee, the idea for Tahoe Public Art was incubated and was awarded its first grant. NTBA was instrumental in involving the community in the Kings Beach Commercial Core Improvement Project, which is currently under construction and transforming Kings Beach.

PO Box 1023  
8318 North Lake Boulevard  
Kings Beach, CA 96148  
530-546-9000

### Tahoe City Downtown Association

The Tahoe City Downtown Association (TCDA) is dedicated to the promotion and enhancement of the Tahoe City community. Through innovation, leadership, advocacy, and events, we serve as the local voice to maintain a vibrant and prosperous place to live, work, play and visit. Founded in 2004, TCDA is comprised of local merchants, property owners, community associations, residents, professionals, and contributors who are committed to working together to formulate, direct and forge a sound future for Tahoe City and the entire North Lake Tahoe region.

PO Box 6744  
Tahoe City, CA 96145  
530-583-3348

### North Tahoe Arts

Since 1989, North Tahoe Arts (NTA) has been supporting the visual arts. NTA's three-word mission – exposure, education and participation says it perfectly. They seek to enrich the lives of residents and visitors by providing quality programs and hosting exhibits that showcase local talent. They offer nine programs engaging artists, young and not-so-young, in formal and "en plein air" settings. North Tahoe Arts' ARTour is a summer event that has grown over the years to become a "don't miss event" at the Lake.

P.O. Box 6354  
380 North Lake Boulevard  
Tahoe City, CA 96148  
530-581-2787

Tax EIN for North Tahoe Arts: 68-0214830

## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

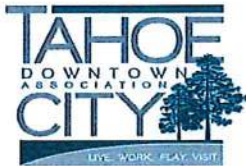
## 2. Financial Capability:

**Tahoe Truckee Community Foundation**

The Tahoe Truckee Community Foundation (TTCF) is the fiscal agent for Tahoe Public Art. Established in 1998, TTCF has an annual budget of \$700,000.

**North Tahoe Business Association**

Since 1979, the mission of the North Tahoe Business Association (NTBA) is to improve economic vitality and quality of life in the communities of North Lake Tahoe. NTBA follows the Main Street approach and focuses on business revitalization, marketing and events and community design from Crystal Bay to Carnelian Bay. NTBA has an annual budget of \$235,000. [www.northtahoebusiness.org](http://www.northtahoebusiness.org)

**Tahoe City Downtown Association**

Founded in 2004, TCDA is comprised of local merchants, property owners, community associations, residents, professionals, and contributors who are committed to working together to formulate, direct and forge a sound future for Tahoe City and the entire North Lake Tahoe region. TCDA has an annual budget of \$250,000. [www.visittahoe.org](http://www.visittahoe.org)

**North Tahoe Arts**

Founded in 1989, NTA is comprised of artists and art supporters from the entire Lake Tahoe region, from Truckee down to south shore, and has an annual budget of \$150,000. [www.northtahoearts.com](http://www.northtahoearts.com)

**Complementary Partners**

- ❖ North Lake Tahoe Resort Association
- ❖ Placer County
- ❖ Placer Arts
- ❖ Town of Truckee

Tahoe Public Art will move forward with strategic partners

and engage others in the next phases. Tahoe Public Art intends to be a community-based organization with changing partnerships committed to the mission.



2 Peter Hazel mosaic at Lanza's restaurant in Kings Beach

- *"One thing everyone seems to agree on is that the Tahoe Public Art Program will offer a lasting and impactful legacy for future generations."*

■ *The Weekly*, September 11-17, 2014



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

### 3. Experience with projects of similar nature

North Tahoe Arts successfully administers multiple art programs annually (Art Tour, Kids' Art Camp, Plein Air, etc.). In 2014, NTA, NTBA and TCDA came together through Tahoe Public Art (TPA) to put on DETOURS Kings Beach 2014 outdoor public art exhibition (August 22-September 30, 2014).

North Tahoe Business Association has been continuously involved with Placer County and other entities for almost two decades on the Kings Beach Commercial Core Improvement Project (KBCCIP). The project will improve the community with a re-alignment of the highway, added downtown commercial core infrastructure to improve storm water drainage to protect Lake Tahoe as well as make the community more safe and welcoming with pedestrian and bike-friendly amenities that will include public art.

Other NTBA projects include assisting with the passing of a Benefit Assessment District for the maintenance of the KBCCIP infrastructure improvements, 14 annual events and assistance with several others, most which are free to the public and are for the community and visitors' benefit, and free quarterly Small Business Seminars. NTBA also partners with the NLTRA, Truckee Donner Chamber of Commerce, Tahoe Truckee Community Foundation and Sierra Nevada College on the North Lake Tahoe/Truckee Leadership Program. Entering its 12th year with 200+ alumni, this program has a track record of identifying, educating and grooming new/emerging community leaders.

Tahoe City Downtown Association has instituted a public flower basket program for Tahoe City's downtown as well as producing several major Tahoe City events such as at different times of the year; they have overseen Tahoe City snow storage and removal; they are currently beginning the implementation of a Community Facilities District (CFD) to fund town-wide flower basket and maintenance, holiday lighting and sidewalk maintenance in our business center.

The Tahoe Public Art Program Coordinator produced the popular "Saddle Time" bicycle-based public art exhibit to coincide with the Amgen bicycle event in North Lake Tahoe.

### 4. Objectives of project sponsor

Tahoe Public Art's mission is to enhance and preserve the natural beauty and history of North Lake Tahoe through visual arts that promote environmental stewardship and cultural unity.

Tahoe Public Art's objectives (in no particular order) are to:

- Create and install meaningful art in roundabouts and other locations across the north shore communities (See Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Lake Tahoe January 2009: <http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf> )
- Stimulate local economy (See Attachment 3 to name benefits of Public Art)
- Enhance the visitor experience along the North Shore
- Develop an app to interpret the art and guide visitors to other pieces,
- Enhance connectivity with TART to coordinate NEXT BUS for tours of art sites.
- Enhance community identity and sense of place
- Seek collaborative opportunities for artists to work with community organizations, public agencies and private businesses and institutions
- Establish opportunities for NLT youth to participate in public art projects
- Encourage artists to use local and sustainable materials
- Beautify North Shore communities



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

### ECONOMIC IMPACT OF PROJECT

1. **Estimated number of users:** While a likely estimate is 15,000 **annually**, the strict potential is up to 3.5 million annually, the total estimated visitation to the Lake Tahoe Basin.

2. **Time of year:** All year: 365 days, 24 hours each day.

Weekends All.

Weekdays All.

3 **Number of visitors to be attracted as a result of project/program** While a likely estimate is 15,000 **annually**, the potential is up to 3.5 million annually, the total estimated visitation to the Lake Tahoe Basin.

% Local 15%

% Out of area 85% Visitor location to be between Stateline, NV and the West Shore while experiencing the public art; their accommodation area could be basin-wide.

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

Hotel = \$175/day x 15,000 visitors x 3 days = \$8,375,000 year

Restaurant = \$150/day x 15,000 visitors x 3 days = \$ 6,475,000 year

Other: bike rentals = \$40/day x 10,000 visitors x 1 days = \$400,000

5. **How will the project improve or enhance service to the visitor?** Visitors to North Lake Tahoe are drawn to the natural beauty of our spectacular environment, both for its own sake and for the recreational opportunities it offers. Once here, they connect more deeply by learning about our region's environment and history. Public art that relates to and interprets these aspects of North Tahoe improves the visitors' experiences by facilitating their deeper connections while piquing their natural curiosity and interest in their surroundings. In addition, the art stimulates conversations and interactions, improving their time here and further bonding them to our area.

The type and placement of the art will encourage walking and biking experiences, getting people out of their cars to even further connect with the region. In addition, the presence of public art will inspire visitors to look more closely at North Tahoe—using multiple perspectives—and may even move them to make a personal commitment to the region, through behavior, repeat visits or even creating art of their own.

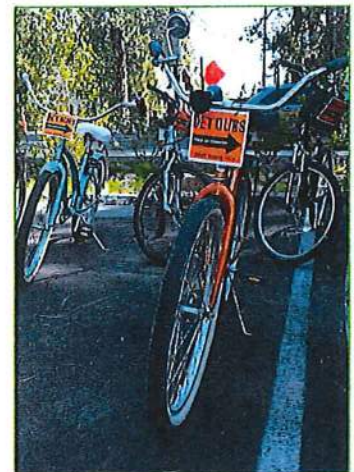
Please see Attachment B: Public Art Benefits

### COMMUNITY IMPACT

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

The Kings Beach and Tahoe City areas will benefit the most from this specific project.

2. **What region-wide tourism benefits will be created?** Quality public art draws public attention. People travel to experience it, and once there, often stop to shop or grab a coffee or bite to eat, to savor the atmosphere of an



3 Bicycles for touring **DETOURS** at the opening reception

September 2014

5

## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

area enhanced by the presence of public art. Because TPA will bring public art to both the Kings Beach and Tahoe City areas, visitors will be drawn to the entire North Shore. As the atmosphere of the area improves by the addition of public art, visitors will be inclined to linger to absorb and enjoy the creative and inspirational feeling of the North Shore. Public art will further enhance the presence of amenities such as the new theatre in Tahoe City, music performances in Kings Beach and Tahoe City, art activities across the North Shore and more. (Please see Attachment 3 Public Art Benefits)

It is the goal of TPA to develop and maintain an "App" that visitors can use to follow the Art Trail. This App will have artist narrations as well as site-specific information where applicable. It is the intention of TPA to have the app interact with the TART "next bus" schedule to promote public transportation for the art viewing throughout the North Shore.

**Public Art gives people an opportunity to participate in their environment in a way they otherwise would not. Art offers us the gift of connection, and the ability to see things in a new way.**

--Sara Smith,  
Artist and Kings Beach Resident

A 2009 study commissioned by NLTRA noted "barriers to the implementation of good ideas" present one of the challenges to building a performing arts center, but notes that the potential for success is present nonetheless. Tahoe Public Art is committed to bridging the differences among communities at the Lake beginning in Kings Beach and moving to Tahoe City, the West Shore and ski resort communities of Northstar and Olympic Valley. To ensure our success, our committee members and donors come from a broad base that will continue to expand as we move forward.

(Please see study: *Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Lake Tahoe* January 2009 at

<http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf>)

Also Attachment C presents a partial list of where TPA's first temporary art installation, DETOURS Kings Beach, made the news!

3. **Will local resources be used to create, design, construct this project?** Yes. Although the "Call to Artists" will go out at a national level, we are designing the evaluation process to assign an advantage to local artists and local materials by awarding points for those criteria.

4. **What types of businesses will receive the greatest economic impact?** Primarily the restaurants will receive the greatest benefit because, by causing visitors and residents to explore the art, the public art will encourage people to remain in the area for mealtimes and possibly for visitor overnight stays as well. Retailers along the "Public Art Trail" will benefit from increased numbers of people walking and riding bikes, allowing time to linger in front of retail stores and shop. Also enjoying benefit will be local bicycle rental shops because the art will be inviting for a bicycle tour, especially for families. Other businesses that might benefit include the new Tahoe Art Haus theatre in Tahoe City. All property owners should anticipate an increase in property values described in Attachment 3 of this application.

**Are they supportive of this project?** Very much so!

5. **Will the project require the addition of governmental service?** No.



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

6. Document the community support for the project: On August 23, 2014, more than 120 guests attended our invitational opening reception for the DETOURS Kings Beach, a temporary art installation in Kings Beach, walking and biking the art trail. Since its opening, DETOURS has attracted over 1000 walkers, riders and wheelchair users to see the eclectic, quirky, site-specific art. Feedback from area visitor centers indicates a high level of interest in addition to the interest and support demonstrated by local residents.



4 The DETOURS reception generated public excitement!

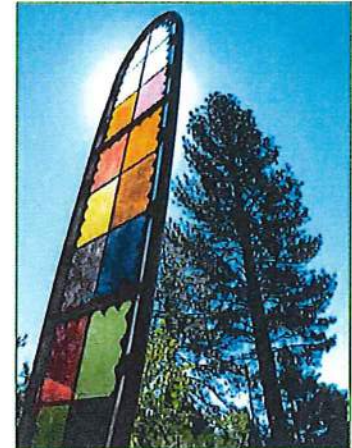
The NTBA Design Committee has represented Tahoe Public Art at county/community meetings over the past year, speaking and gathering input with community members and answering questions. Drawings with art placement locations were displayed to show where potential art projects may be placed, stimulating discussions about types of art. The number of Design Committee members and volunteers has grown substantially based on these meetings and outreach.

In addition, we will supply letters of support from community leaders, arriving under separate cover.

### NORTH LAKE TAHOE TOURISM MASTER PLAN

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

The Master Plan discusses increased and diversification of tourism in the Lake Tahoe basin. The Tahoe Public Art program (TPA) will create a diversified tourism base that will draw artists and art enthusiasts/appreciators to North Lake Tahoe. An art tourism economy is not weather or season dependent and, as such, is sustainable on a year-round basis. By creating annual/semi annual temporary art installations, artists, support teams, family and friends will be involved as well as tourists and residents. This provides an opportunity for local businesses to capitalize on a new segment of tourism. This program could also draw day visitors on an ongoing basis to view art installations and keep them coming back as temporary installations are rotated.



5 Troy Corliss' DETOURS surfboard

Tahoe Public Art speaks directly to elements of the NLTRA mission notably that it will promote tourism and benefit businesses through efforts that enhance the environmental, recreational and cultural climate of the area. We are thrilled with the NLTRA's successes in meeting goals set, and recognize that this application is in accordance with the stated strategic goal:

***"By 2016, the organization will be a recognized voice of community in all core function areas, and is approached as an entry point for projects and programs seeking support or endorsement."***  
*—NLTRA Strategic Goals, 2011-2016*

TPA also supports the 1996 Master Plan statement:

***"North Lake Tahoe is truly a special place. Nationally and internationally recognized, is worth fighting to save and worth investing to improve."*** -- NLT Tourism Master Plan, 1995



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

The TPA program also addresses the Master Plan goal:

***“...to target investments in projects and programs that improve the availability, functionality, and appearance of our community and visitor amenities and services” and will “incorporate appropriate environmental and community improvements.”***

*-- North Lake Tahoe Tourism and Community Investment Master Plan September 2004*

The TPA program will improve public streetscapes and private properties, increasing property values (see Attachment 3), by creating experiences for visitors that bring them out of their cars and everyday lives into new, unforgettable interpretations of the Tahoe Basin environment and culture:

***“Perhaps most importantly, the NLTRA recognizes that much remains to be done to make the region more competitive as a destination resort and a more livable place for all those who make the community their home.”***

*-- North Lake Tahoe Tourism and Community Investment Master Plan September 2004*

Public art will stimulate new first time visitors through its exciting newness and will reach hearts and minds with a unique Tahoe experience that will increase their awareness of the natural landscapes of the region, inspiring stewardship. Public art can also create new “urban hiking” experiences (see inset), increasing the recreational opportunities in the Basin. The art will have regional content rather than artificial attractions. By its very nature, public art will be an attraction for weekday and shoulder seasons as well as high seasons. TPA especially addresses the NLTRA Master plan recommendation:

***“Recapture Tahoe’s Spirit—Sponsor artists to interpret the region . . .”***

*—NLT Tourism Master Plan, 1995*

This incremental investment in community improvement will resonate for years to come, and help foster the growing sense that the North Shore is a creative and visionary zone. Public art is accessible to a wide range of visitors, from those staying at five star resorts to day-trippers on a budget. It is accessible to people from all walks of life, of all ages and abilities. It will greatly help North Tahoe to be a more vibrant, dynamic and exciting place to visit, live, work and recreate.

### Urban Hiking

Urban hiking is a form of hiking which takes place in an urban environment, rather than in nature. While on such a hiking expedition, people may explore points of interest around the city they hike in, find new and interesting places in the region, or stop for food in local eateries. Depending on how the trip is organized, it may take only an hour or so, or it may occupy the better part of a day.

Some people choose to go on urban hiking trips because they cannot reach nature areas, due to lack of time or transportation. Rather than not getting outdoors at all, these individuals can get outside and get moving in their own environment. It also sometimes appeals to people who have trouble navigating natural hiking trails, like individuals in wheelchairs, people with children, or people with disabilities which make it hard to go the full distance, who might want to hike part of the way and then drop out and take public transit

## NLTRA CAPITAL INVESTMENT PROJECT/PROGRAM TPA FUNDING APPLICATION

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

The Tahoe Public Art Experience scored 105; the determination is detailed below:

### Key Project Criteria: Current project groupings:

- Wayfinding Signage
- Trail Systems
- Visitor Centers
- Museums/Cultural Centers
- Parklands
- Recreational Amenities
- Tourism Based Redevelopment
- Transportation Infrastructure
- Services to Reduce Traffic Congestion
- Transit and Transportation Services

### TOT Project Funding Strategy Guidelines (120 Points max)

#### High Importance: (most weight)

- Projects that support NLTRA key core function areas and strategic goals
- **30 points max**
- Human Powered Sports and Activities 10 points
- Regional Transportation Vision 10 points
- Advancement of Tourism Economy called for in Community Plans 10 points
- Projects that are within highest priority Work Plan Project Groupings
- **30 points max**
- Trails (highest) 10 points
- Recreation Amenities 6 points
- Tourism-Based Redevelopment 10 points
- Transportation Services 4 points

#### Criteria of importance: (Average weight)

- Projects that support other Work Plan Project Groupings **(15 points max)**
- Wayfinding Signage Museums/Cultural Centers 10 points
- Special Events/Regional 5 points
- Parks
- Transportation Infrastructure
- Projects that support environmental improvement **(15 points max)** 15 points
- Projects that have matching funds available **(15 points max)** 15 points
- Projects that have all other funding sources in place **(15 points max)** 0 points

#### 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 for necessary "gap" funding
- TOT request necessary to leverage additional funding
- Project request effect on geographic distribution of capital investment funds:  
Tahoe Public Art's program target area encompasses the entire North Shore region.



## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

Tahoe Public Art was seeded with a generous \$25K grant from NLTRA. We've seen great success with those funds already! On August 23, 2014, we held an opening reception for the 15 artists who produced DETOURS Kings Beach 2014, a temporary art installation in Kings Beach. Over 120 guests walked and biked the art trail with maps provided as part of the grant. Since its opening, DETOURS has attracted hundreds of walkers, riders and wheel chair users to see the eclectic, site-specific, quirky art. (Please see attachment 4 for DETOURS in the media)

Also at the DETOURS Kings Beach 2014 opening we previewed the first permanent installation of Tahoe Public Art, a bike rack at Community House. The bike rack, fabricated by a local artist was funded by a donor inspired by the larger Tahoe Public Art project, so funds are already being generated as a return on the NLTRA investment. We thank you.

Tahoe Public Art is requesting \$125,000 in FY 2015-2016 to be used as "germination funding" (the next step to "seed" funding) for the project and as matching funds moving forward. Tahoe Public Art is challenging donors to match the NLTRA funds 1:1.5. We'll show we're ready to receive your funds on July 1, 2015 by raising \$187,500 in pledges and funds by that date. It's a bold commitment, but we're confident we'll succeed and have targeted generous local donors, organizations and foundations to meet our goal.

We'll continue our fruitful collaboration with Placer County's Department of Public Works and the Kings Beach Commercial Core Improvement Project. The footings for the roundabout art are already installed, thanks to the funding from NLTRA. With the installation of the first roundabout art in Fall 2015, we will acknowledge NLTRA with a special plaque recognizing their early and continued support for our efforts. Other projects planned by Placer County will be appropriate sites for public art and we're ready to work together for a new reason to visit beautiful Lake Tahoe.

Tahoe Public Art is ready, willing, and able to collaborate with local public works agencies to place public art in appropriate places. Certainly the restoration of the Truckee River Bike Trail by the Tahoe City Public Utility District, a noble project, would be enhanced with public art! And the upcoming plans for the road re-alignment in Tahoe City by Tahoe Transportation District are already being discussed in the context of adding significant public art to appropriate sites, with potential in-kind donation from CalTrans toward that end.] Public parking lots in the Basin, being installed by Placer County would also be logical sites for Tahoe Public Art.

### OTHER

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

Tahoe Public Art program will help define and differentiate North Lake Tahoe communities from other travel destinations and will enhance North Lake Tahoe's natural assets. Each community will have an opportunity to participate in the art selection process, both residential and commercial, in an effort to help generate support and increased pride in their community. The potential for Tahoe Public Art to team with schools and other art and non-profit organizations will be important in helping to bring art to a broader group of residents. This program can also offer local artists the opportunity to create, place and sell art on display, which would help increase economic vitality within the region as well.

From the Kings Beach Community Plan Vision Workshop:

**Sense of Place:** Our understanding of a place is established by the collective qualities that make it unique when compared to surrounding areas. . . Understanding what

## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

establishes the sense of place in Kings Beach will allow for future improvements without detracting from the character of the community.

*Kings Beach Community Vision Plan, Placer County's Tahoe Basin  
Community Plan Update, Chapter 1 Project Summary Overview*

*Through discussions with community members and a review of existing conditions, the following opportunities and ideas for Kings Beach were discussed for further consideration:*

- *Keeping an eclectic town character that is focused on recreation and the community heart;*
- *Improving the area's visual quality and establishing defined gateways;*
- *Incorporating environmental improvements and removing pollution sources in SEZs while restoring beach access;*
- *Considering opportunities for the Event Center;*
- *Focusing improvements and enhancements to the Kings Beach State Recreation Area so it is more fully utilized and realized as a community asset;*

*Improving connectivity; and incorporating transit and dispersed parking to facilitate a "park-once" strategy.*

*Kings Beach Community Vision Plan, Placer County's Tahoe Basin  
Community Plan Update, Chapter 2, Opportunities & Assets*

*Recent development in nearby destination resort areas such as Truckee, Northstar, and Squaw Valley have greatly increased the competition among north shore communities to be desirable places to live, work, shop, and recreate . . . Kings Beach . . . does have a significant opportunity to capitalize on the Lake Tahoe experience that none of the other resort destinations can offer on such a large scale.*

*Kings Beach Community Vision Plan, Placer County's Tahoe Basin  
Community Plan Update, DRAFT Community Plan Update Chapter 2, page 8)*

*Identify and accomplish incremental improvements in the short-term to maintain momentum and achieve long-term gain for the future.*

- *Develop achievable, fundable short-term goals.*
- *Identify short-term goals that can provide a catalyst for larger projects.*

*Continue local commitment to implementing change to achieve both near- and long-term visions.*

*Kings Beach Community Vision Plan, Placer County's Tahoe Basin  
Community Plan Update, Chapter 3 Visioning Principles and Concepts: Page 26*



**6**Stacie Lyans tempts trout in front of Plumas Bank

## NLTRA CAPITAL INVESTMENT PROJECT/PROGAM TPA FUNDING APPLICATION

Trout by Pete Hazel and Carol Street

## Attachments

- A. Tahoe Public Art Project Budget
- B. *How Art Economically Benefits Cities: Economic Impact of Temporary Public Art, Project For Public Spaces:* [www.pps.org](http://www.pps.org)
- C. DETOURS in the media
- D. Timeline for Tahoe Public Art

## Documents Used as Research:

1. Americans for the Arts Economic Impact Information available at [http://www.americansforthearts.org/information\\_services/research/services/economic\\_impact/default.asp](http://www.americansforthearts.org/information_services/research/services/economic_impact/default.asp)
2. Feasibility Study and Business Planning for New Cultural Facilities Truckee-North Lake Tahoe January 2009
3. <http://nltra.org/documents/pdfs/Truckee%20Business%20Plan.pdf>
4. North Lake Tahoe Resort Association History:
5. <http://www.nltra.org/documents/pdfs/NLTRA%20History.pdf>
6. North Lake Tahoe Chamber | CVB | Resort Association Integrated Work Plan:
7. <http://www.nltra.org/documents/pdfs/IWP%20Dec%202013.pdf>
8. TC Visioning Options:
9. <http://www.nltra.org/documents/pdfs/TC-visioning%20options-part%201.pdf>
10. Capital Investment and Transportation Work Plan and Long Range Funding Plan 2014:
11. <http://www.nltra.org/documents/pdfs/Capital%20Investment%20and%20Transportation%20Work%20Plan%20and%20Long%20Range%20Funding%20Plan%202014-2022%20pg.5%20and%206.pdf>
12. North Lake Tahoe Tourism Master Plan, 2004:
13. <http://www.nltra.org/documents/pdfs/TourismMasterPlan.pdf>
14. Strategic Goals 2011 and 2011-12 Final Action Plan
15. North Lake Tahoe Tourism Development Master Plan, 2004:
16. <http://www.nltra.org/documents/pdfs/TDMP-1995.pdf>
17. Kings Beach DRAFT Community Plan Update
18. <http://www.placer.ca.gov/departments/communitydevelopment/planning/documentlibrary/commplans/kingsbeachcp>



## ATTACHMENT A: Project Budget

Tahoe Public Art  
North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM  
September, 2014

REVENUE	Project Budget	2013-2014	2015	2016	TOTAL NLTRA
<b>Contributions</b>					
Revenue from direct contributions:					
Individual/small business contributions	\$60,000	\$10,000	\$30,000	\$20,000	
Corporate contributions	\$28,000	\$1,200	\$15,000	\$11,800	
<b>Donated goods &amp; services revenue:</b>					
Donated professional services- GAAP	\$19,000	\$8,000	\$10,000	\$1,000	
Donated use of facilities	\$6,000	\$2,000	\$2,000	\$2,000	
Gifts in kind - goods and services	\$15,000	\$5,000	\$5,000	\$5,000	
Donated art, etc	\$10,000		\$5,000	\$5,000	
Corporate/business grants	\$56,000	\$0	\$30,000	\$26,000	
Foundation/trust grants	\$80,000	\$0	\$50,000	\$30,000	
Nonprofit organization grants	\$201,000	\$1,000	\$125,000	\$75,000	\$200,000
NLTRA/Placer County RECEIVED: thank you!	\$25,000	\$25,000			\$25,000
<b>Revenue from indirect contributions:</b>					
Affiliated organizations revenue	\$15,000	\$7,500	\$7,500	\$0	
<b>Revenue from government grants:</b>	\$10,000	\$0	\$10,000	\$0	
<b>Total Contributions/Support</b>	<b>\$525,000</b>	<b>\$59,700</b>	<b>\$289,500</b>	<b>\$175,800</b>	<b>\$225,000</b>
EXPENSES	Project Budget	2013-2014	2015	2016	TOTAL NLTRA
<b>Expenses</b>					
KB Roundabout Art - individuals x 2	\$275,000	\$15,000	\$260,000	\$0	\$145,000
Art Placement: Visitors' Center	\$20,000	\$0	\$10,000	\$10,000	\$20,000
Permanent installation Maintenance	\$2,500	\$0	\$1,250	\$1,250	
Trail Maps, Wayfinding Signs, Marketing, App, WiFi at Roundabouts	\$30,000	\$0	\$15,000	\$15,000	\$25,000
Marketing Tahoe Public Art	\$4,000		\$2,000	\$2,000	
Salaries & wages - other	\$75,000	\$25,000	\$25,000	\$25,000	
Professional fees - Website, Social Media, Graphic Design	\$3,000		\$2,000	\$1,000	
Donated professional services - GAAP	-\$25,000	-\$10,000	-\$11,000	-\$4,000	
<b>Other expenses</b>					
Supplies	\$2,000		\$1,000	\$1,000	
Donated materials & supplies	-\$10,000	-\$2,500	-\$5,000	-\$2,500	
Postage & shipping	\$4,000		\$2,000	\$2,000	
Printing & copying	\$7,500	\$2,500	\$5,000		
Insurance - non-employee related	\$20,000		\$10,000	\$10,000	
Reserve for TTCF TPA Fund "seed funding"	\$10,000	\$10,000			\$10,000
Reserve for Tahoe City (Phase II) Public Art	\$55,000			\$55,000	\$25,000
Contingency	\$30,000		\$15,000	\$15,000	
<b>Total expenses</b>	<b>\$525,000</b>	<b>\$51,000</b>	<b>\$343,250</b>	<b>\$130,750</b>	<b>\$225,000</b>

TAHOE PUBLIC



The North Lake Tahoe Resort Association  
 CAPITAL INVESTMENT PROJECT/PROGRAM  
 Tahoe Public Art FUNDING APPLICATION  
 ATTACHMENT B: Public Art Benefits

## How Art Economically Benefits Cities

"The sign of a great state or a great city is the strength of its cultural life," said J. Clayton Hering, president of Northwest Business for Culture and the Arts. "Our non-profit arts groups are a powerful economic force, and act as a magnet for tourism. Even more important, they help educate and inspire our citizens and stimulate creativity in the workplace and in our schools."

### *Quality of Life*

Industries that are planning relocation or expansion place great emphasis on a healthy cultural climate. In a past survey conducted by the Joint Legislative Committee on Cultural Affairs, 99% of the chief executive officers who were questioned stated that the availability of cultural activities in an area is an important consideration in choosing a new location.

### *Culture and Tourism*

The Travel Industry Association of America was commissioned by Partners in Tourism to add a series of questions to its National Travel Survey. The purpose was to determine the length of time that travelers extend their trips because of cultural activities or events.

According to the results, two-thirds (65%) of American adult travelers say they included a cultural, arts, heritage, or historic activity or event while on a trip of 50 miles or more, one-way, in the past year. This equates to 92.7 million cultural travelers.

Of the 92.7 million adult travelers who included a cultural event on their trip, 32% (29.6 million travelers) added extra time to their trip because of a cultural, arts, heritage, or historic activity or event.

Visiting a historic site such as a building, battlefield, or historic community remains as the most popular cultural activity with four in ten (43%) adult travelers participating in this activity while on a trip in the past year. Museums are also popular with travelers, with 30% including this activity during the past year. Other cultural activities Americans enjoy while on trips



## TAHOE PUBLIC



The North Lake Tahoe Resort Association  
 CAPITAL INVESTMENT PROJECT/PROGAM  
 Tahoe Public Art FUNDING APPLICATION  
 ATTACHMENT B: Public Art Benefits

away from home include live theater (23%), art galleries (21%), heritage or ethnic festivals (20%), and music concerts (19%).

This study underscores the importance of arts and culture as an effective product for tourism professionals to market their communities both domestically and internationally.

## Case Studies: New York City and Oregon

### ***New York City***

According to research conducted by New York-based organizations Alliance for the Arts and R.Dot, nonprofit and commercial arts activity generates \$17.7 billion annually for the Big Apple. In 2001, nonprofit arts in the city spent an estimated \$6.2 billion. This figure is the total of operating expenditures (\$4.85 billion); capital expenditures (\$.4 billion); and expenditures of people who came to New York City as art venue participants (\$.96 billion). These figures do not include spending by out-of-town visitors coming to the city to enjoy art activities and the ripple effect of their expenditures.

The commercial sector of the cultural industry adds \$11.5 billion annually to the nonprofit arts expenditures. Commercial art expenditures include art galleries and auction houses (\$.95 billion), commercial theatre (\$4.4 billion), and motion picture and television production (\$6.1 billion).

**Employment:** As of 2001, there were also more than 150,000 artists in the New York metropolitan area and more than 2,000 nonprofit cultural organizations citywide. Of this last number, 23% were in theater arts; 21% in music; 10% in dance; 14% in visual arts and museums; and 17% were multidisciplinary.

**Culture and Entertainment:** Furthermore, the arts are part of New Yorkers' lives: 49% attend musical performances, 43% visit museums and galleries, and 36% attend theaters both on and off-Broadway.

## TAHOE PUBLIC



The North Lake Tahoe Resort Association

CAPITAL INVESTMENT PROJECT/PROGRAM

Tahoe Public Art FUNDING APPLICATION

ATTACHMENT B: Public Art Benefits

## **Oregon**

More than 400 nonprofit arts organizations around the state of Oregon contributed \$100 million in direct spending and more than \$262 million in overall impact to the state's economy in fiscal 2000. Oregon's nonprofit arts sector grew by nearly 19% over the past three years and attracted more than 5.6 million people, making it a vibrant industry and major contributor to the cultural life of the state.

**Job growth:** Oregon's broad range of cultural activities has also supported rapid growth in such creative-services industries as advertising, public relations, website design, filmmaking, and commercial art ventures. The Shakespeare Festival brings more than \$32 million into Ashland's economy each year, and helps make the city an educational center.

**Community Support:** Although state funding for the arts is among the lowest in the nation, Oregon's private donors have increased their giving to the arts by 94% since 1997. In addition, Oregon's citizens donated more than 700,000 hours of volunteer time, and more than \$5.2 million of in-kind support to nonprofit arts groups in fiscal year 2000. A combination of public support and private funding is considered critical to sustain statewide cultural activity.

## **Economic Impact of Temporary Public Art**

**Chicago Cows on Parade:** This world-renowned temporary public art installation brought an estimated additional 2 million visitors to the city. During the three-month exhibit, these tourists spent approximately \$500 million on hotels, food, and sightseeing. One store in Chicago reported a \$40,000 profit over its weekly projections due to thousands of additional customers generated by the exhibit. Other retail shops, restaurants, and hotels reported a 20% increase in sales.

**New York City's Cow Parade:** The benefits to New York of the Cow Parade included a boost in tourism by 3-4 million visitors, generating an additional \$1 billion in revenues for local businesses. New York raised \$1,351,000 at the Charity Auction to support the work of dozens of New York-based charities. The average cow sold for \$18,250; the largest bid



## TAHOE PUBLIC



The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGAM  
Tahoe Public Art FUNDING APPLICATION  
ATTACHMENT B: Public Art Benefits

was for \$60,000.

**Cincinnati Pig Gig:** According to a University of Cincinnati study of the event's economic impact, approximately 968,000 people attended Greater Cincinnati's Big Pig Gig in 2001, 462,000 of whom were out-of-towners. These tourists spent \$59.4 million in area stores, restaurants, hotels, and gas stations- not a bad return on the \$1.2 million direct cost of the event. The study concluded that out-of-towners stayed an average of three days in Cincinnati, and spent \$130 per person.

According to *Arts & Economic Prosperity: The Economic Impact of Nonprofit Arts Organizations and Their Audiences*, a report compiled by Americans for the Arts, the U.S.'s nonprofit arts industry generated \$134 billion in economic activity during 2000, including \$53.2 billion in spending by nonprofit arts organizations and \$80.8 billion in event-related spending by arts audiences.

*Article By Project for Public Spaces (<http://www.pps.org/>)*

TAHOE PUBLIC



The North Lake Tahoe Resort Association

CAPITAL INVESTMENT PROJECT/PROGAM

Tahoe Public Art FUNDING APPLICATION

ATTACHMENT C: DETOURS and TPA In The Media

*The Weekly*, September 11-17, 2014<http://thetahoeweekly.com/2014/09/detour-public-art/><http://www.tahoedailytribune.com/northshore/11958728-113/art-tahoe-public-beach><http://hosteltahoe.com/aug-23-sept-3-detours-outdoor-art-exhibition-in-kings-beach/><http://www.tahoetopia.com/news/detours-public-art-exhibition-opens-kings-beach>

And they caught us in Tampa, FL!

[http://events.tbo.com/kings\\_beach\\_ca/events/show/371161106-detours-kings-beach-public-art-exhibit](http://events.tbo.com/kings_beach_ca/events/show/371161106-detours-kings-beach-public-art-exhibit)<http://yingsart.com/2014/08/detours-kings-beach-2014/><http://events.wkbn.com.eventful.com/truckee/events/detours-kings-beach-public-a-/E0-001-072944089-0@2014082408><http://www.newsreview.com/reno/detours/local/Calendar?oid=14107691><http://www.realestate-laketahoe.com/follow-signs-for-detours-public-art-in-kings-beach/><http://www.tahoeculture.com/art/north-shore-art-scene/detours-art-exhibit-in-kings-beach-aug-22-sept-30/>[http://events.austin360.com/kings\\_beach\\_ca/events/show/371161116-detours-kings-beach-public-art-exhibit](http://events.austin360.com/kings_beach_ca/events/show/371161116-detours-kings-beach-public-art-exhibit)

And in Miami, FL!

[http://events.miamiherald.com/kings\\_beach\\_ca/events/show/371161116-detours-kings-beach-public-art-exhibit](http://events.miamiherald.com/kings_beach_ca/events/show/371161116-detours-kings-beach-public-art-exhibit)

And St Louis, MO!

[http://events.stltoday.com/kings\\_beach\\_ca/events/show/371161116-detours-kings-beach-public-art-exhibit](http://events.stltoday.com/kings_beach_ca/events/show/371161116-detours-kings-beach-public-art-exhibit)

And Denver, CO!

[http://calendar.denverpost.com/kings\\_beach\\_ca/events/show/371161116-detours-kings-beach-public-art-exhibit](http://calendar.denverpost.com/kings_beach_ca/events/show/371161116-detours-kings-beach-public-art-exhibit)

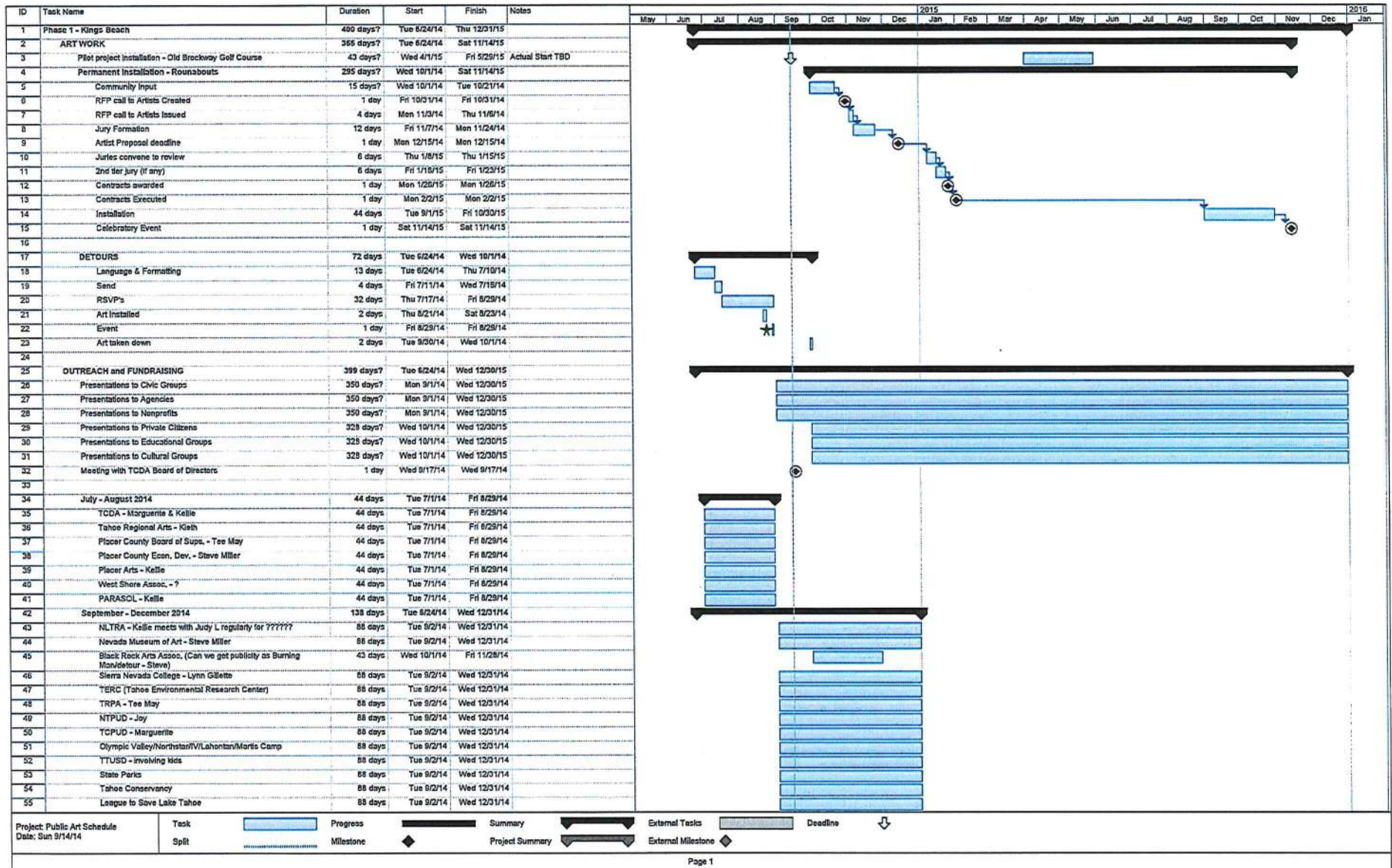
And Orange County, CA!

[http://events.ocregister.com/kings\\_beach\\_ca/events/show/371161116-detours-kings-beach-public-art-exhibit](http://events.ocregister.com/kings_beach_ca/events/show/371161116-detours-kings-beach-public-art-exhibit)

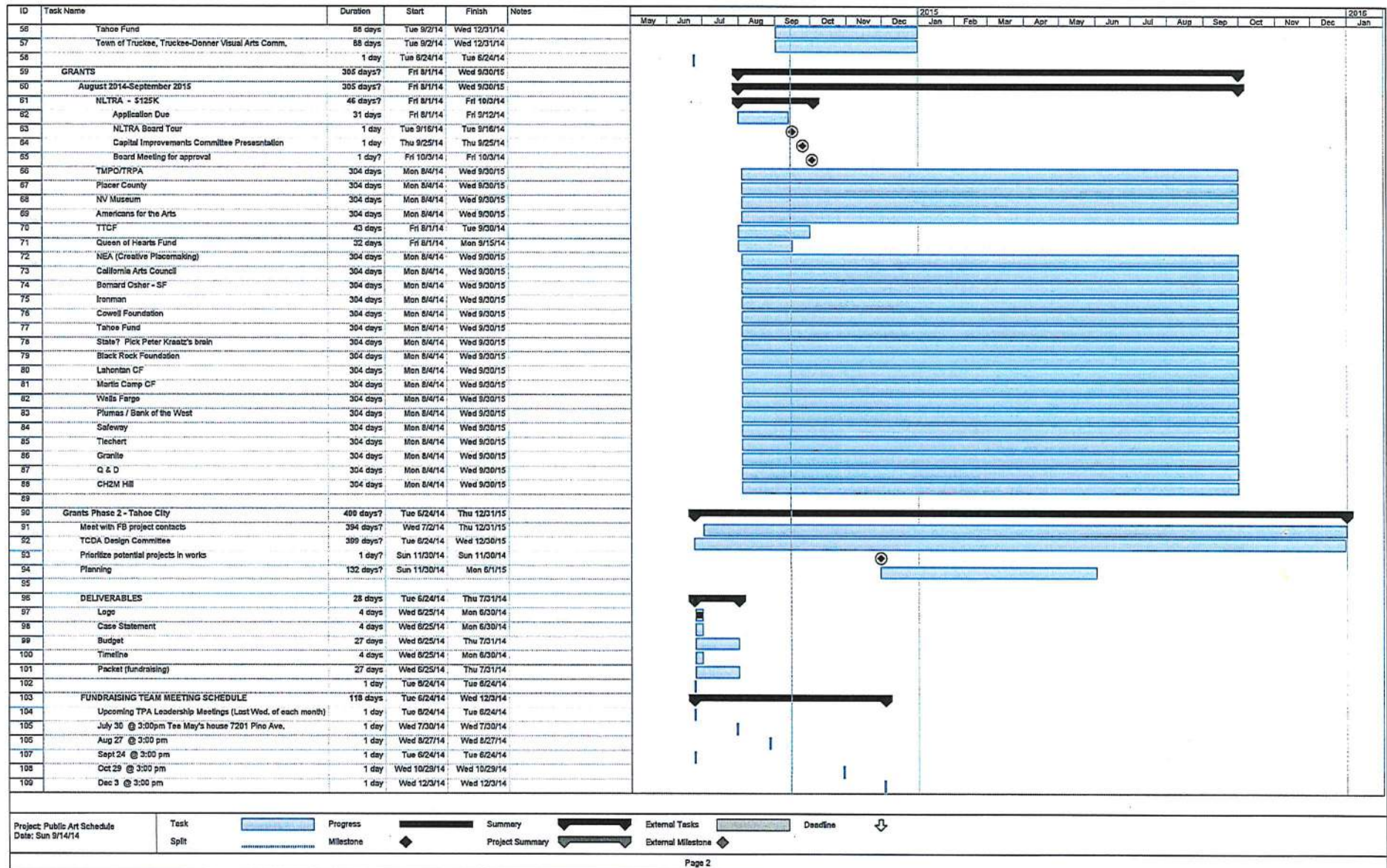
The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM  
Tahoe Public Art Funding Application  
ATTACHMENT D: Project Timeline

Task	Activities	Start	Finish
Phase 1 - Kings Beach		6/24/14	11/14/2015
	ART WORK	Tue 6/24/14	10/30/2015
	Pilot project installation - Old Brockway Golf Course	TBD	5/29/2015
	Permanent Installation - Roundabouts	By October 31, 2015	10/30/2015
	Community input	10/1/2015	10/21/2015
	RFP/Call to Artists created	10/31/2014	10/31/2014
			11/5/2014
	RFP/Call to Artists issued	11/5/2014 or earlier	or earlier
	Jury formation	11/5/2014	11/20/2014
	Artist proposal deadline	12/15/2014	12/15/2014
	Juries convene to review	1/8/2015	1/15/2015
	2nd tier jury (if any)	1/15/2015	1/22/2015
	Contracts awarded	1/26/2015	1/26/2015
	Signed contracts in	2/2/2015	2/2/2015
	Installation	9/1/2015	10/30/2015
	Celebratory event	11/14/2015	11/14/2015
DETOURS Kings Beach 2014		8/22/2014	9/30/2014
	Language and Formatting	6/24/2014	7/10/14
	Send	7/11/2014	7/16/2014
	RSVP's	7/17/14	7/29/2014
	Art installed	8/21/14	8/23/2014
	Event	8/29/2014	8/29/2014
	Art taken down	9/30/2014	10/1/2014
OUTREACH and FUNDRAISING		Ongoing	Ongoing
	Presentations to civic groups	Sep-14	Ongoing
	Presentations to agencies	Sep-14	Ongoing
	Presentations to nonprofits	Sep-14	Ongoing
	Presentations to private citizens	Oct-14	Ongoing
	Presentations to educational groups	Oct-14	Ongoing
	Presentations to cultural groups	Oct-14	Ongoing
	Meeting with TCDA Board of Directors	Sep-14	9/17/2014
GRANTS		May 1, 2014 (ongoing)	Ongoing
Phase 2 - Tahoe City			7/1/2014
	Meet with FB project contacts	7/1/2014 and ongoing	and ongoing
	TCDA Design Committee	Ongoing	Ongoing
	Prioritize potential projects in works	11/30/2014	11/30/2014
	Planning	11/30/2014	6/1/2015











## TAHOE PROSPERITY CENTER

September 19, 2014

North Lake Tahoe Resort Association  
100 North Lake Blvd.  
Tahoe City, CA 96145

Dear Board,

The Tahoe Prosperity Center board of directors would like to express our support for the Tahoe Public Art program. In the 2010 Lake Tahoe Basin Prosperity Plan, the following were specific references to the positive impact art has in our communities as a quality of life asset and we hope you will consider funding the Tahoe Public Art program.

The Prosperity Plan, Page 56:

1. Enhance the Visitor Experience. Focus on and connect geo-tourism, recreation, sports, health and wellness, Eco-tourism, educational experiences, volunteer opportunities, food/culinary tourism, **arts and culture** and other events that align with all these.

The Prosperity Plan, Page 56:

### CLUSTER INITIATIVE 1: ENHANCE THE VISITOR EXPERIENCE

The central thrust of this initiative is to create a vision plan for a "world class" destination and to ensure that visitor experiences are "authentic" to Lake Tahoe, connect to the geographic setting and are environmentally sustainable in every way—"high touch and low impact." The cluster should be host to the "Tahoe Experience," which may include geo-tourism, recreation, sports (training camps and facilities, youth and masters sports and tournaments), health and wellness, eco-tourism, educational experiences, volunteer opportunities ("volun-tourism"), food/culinary tourism, and **diverse arts and culture venues and events**.

The Prosperity Plan, page 56:

A variety of specific ideas for enhancing the visitor experience and marketing were expressed in the cluster workgroup meetings. Ideas such as outings featuring heritage wildlife; volunteer projects to enhance sensitive ecosystems; coordinating and promoting Tahoe as the "summer music center;" creating local food, **wine and art-related events; programs on Native American culture and history;** dance and sports events; and festival and geo-touristic activities can all be explored in terms of bolstering the visitor experience.

We greatly appreciate your partnership with the Tahoe Prosperity Center as we work to improve the overall economic picture for the Lake Tahoe Basin. Arts and Culture are clearly a part of the overall mission to improve our communities and we hope you will consider supporting the Tahoe Public Art program, among other economic-driver initiatives. Thank you for your consideration.

Heidi Hill Drum  
Executive Director

Sandy Evans Hall  
Chair, TPC Board of Directors





## Tahoe Public Art FUNDING APPLICATION ADDENDUM

September 2014

The information below provides additional detail corresponding to the noted sections of the application. It adds to the application and does not replace it.

### PROJECT INFORMATION

#### 2. Brief description of project/program:

Tahoe Public Art (TPA) is a consortium of TTCF, NTBA, TCDA and NTA, and as such is an ongoing and multi-community-driven collaborative program that will place public art in locations beginning in Kings Beach (Phase One) and Tahoe City (Phase Two). This NLTRA Capital Investment Project funding request is for partial funding of Phases One and Two. In both phases, Art and locations will be designed to get people out of cars and onto feet, bicycles, and for some, wheelchairs, to experience and interact with the Tahoe Basin environment through interpretive art pieces. We are requesting funds as we are finalizing details and thinking ahead to the 2015-16 time period, to ensure we have prepared ourselves for the work in the immediate future. Although some details may undergo refinement as we move along, the core phase plans will remain as they are described here.

### FINANCIAL INFORMATION

3. **Identify other funding from secured sources:** Please see budget, attachment 1. Please note that we have pending grant requests to multiple grantors both because of the timing of grant cycles, and because the TPA program did not previously have staffing to pursue earlier opportunities. Moving forward, we will pursue more grant opportunities as their cycles appear.

4. **What is the source of maintenance funding?** Maintenance funding is built into each TPA project's budget; the anticipated source for any additional funding is consistent ongoing fundraising.

6. **How will project cost overruns or operating cost shortfalls be funded?** Project cost overruns will be avoided through careful wording of contracts with the artist for each project. In the event overruns or shortfalls arise, their cost will be addressed by the consortium partners equally in the short term, and in the long term addressed through ongoing fundraising efforts.

### QUALIFICATIONS OF PROJECT SPONSOR

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

The Tahoe Public Art Program Coordinator, Marguerite Sprague, produced the popular "Saddle Time" bicycle-based public art exhibit to coincide with the Amgen bicycle event in North Lake Tahoe, as well as the national award-winning "Ursus Among Us" black bear exhibit at Tahoe City's Gatekeeper's Museum. The TPA Executive Committee Chair, Steve Miller, is affiliated with the Nevada Museum of Art and most recently, he and his wife were lead sponsors of the "Late Harvest" exhibit examining the relationship between humans and the environment. TPA's fundraising consultant, Theresa May Duggan has successfully raised funds for multiple community projects, and most recently led the \$2.2 million capital campaign for Community House. Community House is a partnership with Placer County, NLTRA and the Tahoe Truckee Community Foundation.

## **ECONOMIC IMPACT OF PROJECT**

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

Sculpture placed in close proximity to the multiuse lakeside trail will encourage walking and biking experiences, getting people out of their cars to further connect with the region. The presence of public art will inspire visitors to look more closely at North Tahoe—using multiple perspectives—and may even move them to make a personal commitment to the region, through behavior, repeat visits or even creating art of their own.

This art will not only be beautiful—and beautify the surrounding area—but will reach people through multiple modes (visual, interpretation and audio via app, possibly tactile as well), and stay with them emotionally, prompting their further interest and return to the area. With the smartphone app, people will be able to access the art information once they have returned home, enabling them to share their experiences with people out of the area and pique others' interest in visitation. Because the app will *augment* the experience but *cannot* replace it (just as you cannot experience Chicago by looking at a picture of "the Picasso"), it will encourage visitation, not replace it.

## **COMMUNITY IMPACT**

**2. What region-wide tourism benefits will be created?** Quality public art draws public attention and changes how people view the area in which it sits. As example, it is difficult to see the Eiffel Tower without thinking of Paris. People travel to experience it, and once there, often stop to shop or grab a coffee or bite to eat, to savor the atmosphere of an area enhanced by the presence of public art. Because the first two phases of TPA will bring public art to both the Kings Beach and Tahoe City areas, visitors will be drawn to the entire North Shore. With careful selection of art to ensure beauty and interpretation of our specific region, and the encouragement of including functional technological components such as WiFi hotspots and/or solar cells to power lighting and more, these art pieces will intrigue and attract attention. They will become a reason to come to the North Shore specifically when visiting the lake region because the North Shore will be the only area on the lake with such unique art. The art experience itself will be free, which makes it attractive to more people, especially families, while the surrounding businesses will be at the ready to provide visitor services. As the atmosphere of the area improves by the addition of public art, visitors will be inclined to linger to absorb and enjoy the creative and inspirational feeling of the North Shore. The art will be accessible to people of all ages, backgrounds and abilities, which will make the North Shore more inviting to visitors as well. Public art will further enhance the presence of amenities such as the new theatre in Tahoe City, music performances in Kings Beach and Tahoe City, art activities across the North Shore and more. TPA is currently in discussion with both Squaw Valley and Northstar to plan for program expansion into these resort communities. (Please see Attachment 3 Public Art Benefits)

TPA will develop and maintain a smartphone application or "App" that visitors can use to follow the Art Trail. This App will have artist narrations as well as site-specific information where applicable. TPA intends to have the app interact/link with other apps, such as the TART "next bus" schedule, to promote public transportation for art viewers across the North Shore. It could also be leveraged to deliver local business informational messages.

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

Restaurants will be among those who receive the greatest benefit because as people explore the art, they will remain in the area for mealtimes and possibly for overnight stays as well. Retailers along the "Public Art Trail" will benefit from increased numbers of people walking and riding bikes, allowing time to linger at retail stores and shop. The relative flatness of the art trail will further encourage an art trail outing for families, benefitting local bicycle rental shops: All property owners should anticipate an increase in property values as described in Attachment 3 of this application.



## **NORTH LAKE TAHOE TOURISM MASTER PLAN**

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

The Tourism Master Plan discusses and recommends increasing and diversifying tourism in the Lake Tahoe basin. The Tahoe Public Art program (TPA) will introduce compelling art that relates specifically to the Tahoe Basin, creating a diversified tourism base that will draw artists and art enthusiasts/appreciators to North Lake Tahoe specifically, thus helping to both increase and diversify our tourism base. Because a public art tourism economy is not weather- or season-dependent--the art makes an impact in all weather conditions--the economic benefits are sustainable throughout the year, even during "shoulder seasons." The size and significance of some public art installations will mean that the artists themselves will bring support teams for the installations.

By creating annual/semi-annual temporary art installations, artists, support teams, family, friends, as well as tourists and residents will help to create an opportunity for local businesses to capitalize on this new segment of tourism. The art pieces will also draw day visitors on an ongoing basis to view art installations and keep them coming back as new temporary installations are rotated. The surrounding topography of the Tahoe Basin can make it challenging for many people to directly experience the beauty of the region. The elderly, people with mobility issues and families with small children are often looking for additional ways to connect with our beautiful region. The public art trail will provide a wonderful and unique experience that will be especially attractive to this audience.

Tahoe Public Art speaks directly to elements of the NLTRA mission, notably to promote tourism and benefit businesses through efforts that enhance the environmental, recreational and cultural climate of the area.

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

### **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 for necessary "gap" funding
- **TOT request necessary to leverage additional funding**
- **Project request effect on geographic distribution of capital investment funds:**  
Tahoe Public Art's program target area encompasses the entire North Shore region.

We developed and launched the TPA website—[www.tahoepublicart.org](http://www.tahoepublicart.org)—complete with a donation page and have received donations through this facility since it launched. We are holding intimate informational gatherings for interested donors this fall and winter, and are seeing interest in our outreach efforts to members of art communities locally and in Reno, NV and Los Angeles, CA. As we build our outreach and fundraising effort, we anticipate increasing interest and support.

# ATTACHMENT A: Tahoe Public Art Project Budget Update

North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGRAM

REVENUE	Project Budget	2013-2014	2015	2016	TOTAL NLTRA	NOTES
<b>Contributions</b>						
Revenue from direct contributions:						
Individual/small business contributions	\$32,000	\$8,000	\$12,000	\$12,000		Local sponsors currently in conversation include Mtn Forge, Village Interiors and more; others will be contacted within next month and beyond.
Corporate contributions	\$15,500	\$1,500	\$7,000	\$7,000		Local sponsors currently in conversation include Plumas Bank; others will be contacted within next month and beyond.
<b>Donated goods &amp; services revenue:</b>						
Donated professional services-GAAP	\$11,000	\$4,000	\$6,000	\$1,000		Includes some graphic arts development; web development; partial app development
Gifts in kind - goods and services	\$9,000	\$4,000	\$3,000	\$2,000		Includes catering
Corporate/business grants	\$26,000	\$0	\$15,000	\$11,000		
Foundation/trust grants	\$171,000	\$0	\$125,000	\$46,000		Grants currently applied to include TTCF fund (Q of
Nonprofit organization grants	\$201,000	\$1,000	\$125,000	\$75,000	\$200,000	Grants to be applied to include: TC Rotary, Kiwanis
NLTRA/Placer County RECEIVED: thank you!	\$25,000	\$25,000			\$25,000	Thank You!
<b>Revenue from indirect contributions:</b>						
Affiliated organizations contributions	\$14,500	\$7,500	\$7,000	\$0		NTA 100% participation; NTBA and TCDA boards in process
Revenue from government grants:	\$20,000	\$0	\$20,000			To be applied to includes NEA (ArtWorks), CA Arts Council, etc.
<b>Total Contributions/Support</b>	<b>\$525,000</b>	<b>\$51,000</b>	<b>\$320,000</b>	<b>\$154,000</b>	<b>\$225,000</b>	
EXPENSES	Project Budget	2013-2014	2015	2016	TOTAL NLTRA	NOTES
<b>Expenses</b>						
KB Roundabout Art - individuals x 2	\$275,000	\$15,000	\$260,000	\$0	\$145,000	Includes all labor and materials for art construction and installation
Art Placement: Visitors' Center	\$20,000	\$0	\$0	\$20,000	\$20,000	Includes all labor and materials for art construction and installation
Permanent installation Maintenance	\$2,500	\$0	\$0	\$2,500		Maintenance to be performed by Placer County under existing agreements

## ATTACHMENT A: Tahoe Public Art Project Budget Update

North Lake Tahoe Resort Association CAPITAL INVESTMENT PROJECT/PROGRAM

REVENUE	Project Budget	2013-2014	2015	2016	TOTAL NLTRA	NOTES
Trail Maps, Wayfinding Signs, Marketing, App, WiFi at Roundabouts	\$30,000	\$0	\$10,000	\$20,000	\$25,000	App: includes development and production; trail map includes design and production (both online and limited hardcopy); <b>Wayfinding signs</b> includes design and production for inclusion in forthcoming area signage; <b>Wifi</b> at roundabouts includes hardware and system support required to make roundabout sculpture a WiFi "hotspot" for visitors and residents.
Marketing/PR	\$4,000		\$2,000	\$2,000		
Salaries & wages - other	\$75,000	\$25,000	\$25,000	\$25,000		This includes program coordination and bookkeeping. NOTE: CANNOT INCLUDE GRANTWRITING! Includes website fees, graphics work, photography, etc.
Professional fees - Website, Social Media, Graphic Design	\$3,000		\$2,000	\$1,000		
Donated professional services - GAAP	-\$25,000	-\$10,000	-\$11,000	-\$4,000		
<b>Other expenses</b>						
Supplies	\$2,000		\$1,000	\$1,000		Misc hardware for art installation and maintenance
Donated materials & supplies	-\$10,000	-\$2,500	-\$5,000	-\$2,500		
Postage & shipping	\$4,000		\$2,000	\$2,000		
Printing & copying	\$15,000	\$2,500	\$5,500	\$7,000		
Insurance - non-employee related	\$12,500		\$2,500	\$10,000		
Reserve for TTCF TPA Fund "seed funding"	\$10,000	\$10,000			\$10,000	
Reserve for Tahoe City (Phase II) Public Art	\$55,000			\$55,000	\$25,000	
Contingency	\$30,000		\$15,000	\$15,000		
<b>Total expenses</b>	<b>\$525,000</b>	<b>\$51,000</b>	<b>\$320,000</b>	<b>\$154,000</b>	<b>\$225,000</b>	

The North Lake Tahoe Resort Association  
CAPITAL INVESTMENT PROJECT/PROGRAM  
Tahoe Public Art Funding Application  
ATTACHMENT D: Project Timeline

Task	Activities	Start	Finish
Phase 1 - Kings Beach		6/24/14	11/14/2015
	ART WORK	Tue 6/24/14	10/30/2015
	Pilot project installation - Old Brockway Golf Course	TBD	5/29/2015
	Permanent Installation - Roundabouts	By October 31, 2015	10/30/2015
	Community input	10/1/2015	10/21/2015
	RFP/Call to Artists created	10/31/2014	10/31/2014
			11/5/2014
	RFP/Call to Artists issued	11/5/2014 or earlier	or earlier
	Jury formation	11/5/2014	11/20/2014
	Artist proposal deadline	12/15/2014	12/15/2014
	Juries convene to review	1/8/2015	1/15/2015
	2nd tier jury (if any)	1/15/2015	1/22/2015
	Contracts awarded	1/26/2015	1/26/2015
	Signed contracts in	2/2/2015	2/2/2015
	Installation	9/1/2015	10/30/2015
	Celebratory event	11/14/2015	11/14/2015
DETOURS Kings Beach 2014		8/22/2014	9/30/2014
	Language and Formatting	6/24/2014	7/10/14
	Send	7/11/2014	7/16/2014
	RSVP's	7/17/14	7/29/2014
	Art installed	8/21/14	8/23/2014
	Event	8/29/2014	8/29/2014
	Art taken down	9/30/2014	10/1/2014
OUTREACH and FUNDRAISING		Ongoing	Ongoing
	Presentations to civic groups	Sep-14	Ongoing
	Presentations to agencies	Sep-14	Ongoing
	Presentations to nonprofits	Sep-14	Ongoing
	Presentations to private citizens	Oct-14	Ongoing
	Presentations to educational groups	Oct-14	Ongoing
	Presentations to cultural groups	Oct-14	Ongoing
	Meeting with TCDA Board of Directors	Sep-14	9/17/2014
GRANTS		May 1, 2014 (ongoing)	Ongoing
Phase 2 - Tahoe City			7/1/2014
	Meet with FB project contacts	7/1/2014 and ongoing	and ongoing
	TCDA Design Committee	Ongoing	Ongoing
	Prioritize potential projects in works	11/30/2014	11/30/2014
	Planning	11/30/2014	6/1/2015



## **Board Retreat – June 24, 2015**

### **Cards on Sticky Wall Exercise**

#### **Increase funding**

- 30% more TOT Cert's
- T.B.I.D. in place to marketing destination visitors
- Increased funding for marketing, tourism development, staff and events (TBID)
- Budget and competitive set
- Up and expand funding additional funding sources
- Additional funding sources

#### **Information Distribution**

- Up Inf. visitors to a broader target audience
- Mobile visitor center
- Increase promotion at entry portals
- Transit info Co-Op effects

#### **Community Engagement**

- Community engagement
- Improve interactions
- Know who the NLTRA/BOD are
- Staff informing Community who the NLTRA is and what they are doing within the community
- Communication

#### **County Relationship**

- Improve County relationship or restructure
- Board understanding of Placer County relationship
- Accountability
- Re-brand and change organization structure to better deal with County oversight
- TOT being flexible to needs
- Do what it does well, not what others are already doing or can do

#### **Destination Visitor Strategy**

- Up International destination visitors
- Formalize PTVR strategy
- Regional cooperation among promotion partners
- Lakeside marketing J.P.A., one greater whole
- Improve international travel

- Increase direct air service (East)
- 20% more lift Reno/Tahoe

#### **Marketing strategy**

- Address diverse demand source and seasonal strategies
- Improve market research
- Climate change strategy
- Adapt to climate change via diversified activities
- Destination vs Bay Area
- Re-evaluate marketing strategy
- Life style branding
- Too many events?

#### **Transit Vision**

- Transit triangle leadership
- Transit vision in place and increased TOT
- Completed transit vision new technologies deployed
- Free and frequent, every 20 mins in the triangle

#### **Tourism Infrastructure**

- Improve tourist infrastructure
- NLT has 200 new lodging units – environment redevelopment partner (NLTRA)
- Regional trail system is completed!
- Wayfinding signage completed!
- High altitude H.P.S. training center
- Push trail and transit



## 2015-2020 Strategic Goals

### Marketing, Sales and Visitor Information

**By 2020, we will have Increased Destination Visitors Year Round to North Lake Tahoe by 10% in Summer and Winter over summer and winter of 2014/15.**

(2014 summer had 19% visitors travel by air, winter had 30% air travelers – California and out of state)

Board suggestions for consideration:

- Create a Lakewide Marketing J.P.A. or formalized effort – ie: Ski Lake Tahoe (Visit Lake Tahoe website, International visitor promotion and broad domestic efforts are currently coordinated jointly)
- Improve International travel by 5% (Currently 8% of summer visitors)
- Increase direct air service, particularly from the East Coast with 15% - 20% more passengers into Reno Tahoe airport (\$3,212,373 passengers used the RTIA in 2014 compared to 5,226,131 in 2005 – a decrease of 38.5% in 10 years)
- Evaluate marketing spend between Bay Area and Destination

Possible Metrics:

- Increase travelers arriving by air (Intercept research, airport D & O data)
- Increase occupancy in mid-week periods (Lodging Barometer, Daily Occupancy Report with Destimetrics)
- Increase length of stay and Average Daily Rate (ADR) (Intercept research, Destimetrics)

**By 2020, we will have Increased Visitor Information Distribution via collateral and technology to a Broader Audience by 20% over 2014-15.** (Currently, 100,000 Visitor Guides, 355K mobile visits in 2013)

Board suggestions for consideration:

- Streamline messaging through greater regional cooperation
- Advertise in key portal areas such as airports, I-80, SW Spirit Magazine with other Lake Tahoe/Truckee partners
- Develop a mobile visitor center to travel to events

Possible Metrics:

- Collateral Material - #of guides, maps, visitors touched
- Mobile/website viewers
- Additional viewers via regional partners
- Impressions through portal advertising
- Net Promoter Scores by all partners
- Visitors to centers (Incline, Auburn, Tahoe City)

- Social Engagement

**By 2020, we will have developed and implemented Marketing Strategies to Address Long Term Changes in Consumer Demographics (Millennial Generation) and Climate Change (Winter Activities).**

Board suggestions for consideration:

- Promotion of diversified activities to respond to climate change, specifically in Winter
- Create a Millennial strategy to attract larger numbers of this age group to the destination
- Improve market research and leverage other partners' research
- Have strong competitive analysis of targeted resort destinations
- Re-evaluate Bay Area vs. Destination marketing strategy
- Develop Lifestyle Branding
- Evaluate number and type of events with brand alignment as well as impacts to community

Possible Metrics:

- Winter visitation, skier days (Ski Areas)
- Average age of visitors (Intercept research)

## **Transportation and Capital Investments**

**By 2020, we will have taken a leadership role to Identify and Establish Funding and Implement the Transit Vision.**

Board suggestions for consideration:

- Possibly increase sales tax and or TOT as well as identify other funding partners
- Deploy new technologies to make transit easier to navigate
- Work towards Free and Frequent every 20 minutes in the Triangle

Possible Metrics:

- Successful ballot issue for increase of .5% sales tax for all of Placer County for transportation
- Private Partners funding commitments in writing
- Grant applications for transit related projects
- Funding plan for completion of Transit Vision

**By 2020, we will have Improved Tourist –Serving Infrastructure to include New or Remodeled Lodging units at the Lake Shore (200), Way Finding signs on all major roads systems (80), and Additional Miles of Class 1 Trails (10).**

Board suggestions for consideration:

- Advocate for 200 new lodging units at the lake shore – be the environmental redevelopment partner in the basin
- Support completion of the regional trail system
- Coordinate acceptable standards and provide funding to complete the way finding signage program
- Benchmark and research the feasibility of a High Altitude Human Powered Sports Training Center



- Market and promote the Transit and Trails

Possible Metrics:

- Miles of trails completed or in progress
- Number of new or redeveloped lodging units at the Lake Shore built or in progress
- Number of way finding signs installed

## **Organization Capacity**

**By 2020, we will have increased Community Engagement with our organization through Presentations, Communication, Membership Growth and Retention, and Program Participation by 20% over 2014/15.**

Board suggestions for consideration:

- NLTRA staff regularly inform the community about the organization
- Develop clear communication about who we are
- Identify opportunities and strategies for engagement from diverse sectors
- Increase open rates on email communications

Possible Metrics:

- Increase in volunteers
- More members running for board election and applying for committee positions
- Number of FlashVote participants in North Lake Tahoe region
- Number of votes cast in Board elections
- Number of members
- Number of presentations
- Open rates for email communications

**By 2020, we will have an improved Relationship with Placer County.**

Board suggestions for consideration:

- Provide opportunity for better NLTRA board understanding of roles and responsibilities
- Have better and more frequent communication
- Have better NLTRA accountability through administrative procedures that comply with the contract
- Possibly rebrand and change the organization structure to focus on strengths that complement those of the County for greater regional accomplishment and success
- Continue to ensure that TOT has the flexibility of use that it has had over the past 20 years

Possible Metrics:

- Contract compliance at acceptable levels
- Contract completion by start of Fiscal Year
- Regular meetings with Board of Supervisors and CEO staff

**By 2020, NLTRA will have Increased and Expanded TOT and non-TOT funding by \$3,000,000 over 2014/15.**

Board suggestions for consideration:

- Through consistent auditing and redevelopment, increase TOT certificates by 30%
- Create a T.B.I.D. to augment existing TOT marketing funding to increase destination visitors

- Use increased funding for tourism development, staff and events
- Increase marketing budget to be more in line with competition for marketing
- Provide funding for trail and transit development and maintenance of capital improvements

Possible Metrics:

- Dollars generated in all current non-TOT activities to include Chamber programs, sponsorships and membership, Visitor Center retail and sponsorships, group commissions, event sponsorships
- Successful sales tax ballot issue in 2016, generating \$1M to E. Placer County for use on transit, trails, and roads
- Successful coordination of Tourism Business Improvement District to augment County TOT contribution to marketing
- Coordinate funding from partners to support the implementation of the Transit Vision
- Successful TOT increase or other funding alternative to complete the implementation of the Transit Vision and assist with the building and maintenance of the class 1 trail system

## CH 6 | Action Plan

## OVERVIEW

To the North Tahoe Tourism Master Plan over the next 12 years will require the efforts of many agencies and partners in the region. And, while the investment of TOT is recommended for the following priorities, other funding sources will also be necessary. The following is a long range (8 year) plan to identify potential partners, stakeholders, and funding sources that may be utilized as well as short term and long term objectives.

## TIER 1 PRIORITIES

## TRANSPORTATION

Tier 1 Priorities	Stakeholders	Estimated Costs/Costs to Consider	Potential Alternative Funding	Action Plan/Time Line
Transit Vision	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>Placer County</li> </ul>	\$2,000,000 – \$2,500,000 Annually	<ul style="list-style-type: none"> <li>.5 cent Placer Sales Tax</li> <li>Ski Areas</li> <li>Town of Truckee</li> </ul>	<b>Short Term Objectives</b> <ul style="list-style-type: none"> <li>2016 – Sales Tax ballot</li> <li>2017/18 – TOT or other</li> </ul>

	<ul style="list-style-type: none"> <li>• TART</li> <li>• NLTRA</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• TNT-TMA</li> <li>• Town of Truckee</li> <li>• Washoe County/Incline Village</li> <li>• TTD</li> <li>• TRPA</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• IVCBVB</li> </ul>		<ul style="list-style-type: none"> <li>• Washoe County</li> <li>• E. Placer additional TOT</li> <li>• State and Federal funding/grants</li> </ul>	<p>funding source</p> <ul style="list-style-type: none"> <li>• Work with Ski Areas and other jurisdictions to determine contribution and mechanism</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Reduce headways during peak traffic times to 15 minutes</li> <li>• Address residential areas with shuttle or park &amp; ride</li> <li>• Develop HOV lanes in key high traffic areas</li> </ul>
--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	---------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## VISITOR FACILITIES

Tier 1 Priorities	Stakeholders	Estimated Costs/Costs to Consider	Potential Alternative Funding	Action Plan/Time Line
Trail Systems: Class 1 Trails Mountain Bike Trails Nordic Trails Bicycle Signage and Amenities Trail Maintenance Snow Removal	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Placer County</li> <li>• TCPUD</li> <li>• NTPUD</li> <li>• Squaw Valley PSD</li> <li>• Northstar CSD</li> <li>• Donner Summit PUD</li> </ul> <p><b>Partnering Agencies/Organizations</b></p>	\$51,650,000 for trail construction – 28 miles \$40K Annually for Signage and Amenities \$500K Annually for trail Maintenance	<ul style="list-style-type: none"> <li>• .5 cent Placer Sales Tax</li> <li>• Federal, State, and Local Grants</li> <li>• Recreation Districts</li> <li>• E. Placer additional TOT</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2016 – Develop Master Plan for Trail Development and Maintenance to determine funding needs</li> <li>• 2016 – Sales Tax Ballot</li> <li>• 2016 – Work with stakeholders to identify grant funding</li> </ul>



	<ul style="list-style-type: none"> <li>• TTD</li> <li>• NLTRA</li> <li>• Tahoe Bicycle Coalitions</li> <li>• TRPA</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Local Bike Shops</li> <li>• User Groups</li> </ul>			<p>possibilities</p> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Convene User Groups and Bike Shops to determine trail amenity and signage needs</li> <li>• Work with trail User Groups and lead agencies to complete connections and mapping of Mountain Bike trail systems</li> <li>• Identify the sections of trail that merit snow removal</li> </ul>
<b>VISITOR INFORMATION</b>				
<b>Tier 1 Priorities</b>	<b>Stakeholders</b>	<b>Estimated Costs/Costs to Consider</b>	<b>Potential Alternative Funding</b>	<b>Action Plan/Time Line</b>
<p>Implement Visitor Guide Technology:</p> <ul style="list-style-type: none"> <li>• Website</li> <li>• Apps</li> <li>• Business Training</li> <li>• Social Media</li> </ul>	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• North Lake Tahoe Marketing Cooperative</li> <li>• Visitor Information Centers</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• North Tahoe Business</li> </ul>	\$200K - \$300K Annually	<ul style="list-style-type: none"> <li>• Partner Agency contributions</li> <li>• Business sponsorships</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2015 – Complete new web format for easier consumer navigation</li> <li>• 2016 – Work with local tourism leaders in hospitality training to develop a training program for local businesses, training to start summer 2016</li> </ul>

	<ul style="list-style-type: none"> <li>Association</li> <li>Tahoe City Downtown Association</li> <li>West Shore Business Association</li> <li>Squaw Valley Business</li> <li>Northstar Business</li> <li>Incline Village Business Association</li> <li>Truckee Donner Chamber of Commerce</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Businesses</li> <li>Lodging Properties</li> </ul>			<ul style="list-style-type: none"> <li>2015-16 – Work with PR/Social Media agency to increase engagement of visitors in market</li> <li>2016 – Investigate technological ways to provide guide information</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>Remain at the cutting edge of technological changes impacting how consumers get their information for travel</li> <li>Conduct Intercept Research and Focus Group Research to understand changes in consumer travel behaviors</li> <li>Support all efforts to improve broadband and cellular access to all parts of North Lake Tahoe</li> </ul>
<b>MARKETING + SALES</b>				
<b>Tier 1 Priorities</b>	<b>Stakeholders</b>	<b>Estimated Costs/Costs to Consider</b>	<b>Potential Alternative Funding</b>	<b>Action Plan/Time Line</b>

<p>Increase domestic and international destination visitors traveling from longer distances:</p> <ul style="list-style-type: none"> <li>• Increase visitor length of stay</li> <li>• Increase average visitor per person spend</li> <li>• Integrate priority marketing themes of health and outdoor recreation followed by relaxation and rejuvenation into all messaging</li> </ul>	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• North Lake Tahoe Marketing Cooperative</li> <li>• Regional Air Service Corporation (RASC)</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Reno Tahoe Visitor Authority</li> <li>• Reno Tahoe International Airport</li> <li>• Ski Lake Tahoe</li> <li>• Sierra Ski Marketing Council</li> <li>• Visit California</li> <li>• International Tour &amp; Travel Operators</li> <li>• South Lake Tahoe Visitors Authority</li> <li>• High Sierra Visitor Council</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• Lodging Properties</li> <li>• Businesses</li> <li>• Attractions</li> </ul>	<p>\$1,500,000 - \$2,500,000 Annually</p>	<ul style="list-style-type: none"> <li>• E. Placer additional TOT</li> <li>• TBID – Tourism Business Improvement District</li> <li>• Expand Cooperative partnership funding</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2015/16 – Work with existing marketing budget to identify strategies that will grow length of stay and visitor spend</li> <li>• 2016 – Convene Lodging representatives and ski areas to identify strategies to attract more destination visitors to North Lake Tahoe and desired funding levels to be competitive with mountain resorts in the West</li> <li>• 2016/17 – In partnership with RASC, continue to identify key air service markets and support with funding</li> <li>• 2017 – Determine preferred alternative funding mechanism with stakeholders and take next steps to implement</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Increase direct flight options, both</li> </ul>
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

				<p>domestically and internationally into Reno and Sacramento Airports</p> <ul style="list-style-type: none"> <li>• Solicit group business from broader markets during shoulder seasons</li> <li>• Work with new emerging international markets such as China and Brazil to attract visitation</li> <li>• Help local businesses to better understand cultural and language differences of foreign visitors</li> <li>• Continue to recruit and host large national and international events that focus on outdoor recreation and "Human Powered Sports"</li> </ul>
--	--	--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## TIER 2 PRIORITIES

### TRANSPORTATION



Tier 2 Priorities	Stakeholders	Estimated Costs/Costs to Consider	Potential Alternative Funding	Action Plan/Time Line
Create point-to-point bus shuttles to key destinations: Beaches Town Centers Trailheads Parks Ski Areas	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• TTD</li> <li>• TNT-TMA</li> <li>• Placer County</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• Business Associations</li> <li>• TRPA</li> <li>• USFS</li> <li>• Town of Truckee</li> <li>• IVCBVB</li> <li>• Washoe County</li> <li>• Truckee Tahoe Airport District</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• Lodging Properties</li> </ul>	\$40K annually for each individual shuttle service with one bus each	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Partner Agency Funding</li> <li>• Private Business Contributions</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2015/16 - Research feasibility of point-to-point shuttles in the summer</li> <li>• 2015/16 - Research feasibility of adding other ski areas to existing winter ski shuttle</li> <li>• 2016 – Initiate shuttle service based on budget and feasibility</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Reduce traffic congestion through available shuttle systems</li> <li>• Work with TTD to create the basin connector and cross lake ferry to get people to places of interest without personal automobile</li> <li>• Explore additional park and ride lots that work with the basin connector</li> <li>• Provide incentives to</li> </ul>

				use the shuttle systems <ul style="list-style-type: none"> <li>• Create a shuttle system that is an experience ie: Duck Tours</li> </ul>
Invest in sidewalks to increase safety and convenience as well as improved visitor experience of walking in commercial core areas, town centers and neighborhoods	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• Placer County</li> <li>• TCPUD</li> <li>• NTPUD</li> </ul> <b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• Business Associations</li> </ul> <b>Private Organizations/Entities</b> <ul style="list-style-type: none"> <li>• Businesses</li> </ul>	\$1,200,000 per mile of new construction, \$10K per mile annual maintenance	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Public Agency Funding</li> <li>• Infrastructure District</li> <li>• Business Assessment District</li> </ul>	<b>Short Term Objectives</b> <ul style="list-style-type: none"> <li>• 2015/16 - Identify priority areas to develop additional sidewalks in commercial core areas and neighborhoods</li> <li>• 2015/16 - Identify specific trails or sidewalks for winter snow clearing</li> <li>• 2015/16 – Identify priorities for potential rest areas, bench seating, restrooms, and evening lighting</li> </ul> <b>Long Term Objectives</b> <ul style="list-style-type: none"> <li>• Initiate sidewalk improvements as determined above providing TOT budget availability and alternative funding</li> <li>• Create a snow removal schedule for priority areas</li> <li>• Identify and secure a funding mechanism for</li> </ul>

				maintenance for pedestrian trails and sidewalks
Advocate for and invest in more direct flights into the Reno and Sacramento Airports to attract destination visitors and reduce personal automobile use.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• RASC</li> <li>• North Lake Tahoe Marketing Coop</li> <li>• Reno Tahoe Airport Authority</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• Truckee Tahoe Airport Authority</li> <li>• Sacramento Airport</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• Lodging and Gaming</li> </ul>	\$100K - \$250K Annually	<ul style="list-style-type: none"> <li>• TBID</li> <li>• Increase in TOT</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2015/16 – Continue to work with the Regional Air Service Corporation to identify prospective destinations and providers</li> <li>• 2015/16 – Initiate new service into RTIA where possible</li> <li>• 2015/16 – Meet with Sacramento Airport directors to discuss potential for additional direct service</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Market to new destinations served by direct air service to Reno/Sacramento to increase passenger use of air service</li> <li>• Provide connecting ground services to allow the visitor the opportunity to</li> </ul>

				experience the North Lake Tahoe area without a personal automobile
<b>VISITOR FACILITIES</b>				
<b>Tier 2 Priorities</b>	<b>Stakeholders</b>	<b>Estimated Costs/Costs to Consider</b>	<b>Potential Alternative Funding</b>	<b>Action Plan/Time Line</b>
Invest in facilities and amenities that support history, arts and culture such as museums, interpretive centers and public art	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Olympic and FarWest Ski Foundation</li> <li>• Tahoe Public Arts</li> <li>• The Stages at Northstar</li> <li>• Other arts, culture and history organizations</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Placer County</li> <li>• NLTRA</li> <li>• Business Associations</li> <li>• North Tahoe Arts</li> <li>• Placer County Arts</li> <li>• Tahoe Truckee Community Foundation</li> <li>• Parasol</li> <li>• Schools</li> </ul> <p><b>Private</b></p>	<p>\$500,000 - \$2,000,000 for planning, feasibility, and development costs</p> <p>\$12M - \$20M – Ski History Museum</p> <p>\$18M - \$24M – Performing Arts Center</p> <p>\$500K - \$1M – Public Arts</p>	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Private Donations</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>• 2015/16 – Assist ongoing development proposals with securing an appropriate venue and determining feasibility</li> <li>• 2015/16 – Assist proposed developments with identifying potential Grant Funding opportunities</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>• Assist with promotion of the arts, culture, and history facilities as key assets for North Lake Tahoe</li> <li>• Possibly partner with proposed developments to leverage additional</li> </ul>

	<b>Organizations/Entities</b> <ul style="list-style-type: none"> <li>• Private Donors</li> <li>• Owners of potential venues</li> <li>• Lodging</li> <li>• Ski Areas</li> <li>• Town Centers</li> </ul>			opportunities for visitor information distribution
Advance efforts to update and improve the quality and variety of lodging properties at the Lake Shore	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• Placer County</li> <li>• Private Developers</li> </ul> <b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• TRPA</li> <li>• NLTRA</li> </ul> <b>Private Organizations/Entities</b> <ul style="list-style-type: none"> <li>• Private Investors</li> </ul>	\$1,000,000 - \$5,000,000 per project of public funds	<ul style="list-style-type: none"> <li>• TOT Reserves</li> <li>• Finance mechanisms with private developers</li> </ul>	<b>Short Term Objectives</b> <ul style="list-style-type: none"> <li>• 2015/16 - Identify potential TAUs for purchase, preferably in environmentally sensitive zones</li> <li>• 2015/16 – Streamline building and permitting process</li> <li>• 2015/16 - Create an inventory of privately owned TAUs in Placer County</li> <li>• 2015/16 - Finalize the Placer County basin area plans and gain approval</li> <li>• 2015/16 – Finalize parking requirements for commercial town centers</li> </ul> <b>Long Term Objectives</b> <ul style="list-style-type: none"> <li>• Promote new properties</li> </ul>



				<p>as they become available through all media outlets</p> <ul style="list-style-type: none"> <li>Promote investment opportunities in North Lake Tahoe</li> <li>Work with TRPA to create a conversion mechanism for transferring CFA to TAU</li> </ul>
Create more public gathering and use spaces such as: plazas, parks, vista points, group and event spaces	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Placer County</li> <li>TCPUD</li> <li>NTPUD</li> <li>SVPSD</li> <li>Northstar CSD</li> <li>Donner Summit PUD</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>NLTRA</li> <li>Business Associations</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Businesses</li> <li>Lodging Properties</li> <li>Private Investors</li> </ul>	<p>\$1,000,000 - \$2,000,000 each for development</p> <p>\$4K - \$10K for annual maintenance each</p>	<ul style="list-style-type: none"> <li>Grants</li> <li>Public Agency Funding</li> <li>Infrastructure District</li> <li>Business Assessment District</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>2015/16 - Identify any potential new gathering and use spaces</li> <li>Work with landowners through planning assistance to encourage development of flexible spaces</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>Encourage Business Associations to utilize spaces for community vitality and events</li> <li>Create a map of Vista Points for visitors to use to capture extraordinary photos</li> </ul>

VISITOR INFORMATION				
Tier 2 Priorities	Stakeholders	Estimated Costs/Costs to Consider	Potential Alternative Funding	Action Plan/Time Line
Implement more street and trail signage and maps pointing to downtowns, historic, scenic, and recreation sites	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Placer County</li> <li>NLTRA</li> <li>TCPUD</li> <li>NTPUD</li> <li>SVPSD</li> <li>Northstar CSD</li> <li>California Tahoe Conservancy</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Business Associations</li> <li>Recreation Districts</li> <li>CalTrans</li> <li>TRPA</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Local Activity Businesses</li> </ul>	\$75K - \$150K Annually	<ul style="list-style-type: none"> <li>Public Utility and Recreation Districts</li> <li>Placer County</li> <li>California Tahoe Conservancy</li> <li>Grants</li> </ul>	<p><b>Short Term Objectives</b></p> <ul style="list-style-type: none"> <li>2015/16 – Complete permitting with CalTrans and other permitting agencies</li> <li>2015/16 – Continue to promote use of WayFinding Manual with agencies and organizations looking to create visitor information signage</li> </ul> <p><b>Long Term Objectives</b></p> <ul style="list-style-type: none"> <li>Complete Way Finding signage on all major roadways in the North Lake Tahoe region</li> <li>Work with public lands to develop trail signage for Nordic skiing and mountain biking</li> <li>Develop monument signs for all town centers</li> <li>Work with California Tahoe Conservancy to</li> </ul>

				develop a signage program for a Water Trail <ul style="list-style-type: none"> <li>• Create signage for Town Centers</li> <li>• Link lodging to recreation with signage</li> </ul>
Create mobile, seasonal, walk-up visitor information kiosks/vans at popular locations and events	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• IVCBVB</li> </ul> <b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• State Parks</li> <li>• Forest Service</li> <li>• Museums or other Visitor Centers</li> </ul> <b>Private Organizations/Entities</b> <ul style="list-style-type: none"> <li>• Private Property Owners in commercial areas</li> </ul>	\$10K - \$15K per year	<ul style="list-style-type: none"> <li>• Grants</li> <li>• Partnerships with other agencies</li> <li>• Partnerships with private land owners</li> </ul>	<b>Short Term Objectives</b>  <b>Long Term Objectives</b>
<b>MARKETING + SALES</b>				
<b>Tier 2 Priorities</b>	<b>Stakeholders</b>	<b>Estimated Costs/Costs to Consider</b>	<b>Potential Alternative Funding</b>	<b>Action Plan/Time Line</b>
Invest in world class	<b>Lead</b>	\$300K - \$600K Annually	<ul style="list-style-type: none"> <li>• Event Producers</li> </ul>	<b>Short Term Objectives</b>

events that showcase North Lake Tahoe's assets.	<p><b>Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>NLTRA</li> <li>Event Producers</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Business Associations</li> <li>IVCBVB</li> <li>South Lake Tahoe Visitors Authority</li> <li>Truckee Donner Chamber</li> <li>Town of Truckee</li> <li>Emergency Personnel</li> <li>Other Jurisdictions</li> <li>Public venue owners</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Ski Areas</li> <li>Venue owners</li> </ul>		<ul style="list-style-type: none"> <li>Sponsors</li> <li>Participant or spectator fees</li> <li>Business advertising</li> </ul>	<b>Long Term Objectives</b>
Expand International visitation from emerging markets.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>NLTRA</li> <li>North Lake Tahoe Marketing Cooperative</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Sierra Ski Marketing Council</li> <li>Ski Lake Tahoe</li> </ul>	\$75K - \$150K Annually	<ul style="list-style-type: none"> <li>Coop Partners</li> <li>State Grants</li> </ul>	<b>Short Term Objectives</b> <b>Long Term Objectives</b>

	<ul style="list-style-type: none"> <li>• Visit California</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Agencies in other countries</li> <li>• Media</li> <li>• Travel and Tour Operators</li> </ul>			
Increase group, conference, reunion, and wedding related visitation.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• North Lake Tahoe Marketing Cooperative</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Lodging Properties</li> </ul>	\$50K - \$100K Annually	<ul style="list-style-type: none"> <li>• Lodging Properties</li> </ul>	<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>
Develop and implement marketing strategies to attract the Millennial generation.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• North Lake Tahoe Marketing Coop</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Business Associations</li> </ul> <p><b>Private</b></p>	\$50K - \$100K Annually		<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>



	<b>Organizations/Entities</b> <ul style="list-style-type: none"> <li>Creative and PR/Social Agencies</li> </ul>			
Develop and implement marketing strategies to diversify winter product offerings in response to climate change.	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>NLTRA</li> <li>North Lake Tahoe Marketing Coop</li> </ul> <b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>Business Associations</li> </ul> <b>Private Organizations/Entities</b> <ul style="list-style-type: none"> <li>Creative and PR/Social Agencies</li> <li>Ski Areas</li> </ul>	\$50K - \$100K Annually	<ul style="list-style-type: none"> <li>Ski Areas</li> <li>Activity Companies</li> <li>Lodging Properties</li> </ul>	<b>Short Term Objectives</b> <b>Long Term Objectives</b>
Grow visitation to the lakeshore in the winter and mountains in the summer.	<b>Lead Agencies/Organizations</b> <ul style="list-style-type: none"> <li>NLTRA</li> <li>BACC</li> <li>North Lake Tahoe Marketing Cooperative</li> </ul> <b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>Business Associations</li> </ul>	\$50K - \$100K Annually	<ul style="list-style-type: none"> <li>Business Associations</li> <li>Lodging</li> <li>Businesses</li> <li>Ski Areas</li> </ul>	<b>Short Term Objectives</b> <b>Long Term Objectives</b>

	<b>Private Organizations/Entities</b> <ul style="list-style-type: none"> <li>• Lodging</li> <li>• Businesses</li> <li>• Ski Areas</li> </ul>			
<b>RESOURCE DEVELOPMENT</b>				
Build and strengthen partnerships throughout Placer County, the North Lake Tahoe region and the Tahoe Basin by collaborating on tourism development, economic development and legislative advocacy.	<b>Partnering Agencies/Organizations</b> <ul style="list-style-type: none"> <li>• NLTRA</li> <li>• IVCBVB</li> <li>• Truckee Donner Chamber</li> <li>• Business Associations</li> <li>• Ski Lake Tahoe</li> <li>• Sierra Ski Marketing Council</li> <li>• South Lake Tahoe Visitor Authority</li> <li>• Tahoe Prosperity Center</li> <li>• TRPA</li> <li>• Lake Tahoe Partnership</li> <li>• Placer County</li> <li>• Town of Truckee</li> <li>• State Parks</li> <li>• Forest Service</li> <li>• California Tahoe Conservancy</li> </ul>	\$10K - \$25K Annually	<ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Partner Contributions</li> </ul>	<b>Short Term Objectives</b> <b>Long Term Objectives</b>

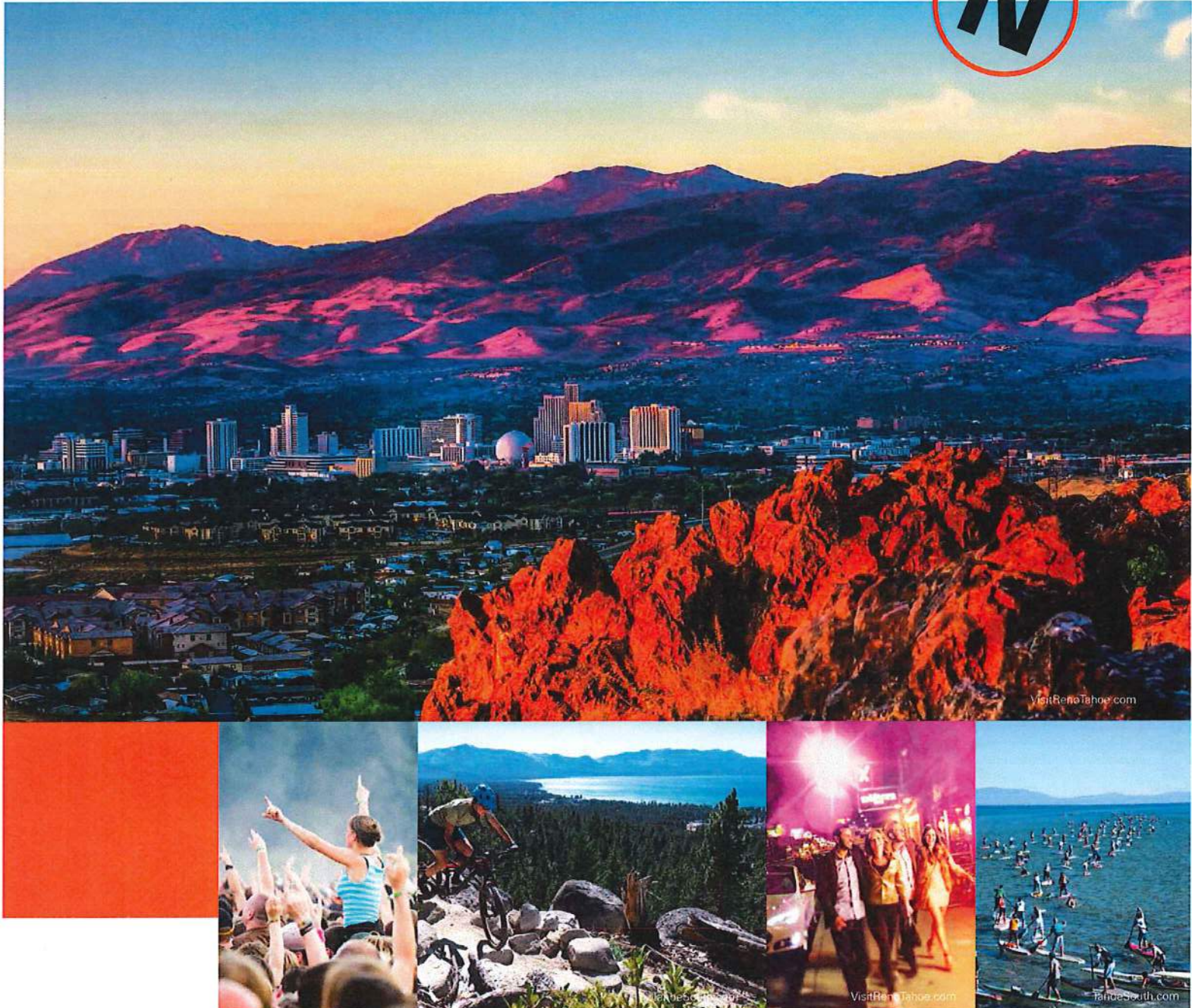
	<ul style="list-style-type: none"> <li>• Tahoe Truckee Community Foundation</li> <li>• Parasol Community Foundation</li> <li>• Public Utility Districts</li> <li>• School Districts and Community Colleges</li> <li>• Tahoe Fund</li> <li>• TNT-TMA</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• Lodging</li> <li>• Businesses</li> </ul>			
Generate and leverage funding necessary to complete the projects identified in this Tourism Development Master Plan and to remain competitive as a tourism destination.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• Placer County</li> <li>• PCTPA</li> <li>• NLTRA</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>• TNT – TMA</li> <li>• Town of Truckee</li> <li>• Washoe County</li> <li>• IVCBVB</li> <li>• Business Associations</li> <li>• RASC, RTIA</li> <li>• Reno Tahoe Visitor Bureau</li> </ul>	\$2M - \$4M Annually	<ul style="list-style-type: none"> <li>• Sales Tax Increase</li> <li>• Transient Occupancy Tax Increase</li> <li>• Tourism Business Investment District</li> <li>• State, Federal and Local grants</li> <li>• Additional funding from Placer County</li> <li>• Additional funding from regional partners</li> </ul>	<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>

	<ul style="list-style-type: none"> <li>Truckee Donner Chamber of Commerce</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Ski Areas</li> <li>Lodging</li> </ul>			
Encourage growth of hospitality industry workforce in order to sustain quality of service.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>Tahoe Prosperity Center</li> <li>Placer County</li> </ul> <p><b>Partnering Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>NLTRA</li> <li>Sierra College, Sierra Nevada College</li> <li>TTUSD</li> <li>Business Associations</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>Ski Areas</li> <li>Businesses</li> </ul>	\$10K Annually	<ul style="list-style-type: none"> <li>Businesses</li> <li>Ski Areas</li> <li>Grants</li> </ul>	<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>
Monitor impacts to tourism as a result of climate change and provide stakeholder updates.	<p><b>Lead Agencies/Organizations</b></p> <ul style="list-style-type: none"> <li>NLTRA</li> </ul> <p><b>Partnering Agencies/Organizations</b></p>	\$5K - \$10K Annually	<ul style="list-style-type: none"> <li>Ski Areas</li> <li>Winter Activity Businesses</li> </ul>	<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>

	<ul style="list-style-type: none"> <li>• Ski Lake Tahoe</li> <li>• Visit California</li> <li>• Protect our Winters</li> </ul> <p><b>Private Organizations/Entities</b></p> <ul style="list-style-type: none"> <li>• Ski Areas</li> <li>• Winter Activity Businesses</li> </ul>			
Continue NLTRA's role of advisor to the Placer County Board of Supervisors for investment of TOT for tourism development.	<p><b>Lead Agencies/Organizations</b> Placer County NLTRA</p> <p><b>Partnering Agencies/Organizations</b> North Lake Tahoe Community</p> <p><b>Private Organizations/Entities</b> North Lake Tahoe Businesses</p>	\$0		<p><b>Short Term Objectives</b></p> <p><b>Long Term Objectives</b></p>



## NAVIGATING CHANGE





## INTRODUCTION

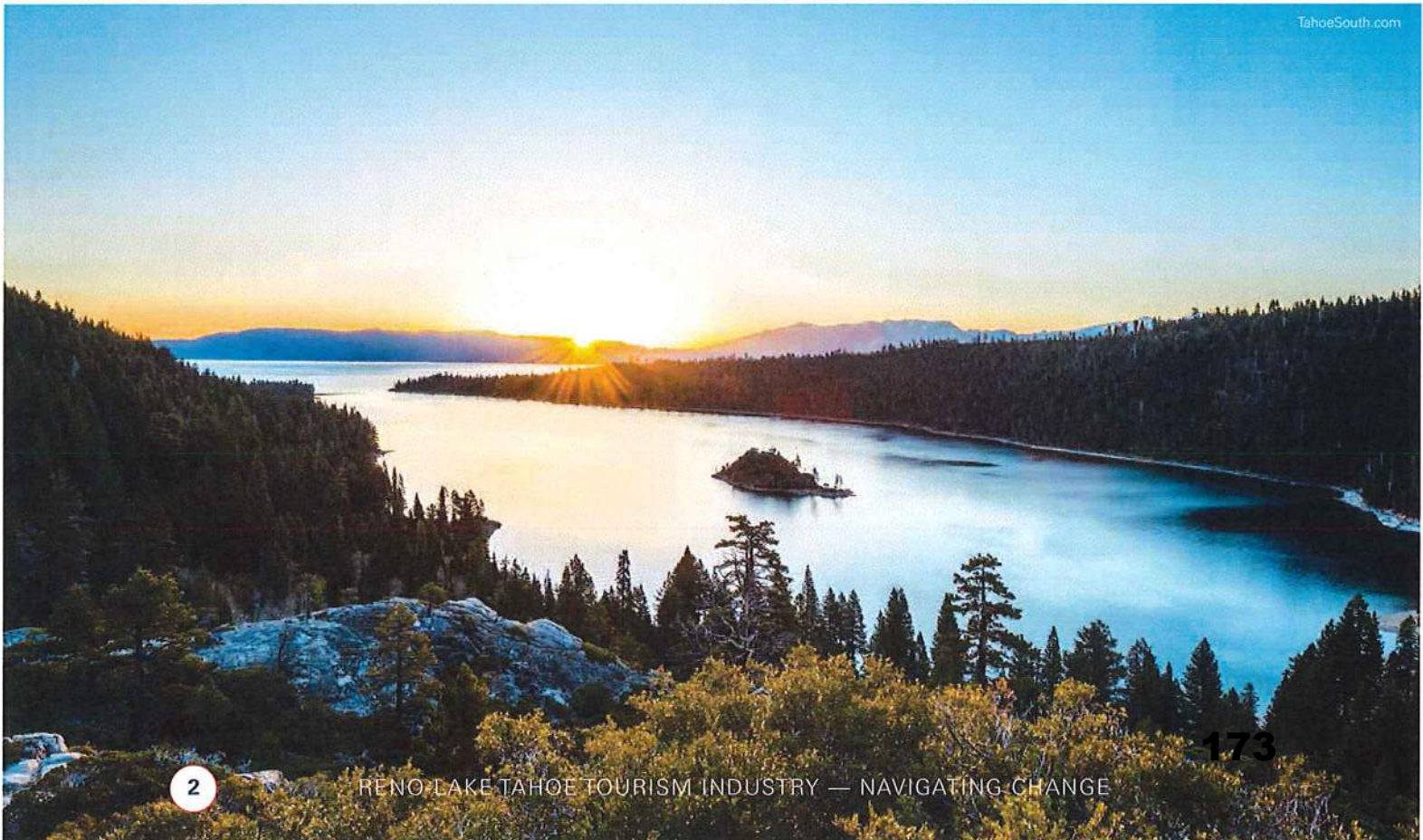
Diverse and expansive, the Reno-Lake Tahoe region is one of the most unique tourism destinations in the United States. Beyond the obvious two states, Nevada and California, the region also comprises four counties (Washoe, Douglas, El Dorado and Placer) and three cities (Reno, Carson, and South Lake Tahoe).

From a tourism perspective, Reno-Lake Tahoe offers both city and mountain experiences with a wide variety of recreation, cultural, and entertainment activities that appeal to a large cross section of the traveling public.

The basis of tourism within the region stems from the availability of gaming and skiing, and the close proximity to Northern California. The region accounts for more than 50,000 lodging units, hundreds of millions in gaming revenue, and three million plus skier days which generate millions in taxes and thousands in tourism related employment. The basis of tourism within the region stems from the availability of gaming and skiing, and the close proximity to Northern California.

Tourism promotion efforts are managed by half a dozen organizations including Reno-Sparks Convention and Visitors Authority, Nevada Commission on Tourism, Lake Tahoe Visitors Authority, Carson City Visitors Bureau, Carson Valley Visitors Authority, Virginia City Tourism Commission, North Lake Tahoe Resort Association, Incline Village Crystal Bay Visitors Bureau, and the Truckee Donner Chamber of Commerce. Collectively, these organizations have framed the tourism destination for decades.

Like many tourism destinations across the country, Reno-Lake Tahoe is a destination in transition.

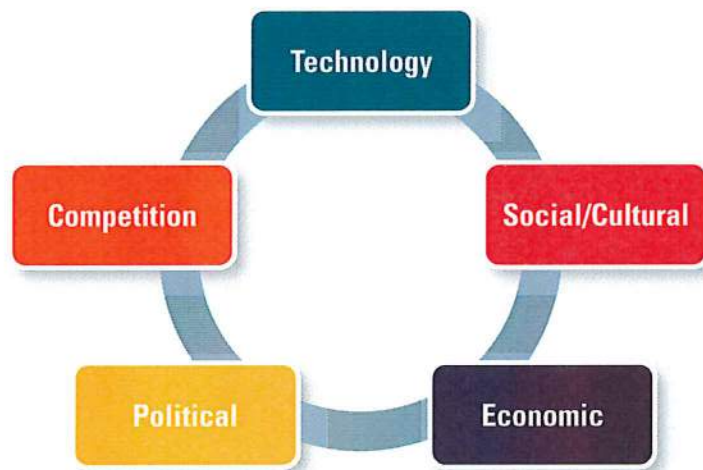


TahoeSouth.com

### UNDERSTANDING CHANGE

For years, SMG Consulting has closely studied the issue of change and how destinations adapt to a constantly evolving operating environment including economic, political, competitive, social/cultural, and technology. Changes within each of these elements influence society at large, and impact the broader Reno-Lake Tahoe tourism market.

Understanding the trends provides ample opportunity for regional stakeholders and policy makers to take advantage of the trends (or at least minimize the harm), and to remain relevant within the tourism industry.



### NAVIGATING CHANGE

The Reno-Lake Tahoe region must continually adapt to change at an ever faster pace. To not understand these changes and adjust appropriately would put the region at risk.

History is littered with once thriving tourism destinations that were either not willing or not able to adjust to marketplace changes. As a result, they have suffered greatly. The rise of tribal gaming in California had an adverse effect on the Reno-Lake Tahoe gaming industry. The region was also late to recognize the importance of the recreation industry. Imagine if the Outdoor Retailer show which was located in Reno had not left for Salt Lake City years ago. Similarly Burning Man, perhaps one of the most significant events in the country, took years to gain acceptance by the mainstream tourism industry despite lots of locals who saw its potential early on.



## time to ADAPT

There is no doubt that the Reno-Lake Tahoe region has significant challenges when compared with other destinations. However, reacting to trends and anticipating changes they portend are two different things. Forecasting trends is a strategy that can help to keep the destination competitive over the long-term. Recognizing trend changes alone will not guarantee success. Instead, it is the will, political and otherwise, to take risks that must be overcome which can be challenging.

While there are probably hundreds of trends that can and will impact tourism in the Reno-Lake Tahoe region, SMG has identified ten that we feel are most important. They include both external changes that are broad macro trends that we have little to no control over, and internal changes that are within the destination's span of control, and in some cases are a direct response to those identified external trends. Shifting demographics and consumer behavior, the California tourism effect, the rise of the shared economy, and climate change present both significant challenges and threats to the region, but also major opportunities if we adapt and take advantage of those changes.

**However, Reno-Lake Tahoe has the upper hand. The core essence driving these agents of change in our region is the human connection to the natural environment that inspires innovation. Here, our engagement with nature is the catalyst for invention.**

The purpose of this White Paper is to serve as a call to action in order to learn from past mistakes, and to proactively shape the competitive response. We hope this paper not only outlines the forces of change that are impacting the region, but also help us to be open to change so we can harness it to promote the region's diverse tourism experiences to increase travel spending and improve the quality of life for local residents.

SMG Consulting  
South Lake Tahoe





# The Future

## NEXT EXIT

## Top 10 Trends Shaping Tourism in Reno-Lake Tahoe

1. **Shifting Demographics & Consumer Behavior**
2. **California Tourism Effect**
3. **Shared Economy Influence**
4. **Climate Change**
5. **Increased Non-Stop Air Service**
6. **Branded Sub Regions/Regional Cooperation**
7. **A Special Event-Driven Region**
8. **Demand for Recreation**
9. **Rise of the Non-Tourism Economy**
10. **Entrenched Arts and Culture Scene**

*The wheel is turning and you can't slow down,  
You can't let go and you can't hold on,  
You can't go back and you can't stand still,  
If the thunder don't get you then the lightning will.*

*~ Grateful Dead ~*



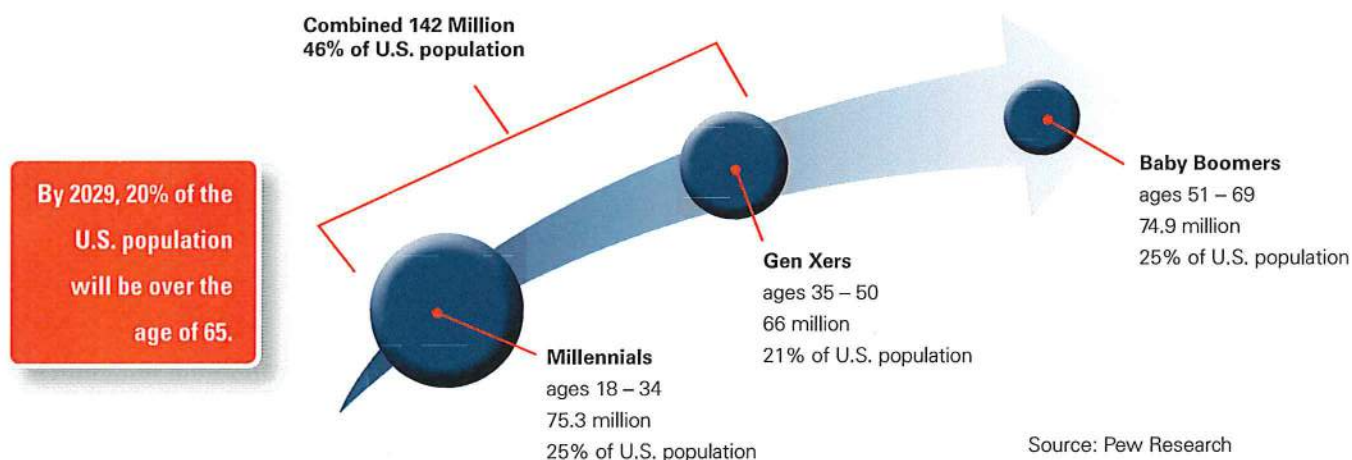
## 1. Shifting Demographics & Consumer Behavior

Perhaps one of the biggest trends shaping tourism is the shift in demographics and behavior.

Millennials and Gen Xers, representing 46% of the total U.S. population, are replacing the most prolific traveler in decades, the Baby Boomer. Sooner than you expect.

Like most destinations, Reno-Lake Tahoe has prospered from the Baby Boomer segment, but that is changing. As Baby Boomers continue to age, both the destination and lodging properties need to substitute their robust travel patterns and spending habits. Millennials will be filling these beds. As such, it is imperative that the industry get to know this segment intimately, and above all, their travel behavior, influences, and purchasing habits to build early loyalty and brand preferences.

### Generations in Transition



Millennials are the next Baby Boom, representing approximately **75 million or 25% of the U.S. population, the same number of current Baby Boomers**. Millennials are more ethnically diverse than Gen Xers and Baby Boomers.

By 2017, California (a primary market for Reno and Lake Tahoe) will add 3 million residents aged 55 and older, and 1.7 million residents between the ages of 20 and 34. Most of growth will be from Hispanic and Asian residents, primarily from the children and grandchildren of recent immigrants and new immigrants who will replace most of the retiring Baby Boomers in California's workforce. This generational shift will also result in younger Hispanic and Asian residents replacing White Non-Hispanic (Anglo) residents in the 35 to 54 age groups.<sup>1</sup>

According to the U.S. Census, by 2029 more than 20% of the total U.S. population will be over the age of 65. Although the number of Baby Boomers will decline through mortality, this shift toward an increasingly older population is expected to endure. By 2056, the population 65 years and over is projected to become larger than the population under 18 years. Similar to California, the nation will also become more racially and ethnically diverse.

<sup>1</sup> Center for Continuing Study of the California Economy

*It's not wine tastings.  
It's hard cider, yoga  
and Parkour.  
It's not VIA.  
It's Trip Advisor.*

### Millennial Influencers

With their sheer numbers and ethnic diversity, Millennials have already made an enormous impact on society including education, fashion, politics, and the workforce, competing with both Gen Xers and Boomers.

Their obsession with and mastery of technology has shaped our lives, including how we obtain information, communicate with one another, and make purchases.<sup>2</sup>

Millennials' adventurous lifestyles are also shaping travel and the types of experiences Baby Boomers are seeking. It's not wine tasting and golf. It's hard cider, yoga, and Parkour. It's not VIA Magazine. It's TripAdvisor. Millennials are redefining an entire society of behavior, which in turn is profoundly impacting the tourism industry.

Gen Xers and Millennials have a completely different perspective from Baby Boomers. The first generation to be raised on cell phones and the Internet, Millennials are always connected and accustomed to balancing many activities. Millennials seek a challenge and do not want to experience boredom. Gen Xers are independent and entrepreneurial, and seek balance in their lives now – not when they retire like their parents did. While Gen Xers compete with Millennials in the workforce and attitude, they tend to relate more to their younger Millennials than the aging Boomers.



*We call it  
Aging Younger.*

### Boomers Aren't Acting Their Age

While Boomers are getting older, they still represent 25% of the U.S. population with the highest disposable income, a significant share of your bottom line. However, today's Baby Boomer is quite different than a decade ago, even a year ago. Following the free spirited lead of their Millennial kids and Gen Xer co-workers, Baby Boomers are mimicking their leisure patterns and pursuit of fun in their older years which is opportune for this region.

### Mature Destinations Acting Younger

While the Reno-Lake Tahoe product may fundamentally remain the same, it is the consumer's engagement with it that is changing. Millennials and Gen Xers don't want to sit on the beach and watch the waves. They want to surf those waves and then visit the local brewer or mixologist for a hand-crafted beer or cocktail paired with an organic locally grown, sustainable, carbon neutral meal.

Start seeing your destination through the eyes of younger people and your residents. They are sharing their experiences online, and travelers seeking an authentic, local experience will follow. Already, some progressive destinations are adjusting their offerings by adding events that highlight local culture, moving beyond standard legacy events. Boomers are healthier and wealthier than ever, and more willing to engage in numerous activities than some of their generational peers.

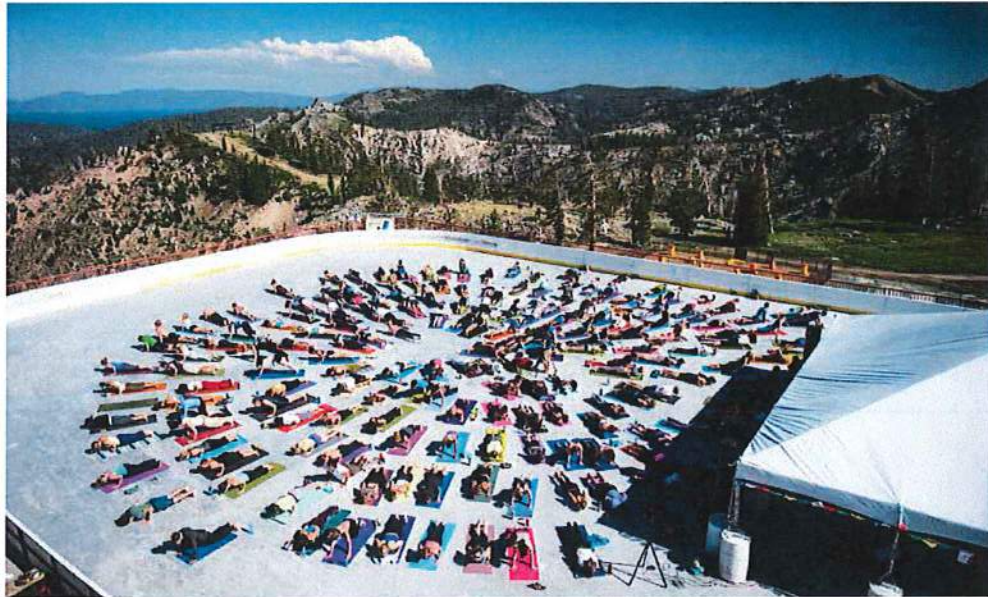
We hope they don't grow up.

<sup>2</sup> SMG Consulting, Boomer and Millennial Travel Insights, 2014



*Baby Boomers and destinations are aging younger.*

For example, Aspen welcomed the Winter X Games in 2002, which ignited the aging ski destination, attracting Gen Xers and Millennials. As a result, Aspen was able to reposition itself as hip and young. Lake Tahoe is moving in that direction, having added two new signature events that promote the destination to a younger audience — Wanderlust and SnowGlobe.



Wanderlust Festival at Squaw Valley, Lake Tahoe.  
[squaw.wanderlustyoga.com](http://squaw.wanderlustyoga.com)

Both Wanderlust, a yoga, music and food festival, and the SnowGlobe music festival are unique in that they attract both a younger and older audience. Wanderlust festivals, with their emphasis on health, community and ecology, are popping up all over, extending the life of tired destinations and many of their traditional Baby Boomer visitor segments.

Remember that Baby Boomers were raised on rock 'n' roll and self-expression. Baby Boomers who are the parents of Millennials want new experiences too. They like music festivals and yoga, which keep them young. These festivals keep the destination even younger. Chasing youth is a great revenue generator, especially for mature destinations that desperately need repositioning.

*Define the destination or Millennials will define it for you.*

Think beyond wine tasting and traditional food festivals. Look to the younger market for inspiration and innovation.

While you cannot change the mountains or desert, you can change how and where you promote the benefits to your highly segmented target markets.

## 2. California Tourism Effect

One of the most significant external trends impacting the Reno-Lake Tahoe region is what we call the “California Tourism Effect.” When it comes to tourism, California has always been a juggernaut. The California tourism industry now generates over \$117 billion in travel spending annually. Recently, Visit California increased its tourism budget from approximately \$55 million to more than \$100 million. The focus of much of these funds is the growth of visitors from western states, long haul domestic markets, and international visitors from key markets.

The size and scope of these efforts is significant. Any Visit California advertising and marketing effort calls attention to California, and thus, opportunity for Northern Nevada. Perhaps more important is the effort Visit California will make to increase international

### Monthly Flights to California by International Market

Market	Flights	Market	Flights
Australia	257	Mexico	1,111
Canada	1,335	New Zealand	102
China	359	Switzerland	55
France	105	South Korea	225
Germany	138	United Kingdom	321
Japan	388		

Source: Visit California

visitations. On a per capita basis, international visitors stay longer, sometimes as much as three times longer than domestic visitors, and spend more. Additionally, as these visitors enter through California’s primary gateways — Los Angeles, San Diego and San Francisco — they usually go beyond those destinations and explore California, and in many cases Nevada.

Visit California’s international strategy is three pronged. First, to defend their bread and butter markets including Canada, the United Kingdom, and Japan; second to invest in Australia, Mexico, Germany, and South Korea; and third, to grow emerging markets such as China and India.

The Reno-Lake Tahoe region and the Nevada Commission on Tourism already have a connection to a number of these markets including the United Kingdom, Australia, Mexico (new non-stop service from Guadalajara), Germany, Canada, and China.

The increased investment by Visit California in international markets creates a strategic opportunity for the Reno-Lake Tahoe region to attract more international visits.



*The size of the California tourism budget is a game changer in the western United States. Reno-Lake Tahoe should take advantage of it.*



### 3. Shared Economy Influence

**One of the most significant social changes in general and tourism specifically is the increase in the shared economy and the inevitable impact on the Reno-Lake Tahoe region.**



Brands like Airbnb and Uber, while familiar, are just part of a much broader trend of the “on demand” economy fulfilling the needs of consumers immediately when they want goods and services.

You can now stay in someone’s house (Airbnb), have them drive you around (Uber, Lyft), eat at someone’s house (Eatwith, coming soon to a city near you) all without ever touching a tradition hotel, taxi, or restaurant.



Despite the resistance of traditional industries, local municipalities, and state legislatures, this trend is here to stay. It cannot be stopped. Technology has already laid waste to publishing, television, music, and more, and it will happen to the service economy, of which tourism is a major part.

Airbnb now books over 425,000 room nights across the globe, and has a valuation of \$13 billion, which is approximately half of Hilton Corporation, a hundred year old company<sup>3</sup>.

Within the City of Reno there are 619 listings on Airbnb which would make it one of Reno’s largest hotels. At Lake Tahoe there are more than 1,000 listings. Despite regulatory opposition, these changes will continue. One only needs to look at the adoption of gaming in California. Twenty years ago no one imagined that tribal gaming would get traction in California. Slowly but surely lobbyists got to work, laws changed, and *voilà*, you now have a gaming industry in California that has severely impacted Northern Nevada.

*Don't let the shared economy become the next tribal gaming.*

The same forecast is likely on target for the shared economy in the Reno-Lake Tahoe region for several reasons. Poor economic performance in traditional economic sectors is motivating individuals to look for new ways to make money. Throw in advances in technology which enable this to happen, and a simple but powerful concept – consumers trust strangers more than they trust corporations.



<sup>3</sup>Time Magazine February 9, 2015 “Tales from the Shared Economy”



## 4. Climate Change

Climate change is wreaking havoc in California and the western United States. According to the National Oceanic and Atmospheric Administration, 2014 was the hottest year for Alaska, Arizona, California, and Nevada since 1895 when temperatures were first recorded. For California, four years of drought has diminished water supplies, hurting agriculture, recreation, consumption, and firefighting, ultimately straining statewide resources and ruining traveler experiences.



Rim and American Fires in California, August 23, 2013. Photo: NASA

Smoke from 2013 American Fire and the Rim Fire near Yosemite National Park caused poor air quality at Lake Tahoe, Carson and Reno 100 miles downwind, hurting tourism business.

Many of the state's reservoirs and Sierra Nevada snowpack are at historic lows. Furthermore, with more than 60% of California's water originating in the Sierra Nevada, the water crisis affects surrounding communities and the entire state, running downstream from the mountains to the Central Valley to the Pacific Ocean.

The drought, coupled with decades of fire suppression and poor forest management, has created unhealthy forests causing excess fuel in the Sierra Nevada, making wildfires larger and more severe. The collateral damage hurts wildlife habitat, precious stored carbon that offsets carbon dioxide emissions, recreation areas, tourism economies, and water quality and supplies, not to mention the mounting costs to deal with resulting erosion and the reallocation of much needed forest management monies to fight the fires at an astronomical cost to the state.

Recent cataclysmic fires like the 2013 Rim Fire near Yosemite National Park crippled tourism in the surrounding counties as well as downwind. Tuolumne County lost an estimated \$300,000 in Transient Occupancy Taxes. Air quality warnings were issued for Lake Tahoe, Carson City, and Reno, more than 100 miles away, hurting business during the peak summer months. Some hotels in South Lake Tahoe experienced as much as a 20% drop in business as a result of the smoke<sup>4</sup>. The Rim

Fire also threatened San Francisco's water and power resources at Hetch Hetchy reservoir, which provides services to 2.6 million people, causing Governor Brown to declare a state of emergency for the San Francisco Bay Area, with a hefty price tag of \$900,000 for alternative energy resources. The estimated cost to fight the Rim Fire was \$127.2 million, with an additional \$8.5 million spent on road, trail and watershed stabilization efforts.

The 2014 King Fire in El Dorado County burned 98,000 acres, the size of Las Vegas, for almost a month, forcing the cancellation of the Ironman event in North Lake Tahoe at the last minute due to poor air quality, disappointing thousands of athletes and impacting the local tourism economy.

And, with many Northern California lakes such as Folsom Lake, Shasta Lake, and Lake Oroville down to 30% of full capacity, recreation access there is limited or eliminated. Ironically, the drop in water levels has attracted visitors to see California history once buried by manmade reservoirs, ranging from old railroad lines, tunnels, bridges, Gold Rush towns,

<sup>4</sup>Sierra Nevada Conservancy Rim Fire Fact Sheet

Native American villages, and even a narrow-gauge, steam-powered locomotive from the early 1900s. While a unique opportunity, this is not the way we want to attract visitors. Drought tourism may be able to slightly negate some of the other economic impacts of climate change, but it's not a panacea, nor a long-term solution.



Brown's Ravine at Folsom Lake, July 20, 2015.  
California Department of Water Resources

To address the drought, Californians passed a \$7.5 billion water bond in 2014 to fund drought resiliency programs, such as adding water storage, cleaning up polluted groundwater, and reusing and recycling water. It will take years to remedy the state's water crisis — or a deluge of biblical proportions.

Just like consumers, the Reno-Lake Tahoe region must have a contingency plan to deal with wildfires and other natural disasters. While in the heat of the moment, tourism officials must step back and let fire crews take over, officials should be prepared to communicate the recovery status to travelers that can be handled eloquently with community participation. For example, Bike the West has prepared an emergency plan for evacuating cyclists if a wildfire were to erupt in the Tahoe basin during its America's Most Beautiful Bike Ride.

*Drastic times lead to  
drastic measures.  
Plan ahead.*



## 5. Increased Non-Stop Air Service

### Non-stop Air Service to/from Reno-Tahoe International Airport

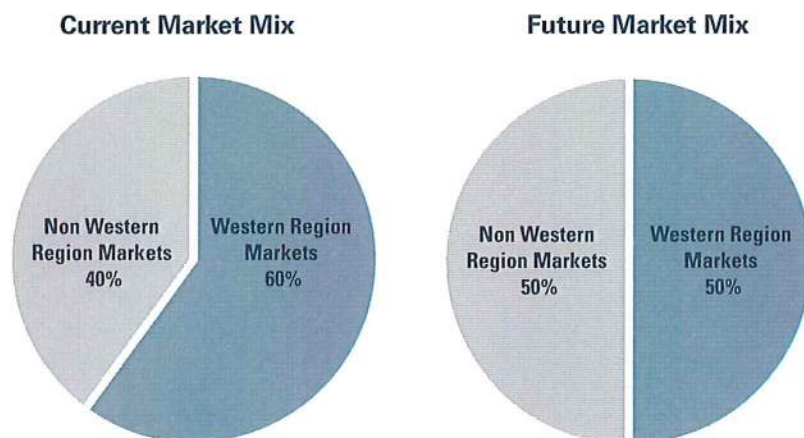
Midwest Region	Western Region
Denver, CO	Las Vegas, NV
Dallas/Ft. Worth, TX	Los Angeles, CA
Houston, TX	San Diego, CA
Chicago, IL	San Francisco, CA
Minneapolis, MN	San Jose, CA
New York/JFK, NY	Portland, OR
	Seattle, WA
	Phoenix, AZ
	Salt Lake City, UT

Source: Reno-Tahoe International Airport

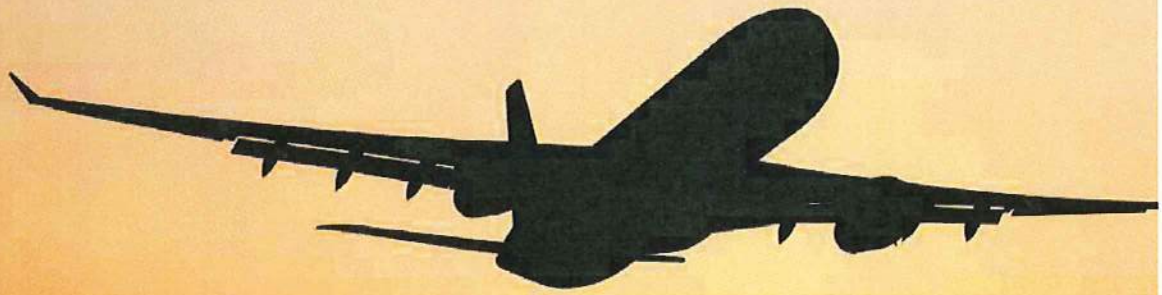
One of the region's most significant trends has occurred at the Reno-Tahoe International Airport. The airport has long been the key access point for destination visitors who have a significantly greater economic impact (on a per capita basis) than visitors originating from Northern California markets.

The airport is currently served by non-stop air service from fifteen different markets. Sixty percent are within the western United States, while 40% service the Midwest region. At this time, there is no non-stop air service to Reno from east of the Mississippi River.

The addition of new air service with non-stop service from New York and Guadalajara begins to shift the percentage of cities served by non-stop services to half of all of the cities served.



Source: Reno-Tahoe International Airport, SMG Consulting



The importance of long haul air service cannot be overstated. The access that this non-stop service opens up allows the Reno-Lake Tahoe region to attract destination visitors that are much more likely to stay longer (filling in mid-week lodging supply), spend more, and create a greater economic impact than those visitors from traditional Northern California markets.

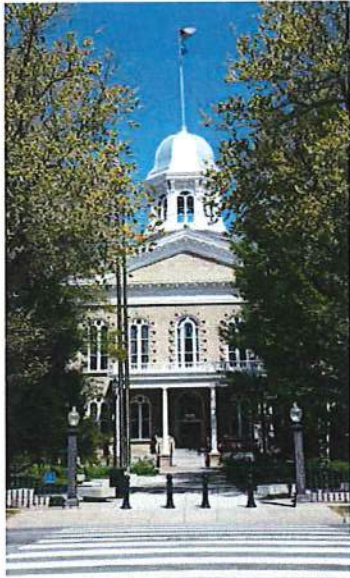
New non-stop service from New York to Reno by Jet Blue will provide a motivating force for the region to attract new visitor segments which will help it transition from an over-reliance on California drive markets. The recent announcement by Tesla to locate a manufacturing plant in the Reno-Sparks area (as well as other major businesses relocating) will support the effort to further develop new air service markets that will benefit the entire region.

But the Reno-Lake Tahoe tourism industry can't carry the economic expansion effort alone. The new long haul air service provides a significant opportunity to support broader economic development issues within the region, requiring participation from sectors and industries beyond tourism.

*Air service is a regional economic development asset, not just a way for local residents and tourists to fly in and out.*



## 6. Branded Sub Regions/Regional Cooperation



There was a time when the Reno-Lake Tahoe region was defined primarily as Reno-Sparks, North Lake Tahoe/Incline Village, and South Lake Tahoe. Over time there has been an emergence of smaller destinations within the region that include Truckee, Carson Valley, Carson City, Virginia City, and Alpine County. Additionally, within the North Lake Tahoe and Truckee regions, Squaw Valley and Northstar have become destination locations. Several important trends have facilitated this transition.



**New development** — In several of these areas there has been new development including lodging, retail, and dining. Truckee has benefitted from new development within the town as well as new and upgraded development at both Squaw Valley and Northstar. Carson City has seen a number of new hotels and improvements in its downtown corridor.

**Marketing funding and capacity** — Several of the areas have benefitted from an increase in sustainable tourism funding and staffing, with a greater commitment to tourism marketing efforts. Carson City has a new executive director, as does Carson Valley, which has also increased tourism funding. Truckee is in the process of forming a Tourism Business Improvement District (TBID) that will generate sustainable tourism funding. Washoe County passed a hotel room surcharge in 2015 that significantly increased the Reno-Sparks Convention and Visitors Authority budget. Each of these regions has built marketing capacity including promotional programs, websites, and public relations, as well as investments and support of special events.

**Tourism as an economic development strategy** — As a result of the recession in 2008, each of these areas has reinforced tourism as an economic development strategy. Additionally, each of these areas along with Reno, North Lake Tahoe, and South Lake Tahoe, have cultivated its own unique experiences for visitors to enjoy. In an effort to retain and grow revenues, employment, and taxes, each of these areas has increased the priority of tourism in its economic development portfolio.

The net benefit for the greater Reno-Lake Tahoe region is to provide the travelers with more diversity and more choices when considering visiting the area, which in turn makes the region more competitive. A more developed tourism experience provides visitors with additional areas to explore and more reasons to return. It also creates internal competition with new events and activities within the region, which ultimately benefits visitors and the local community alike.

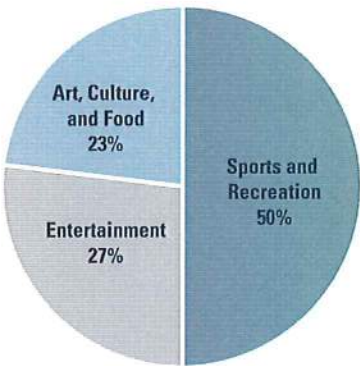
*As regions further define themselves, it will present a clearer picture for visitors and create more compelling reasons to visit the Reno-Lake Tahoe region.*



# 7. A Special Event-Driven Region

Since the 2008 recession, tourism destinations throughout the country have placed more emphasis on special events to attract visitations and travel spending. The reason is simple. Events appeal to a visitor’s specific interest, be it a concert or a sporting event that attracts participants and fans. Special events provide potential visitors with a very specific reason to visit.

Reno-Lake Tahoe Regional Event Mix



For years, Reno has led the region in high quality trip-generating special events with a complete and compelling schedule. Other areas within the region have also added high quality events to their list of offerings. The significant increase in high quality events goes well beyond providing the local population with an event to enjoy. Expanded events draw visitors and increased revenue to the Reno-Lake Tahoe region, and signal a deliberate shift from the region’s traditional gaming focus as a primary revenue driver.

The region’s major events include a mix of three categories and interrelated themes - sports and recreation, entertainment, and art, culture, and food — that are authentically supported by shifting priorities with emerging consumer trends and demographics. Many of the events celebrate Reno-Lake Tahoe’s rich and diverse cultural heritage shaped by the natural environment.

*Special events play an important role in positioning the region to targeted visitor segments. The ability to innovate and develop new events is critical to keep the Reno-Lake Tahoe destination relevant in an ever competitive market.*

Major Regional Events

Sports and Recreation	Entertainment	Art, Culture & Food
Ironman	Hot August Nights	Wanderlust
Tough Mudder	Great Balloon Races	Autumn Food and Wine
Triple Crown Sports	Street Vibrations	Artown
USA Cycling	Harveys Concert Series	Shakespeare Festival
La Crosse Championships	SnowGlobe	Best in the West Rib Cook Off
Spartan Games	Candy Dance	Cowboy Poetry Festival
Reno Rodeo	Camel Races	Valhalla Arts, Music and Theatre Festival
Barracuda Championships		Sample the Sierra
National Championship Air Races		
Celebrity Golf		
Race the Lake of the Sky		
Amgen Tour of California		
Virginia City Grand Prix		

Source: SMG Consulting, Reno-Sparks Convention and Visitors Authority, Lake Tahoe Visitors Authority, North Lake Tahoe Resort Association, Truckee Donner Chamber of Commerce, Carson Valley Visitors Authority, Virginia City Tourism Commission

## 8. Demand for Recreation

**There is no doubt that while the Reno-Lake Tahoe region has always had a wealth of recreation opportunities for travelers and local residents, this asset has come into its own as a formidable economic generator. Outdoor recreation has become a natural and expected basic function of travel to explore a destination.**

According to the published Outdoor Recreation Economy Report, **outdoor recreation spending is approximately \$646 billion in the United States and generates 6.1 million American jobs.** Of that, \$524 billion was spent on trips and travel related spending<sup>5</sup>. While the Reno-Lake Tahoe region has always been positioned to take advantage of this trend,

an important distinction is that many of the recreation activities do not require an admission fee. The ski and snowboard industry would be an obvious exception. Otherwise many of the activities are free except for the cost of the equipment required to participate.

A primary draw for residents and travelers, the rugged and diverse geographic expanse of the Reno-Lake Tahoe region provides an impressive variety of land and water based recreation. Shown here is a partial list that provides some perspective to the size and scope of this leading natural economic driver.

The importance of recreation activities for the tourism industry is perhaps best understood through the passionate engagement and involvement of its residents. It is the local resident's passion and intrinsic connection with the high desert-mountain region that authentically legitimizes a visitor's desire to engage in outdoor recreation while here.

### Land and Water Based Outdoor Recreation

Land Based	Water Based
Mountain Biking	Motor boating
Road Biking	Sailing
Hiking	Swimming
Golf	Stand Up Paddling
Walking	Beach Play
Tennis	Kayaking
Trail Running	Canoeing
Horseback Riding	Fishing
Motorcycle Touring	Whitewater kayaking
Off Road Vehicle Adventures	
Orienteering/Geocaching	
Rock Climbing	
Backpacking	
Camping	
Skiing	
Snow Boarding	

*The Reno-Lake Tahoe region is a market leader in recreation choices and quality prioritized by local resident passions.*

The exquisite Reno-Lake Tahoe landscape includes water adventure from Lake Tahoe, Pyramid Lake, and Topaz Lake to high desert explorations for personal enrichment. This captivating juxtaposition of natural landscapes provides a wide variety of recreation experiences and locations for visitors to enjoy within close proximity of each other.

While many visitors can participate in the same functional recreation in their own home towns, it is the ability to recreate within the emotionally provocative backdrop of Reno-Lake Tahoe that makes the region alluring and different. It's not just the activity that provides respite for a visitor; it's the hypnotic geographic surroundings that **evoke a sense of place, a place of renewal.** The stunning natural beauty and iconic landscapes and waterscapes are a significant point of differentiation for the Reno-Lake Tahoe region that will always help to maintain its competitive edge.

<sup>5</sup>The Outdoor Recreation Economy Report 2012, Outdoor Industry Association



## 9. Rise of the Non-Tourism Economy

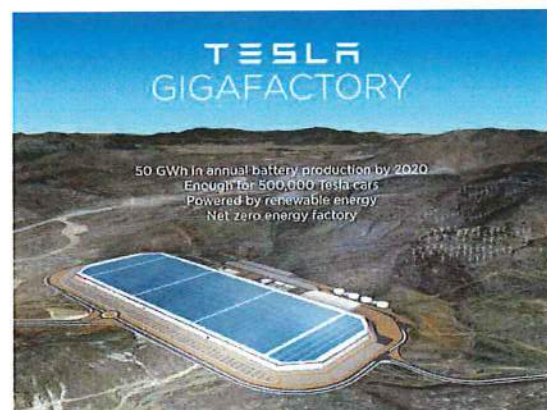
**Perhaps one of the most important trends taking place in the Reno-Lake Tahoe region is the shift towards the non-tourism economy. Reno, which serves as the economic engine of the region, has long been moving away from gaming as a primary industry to that of a technology-fortified sector.**

The low cost land combined with Reno's proximity to the San Francisco Bay Area, along with ample recreation and a growing arts and culture based quality of life, provides the right opportunity mix to motivate technology companies to relocate.

A number of smaller start-ups as well as some high profile companies are either planning to or are already established in Reno. Switch, Apple, and Tesla are all key players in diversifying the Reno economy. One major addition that hasn't received the same notoriety is the Stead Airport that has been named one of six drone test flight facilities in the United States. As a result, the University of Nevada, Reno is already offering a Minor Degree in drone technology as a result.

*The non-tourism economy is the future of economic security for the region.*

Obviously, the tourism industry will be a major benefactor of this diversification. Potentially there will be incremental business travel that is generated by companies that service this emerging technology sector. Less obvious, the needs and interests of these technology employees will accelerate lifestyle changes that will in fact also affect the visitor experience. As the local market changes to meet their needs, it will naturally evolve the visitor experience.



Tesla Gigafactory rendering  
Photo courtesy of City of Sparks, NV

## 10. Entrenched Arts and Culture Scene (aka the impact of Burning Man)

While the Reno-Lake Tahoe region has consistently offered a variety of special events, the most profound has been Burning Man. The event has been held annually since 1986 and now attracts approximately 70,000 people to the Black Rock Desert. While not understood or appreciated by the tourism industry until more recently, Burning Man has had a significant impact both economically and culturally throughout the region. With an estimated \$35 million economic impact within the region, the event's influence goes far beyond what is spent by attendees. The most overpowering result is the cultural effect the event is having on the region<sup>6</sup>.



Burning Man 2011 by Victor Grigas

Burning Man is the region's largest art event, featuring a different theme every year. The event has a regional impact from the number of burners from the Reno-Lake Tahoe region who attend, and the influence they have within the community. There is also the significance of the art and sculptures on display at Burning Man which have often been displayed around the world. Above all, Burning Man has ignited innovation and creativity in Reno-Lake Tahoe, allowing the tourism industry to reinvent

itself in ways that keep the visitor experience vibrant and original.

For a destination that has been dominated by the two dimensions of gaming and skiing, the ability to creatively adapt and provide new and unique experiences is invaluable. For this reason, Burning Man will play an important role, in not just the art world within the region but in helping the tourism industry evolve. One can already see the art displays that attract visitors and help define the region. This center of gravity, along with emerging technology and the continued expansion of the University of Reno provide a powerhouse combination that can reshape the culture and the appeal of the region to visitors of all stripes.

*Burning Man has changed the direction of the region, and has ignited the burgeoning art and cultural sector into an economic driver:*



The Man 2012 by Mike Q Victor

<sup>6</sup>The Atlantic, August 18, 2014



## LOOKING AHEAD – STRATEGIC OPPORTUNITIES



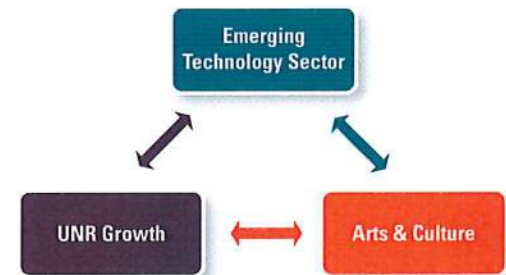
As we move forward, SMG Consulting would like to offer some observations about the changes that could, if properly managed, make the Reno-Lake Tahoe region more competitive from a tourism perspective.

### 1. Redefine the Region and its Experiences

It is imperative that the region takes advantage of the changing forces that are impacting it in order to understand how the region as a whole is evolving, and specifically how the different destinations within the region are evolving. Reno is and will continue to define itself as the urban center of the region. The transition from a primarily gaming destination started a number of years ago with the advent of tribal gaming in California.

Reno is redefining itself and is benefitting from the interrelationship between the emerging technology sector, the continued growth of the University of Nevada, Reno, and its arts and culture movement. These powerful forces are working to reshape Reno into something very different from its past, providing potential visitors a new reason to consider visiting. While gaming will always be part of the experience in Reno, its Truckee River location combined with its access and proximity to the recreation available at Lake Tahoe and the surrounding areas makes it a unique urban experience in the west.

#### Reno – Urban Center



TahoeSouth.com



At the same time Reno is evolving, South Shore is also redefining itself as the recreation and entertainment destination within the region. While the casino core has always provided entertainment to some degree, over the past several years the gaming industry has increased its entertainment options at Harrah's and Harveys, Montbleu, and the new Hard

Rock Hotel & Casino. Additionally, the California side of South Shore has increased entertainment options with the opening of Lakeview Commons at Eldorado Beach. The two largest signature special events in South Shore are entertainment focused, with both the Harvey's Outdoor Concert Series in the summer and SnowGlobe in the winter attracting in excess of 45,000 attendees.



TahoeSouth.com

South Shore has always been a major recreation destination with more than skiing and snowboarding, including mountain biking and hiking trails and ample water recreation ranging from paddle boarding to beach play. The most pivotal occurrence is the recent recognition by all stakeholders that recreation and entertainment are key to the future of the South Shore tourism industry.

North Shore remains a more defined family-oriented destination, along with a greater promotion of human powered sports. This is due in large part to its availability of recreation, its mix of special events which are very different from South Shore, and the fact that it just doesn't have the casino infrastructure like South Shore. North Shore's lodging base includes more condominium units, which lends to family travel. North Lake Tahoe is also dominated by second homeownership to a greater degree than South Shore.

As Reno, South Shore and North Shore, along with Truckee, Virginia City, and the Carson Valley further define themselves, it gives visitors a more differentiated set of options and experiences. It also offers an opportunity for visitors to cross experience the region, creating new reasons to visit. These sub regions showcase the individual communities that complement each other, giving dimension to the entire Reno-Lake Tahoe destination.

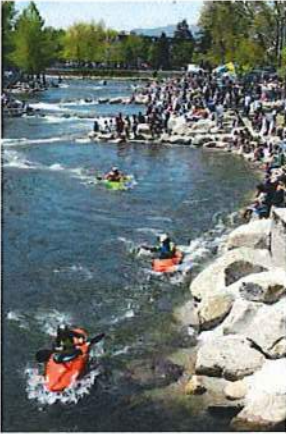


## 2. Harness Creativity/Passion-Based Marketing

The real strategic opportunity for the region is the ability to harness the creativity that is occurring within these areas, and leverage it to create a more interesting and dynamic visitor experience. The key is not to focus only on visitors and their needs and wants, but rather to shift that focus to the passions and creativity of the local community and match those passions with similar visitor segments. Residents' deep connection to the natural environment inspires creative expression, translated into economic diversity and prosperity.

This passion-based approach also creates a natural constituency for tourism as it brings the local community much more into the tourism marketing process and can reduce the *we versus them* feeling that can occur in tourism destinations.

It is this creativity that will make the destination more interesting and further differentiate it from its historical gaming and skiing roots, thus broadening its appeal. The constant creative renewal will ensure the destination is relevant well into the future.



VisitRenoTahoe.com

### 3. Continue Regional Cooperation

Over the years there has been much cooperation within the Reno-Lake Tahoe region between the gaming industry and the skiing industry, along with other sectors. Cooperative organizations like the Reno Air Service Corporation which was developed to increase air service to Reno-Tahoe International Airport and the Sierra Ski Marketing Council formed to attract destination skiers and snowboarders are only two examples of cooperative organizations that exist within the tourism industry. These relationships need to continue and deepen in order to further leverage resources and opportunities.

One area where cooperation needs to improve is with local governments, especially with regard to inter-regional transportation to prepare for increased capacity demand. As it stands, the multi-state, multi-jurisdictions have a limited view of how transportation can positively help the entire region. At some point, sooner rather than later, a broader regional discussion and plan to address all of the available transportation assets and how they might be better integrated is critical.

### 4. Take the Long View

The best approach for success is a long-term strategic view to frame the planning context. As we have a better understanding of the forces of change that are shaping the destination, it's important to use that knowledge to advance and position the region in a way that is fresh and appealing to consumers. The perils of not thinking long-term have hurt the destination. Everyone knew that tribal gaming would impact the region long before it occurred. Imagine if we had kept the Outdoor Retailer show in Reno instead of losing it to Salt Lake City. Consider what may have happened if the region had recognized the importance of Burning Man earlier. In each instance, decision making focused on the short-term and missed very big strategic opportunities. It's important to learn from those decisions and adjust our view to a longer term perspective.

### 5. Embrace a Mindset of Change

Perhaps the most important strategic opportunity and the least understood is **being open to new ideas and opportunities**, or more importantly, how we see the region's tourism assets through fresh eyes and approaches. Who would have thought a big plot of desert playa would be home to one of the most notable art events in the world? Where do ideas like that originate and how do we take advantage of them? Many ideas come from local residents whose deep connection to the natural environment inspires creative expression and innovation.

At a minimum we need to be open to new ideas, and not so quick to discount them. Too often, industry segments have moved to protect their interests, instead of seeing the broader possibilities that might exist. Moving forward it will be important to recognize and welcome change as an opportunity, not as a threat, but to enable new ideas to be considered and implemented knowing that success may not be immediate. A mindset open to change can do wonders for a destination, as stakeholders begin to anticipate and welcome the opportunities that change can bring, instead of fearing what is around the corner.

*"Some people fear  
what comes next,  
others are excited by it."  
Dave Grohl*



## About SMG Consulting



**SMG Consulting is a strategy consulting firm that specializes in the tourism, recreation and services industries. SMG Consulting has served the marketing strategy needs of clients ranging from ski resorts to casinos, lodging properties to Destination Marketing Organizations (DMOs), and advertising agencies to retail stores. In each case, Carl Ribaud and his team design solutions unique to each client's needs.**

### About the Author

#### Carl Ribaud

Carl is a strategic thinker, thought leader and innovator in the tourism industry. As the founder and president of SMG Consulting, Carl has developed a wide range of services including marketing research, marketing strategy and planning, tourism economic analysis and measurement. Carl is a trusted advisor to a number of CEOs and senior executives throughout the tourism industry.

Carl writes a monthly op-ed page for his local newspaper about tourism-related issues, and has several published marketing strategy, tourism and motorcycle touring related articles. He has also been a distinguished speaker and panelist at many tourism industry conferences including ESTO, Visit California, Nevada Commission on Tourism, and Mountain Travel Symposium. Carl also serves as an advisor to the Recreation Parks and Tourism Department at San Francisco State University, and was recently appointed to the Visit California Research & ROI Committee.

Carl obtained a Bachelor's Degree of Science from California State University at Northridge, and received his Master's Degree in Business Administration from San Francisco State University Graduate School of Business. He recently completed a management Certificate program of Study in Organizational Change Leadership from Cornell University.

He enjoys riding his BMW motorcycle on two lane roads, trap shooting, and the New York Yankees. He can be reached at [carl@smgonline.net](mailto:carl@smgonline.net)

### Special Thanks

Becky Bell of B<sup>2</sup> Marketing Communications assisted with the editing and composition of this White Paper.

*No part of this publication can be reproduced, copied or transmitted in any form or by any means including any information storage retrieval system without prior written permission from SMG Consulting.*

*Permission to reproduce all or part of this publication or the data contained herein may be obtained only from SMG Consulting. Requests for permission to reproduce all or part of this report should be directed to Carl Ribaud, SMG Consulting.*







## Strategic Goals and Action Plan 2011– 2016 Revised 2014

### Final Report Card for 2014-15

#### Marketing

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

#### 2014/15 Action Plan

- Establish marketing capacity to support the North Lake Tahoe Nordic product and campaign. This effort will be coordinated with the newly formed Nordic Council made up of resorts, retailers, lodging providers, industry representatives, student athlete associations and other interested parties.
  - DONE but challenging year to launch with very few of the resorts able to open. No sales. Next year has great potential. Looking into working with Living Social, Ski.com and some additional partners to help sell the booklet while making a huge number of impressions for little/no cost
- Focus on human-powered sports as a key competitive advantage woven through all appropriate channels.
  - Done - Continue to push this focus through all our social networks.
- Increase web referrals from Ski Lake Tahoe by having them in the top 5 referral sites.\*
  - Ongoing - Ski Lake Tahoe web referral numbers were down across the board in 2014/15 season due to lack of snowfall and the negative media attention received. This will be a continued effort with the 15/16 ski season.
- Grow unique visits to GoTahoeNorth.com website by 5% to the human-powered sports landing page and by 20% to Cross County landing page.\*
  - In Progress - Numbers in this area were also lower across the board. This will be an easier goal to reach with the launch of the new website. Continued research is ongoing to obtain website analytics for the period that is missing from Jan – April 2014.
- Combine NLTRA and sports producer social and PR outreach to broaden the message and have HPS landing page URL the call to action.
  - In Progress - Continued efforts throughout the year, and will continue with the launch of the new website and development of individual landing pages for each HPS.

- Instagram page “take-over” efforts by our PR agency has proven to be very successful.
  - #TahoeSports giveaways
- Encourage grant recipients to do reciprocal likes and shares on their social channels.
  - Done, and ongoing.
- Increase social conversation and engagement about human-powered sports by 10% and increase press coverage mentions by 15%.\*
  - Done - Increases in total social engagement rose by over 60% on all channels. Individual press coverage mentions rose by 40%. \*Please note that due to snow conditions we received an increased number of media inquiries, but due to conditions received an overall lower number of placements. Also, please note that the agency changed its advertising equivalency methods. In the past the value included a three times multiplier to reflect publicity value. However, this year the value is the direct advertising value.
- Collaborate with sports producers to cross promote across all media.
  - Done and ongoing
    - We have continued to promote marquis and smaller events through our social channels and work with the events to have them claim and work alongside the NLT Brand message.
- Support efforts to brand and position North Lake Tahoe as a premier Nordic destination through cooperative efforts with our Nordic resorts, suppliers and partners, increasing visits to the Cross County landing page of [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) by 20%.\*
  - Postponed - This initiative did not move forward in the 2014 Ski Season due to low snow amounts. It will continue for the 2015 Ski Season.
- Support and coordinate cooperative efforts for tradeshow booths at Marathon expos and local IronMan expos.
  - Done and ongoing
- Insure all FAMs with sufficient time allotted for activities have the opportunity to choose one or more of the following human powered sports: stand up paddleboarding, kayaking, hiking, biking, skiing, snowboarding, cross country skiing and snowshoeing.
  - Done and ongoing. Continually work alongside local and regional partners to ensure all FAM’s have the opportunity to enjoy the NLT lifestyle.
- Increase exposure and third party product offerings and packages for the activity providers within the region.
  - Done and ongoing
- Target groups that host meetings or produce events related to alpine/Nordic skiing, biking, paddle boarding and kayaking.
 

Conference Sales booked the following programs in 2016-2017:



1. Tom Whitman Presents - Elevation Lake Tahoe (Gay Ski Week), February 2015, 82 room nights, 100 people, \$19,368 room revenue, \$236 ADR, Squaw Valley
2. Desert Ski Club, March 2015, 60 room nights, 24 people, \$10,980 room revenue, \$183 ADR, Squaw Valley
3. Bonfire Entertainment-Winter WonderGrass Tahoe, March 2015, 79 room nights, 45 people, \$20,785 room revenue, \$263 ADR, Squaw Valley  
\*This program was VIPs and Vendors for WWG. Attendees did stay at several properties in North Lake Tahoe. Approximately 3,000 people attended this first time event.
4. Tough Mudder Tahoe, June 2015, 300 room nights, 10,000 people, \$39,013 room revenue, \$130 ADR, Various Properties in North Lake Tahoe
5. Triple Crown Sports, July 2015, 495 room nights, 800 people, \$63,585, \$128 ADR, 3 North Lake Tahoe Properties
6. Ifw Training, LLC – Training Adventure Weekend, October 2015, 136 room nights, 44 people, \$17,544, \$129 ADR, Village at Squaw Valley
7. Spartan Race World Championship, October 2015 (hopefully an annual event), 10,000 people, \$50,000 of trackable room revenue, room revenue generated at properties not affiliated will be significantly higher
8. Lake Placid Lacrosse/Lake Tahoe Lacrosse Summit, June 2015, 500 trackable room nights. Non trackable room nights is significantly higher, 4000 people, \$70,000 of trackable room revenue
9. USA Cycling, June 2015, 2000 people, \$75,000 of trackable room revenue
10. Disabled Sports USA Far West, June 2015, 60 room nights, 40 people, \$8200 room revenue
11. US Ski & Snowboard Association – March 2015, 1200 room nights, \$100,000 room revenue – CANCELLED

Leads that are pending:

1. Quality Bicycle Products, July 2015 & 2016. 1010 room nights and roughly \$130,000 of room revenue annually
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI which attract meeting planners from destinations markets to showcase Nordic skiing, biking, and paddle boarding/kayaking as teambuilding events.  
O. Done and ongoing (see below for list of shows attended)
  - Fully integrate Special Events department expertise with community and resort sponsored and/or produced events.\*  
O. Done and ongoing.
  - Support departmental efforts in working with the Cross Country ski resorts updating their info on [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) to ensure photos, videos and info is current.  
O. Done/Postponed – Updates were made to the current website. This initiative did not move much in the 2014 Ski Season due to low snow



amounts. It will continue for the 2015 Ski Season, and will gain momentum with improved conditions and the launch of the new website.

1. New redesign of landing pages will be completed by Oct. 31, 2015.
- Continue to support and coordinate Nordic Council meeting/follow up on action items and take minutes at meetings.
  0. Postponed - This initiative did not move forward in the 2014 Ski Season due to low snow amounts.
  1. Meetings will resume in Sept. 2015.

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

#### **2014/15 Action Plan**

- Increase Conference and Group room revenue by increasing the number of site visits to North Lake Tahoe by 20% (32) and increasing sales trips to the Bay Area by 50% (4).\*
  - Done and in progress. Conference Sales conducted 19 individual site visits year-to-date and has a number on the calendar. Below are sales trips to the Bay Area
    - January 7-9, 2015 -Smart Meetings San Francisco and Sales Calls
    - February 17-2015 – Northern California Chapter MPI Annual Trade Show and Sales Calls
    - March 25-27, 2015 – Plan Your Meetings Live San Francisco and Sales Calls
    - June 4-5, 2015 Luxury Meeting Summits in San Francisco and Silicon Valley.
- Increase the number of website clicks to lodging properties by 5%.\*
  - In progress – YTD numbers are up 4% (99k in 13-14 vs. 103k in 14/15 YTD) with two months go to. Expectations are positive with the launch of the new site and the PR messaging that we are undertaking upon launch.
- Continue to improve competitive position, ease of navigation, and quality of content on the NLTRA's Web site, from the Conference Marketing and Sales program perspective.\*
  - In Progress - This is a major objective and will be a high priority once the new website is launched in May 2015
- Attend the major contracting trade shows and opportunities for new business development with the domestic and international travel trade: Mountain Travel Symposium, US Travel Association's IPW and sales missions on behalf of the High Sierra Visitors Council.
  - Done – Staff attended the following shows with full appointment schedules.
    - MTS – Whistler, BC. April 12-16, 2015 (37 appointments)
    - IPW – Orlando, FL. May 30 – June 3, 2015 (63 appointments)
- Increase North Lake Tahoe product placement in the Wholesale and Tour Operator sales channels by 10%.\*

- Booking.com has increased their presence in the destination by over 50%, along with other operators from Australia and New Zealand have also grown their portfolios in the destination. Luxury Retreats, and Turnkey Properties, both domestic operators are both new operators entering the market.
  - One of the challenges with this market has been the lack of sales staff being able to be out in the marketplace.
  - Scott Dunn (UK) is new to the destination.
  - This will grow substantially in 2015-2016 with the increase of department funding and new staff hire in August 2015.
- Host at least two trade FAMs per year, one with a winter focus and one with a summer focus, and continue working with the NLTRA's Public Relations team and GSAs to host multiple media FAM trips during the year.\*
  - Done. Leisure Sales conducted over 20 FAMS this fiscal year. Please refer to monthly reporting.
- Create programs that increase average daily rates (ADR) by 5% and revenue per available room (RevPar) by 10% over the winter and summer periods.\*
  - In progress through social media and advertising efforts in Bay Area and Southern California.
- Increase of 5% from core consumer markets in ad awareness studies over the last study period.\*
  - Postponed – Ad awareness study was not conducted in 14/15 FY.
- Attend targeted sports commission trade shows to bring in major sporting events on an annual and repeat basis.
  - This was taken out of the budget for 2014-2015 FY.
  - Budgeted and planned for in 15-16 FY.
- Develop a special events plan that analyzes existing events and event management structures and identifies future growth opportunities in all events markets to improve coordination with local associations and other event producers, return on investment and consistency with Resort Association goals.\*
  - Done (individually) and in progress. Each event is reviewed on an individual basis prior to, and after completion of the event.
  - New reporting strategy is in development and will be completed in Dec. 2015.
- Continue to focus sales and marketing efforts in markets with a high propensity to meet in North Lake Tahoe. (Bay Area, Sacramento, Chicago, Washington DC, Southern California)
- The following are example of groups the conference team booked out the Bay Area, Sacramento and Southern California:
  - Gioworks International LLC-Assemblies of God (Sacramento) May 2015, 130 room nights, 100 people, \$14,170 room revenue, \$109 ADR, Resort at Squaw Creek
  - California Department of Fish & Game (Sacramento) May 2015, 100 room nights, 150 people, \$7,000 room revenue, \$70 ADR, Granlibakken Tahoe



- Jewish Study Network (Bay Area) May 2015, 70 room nights, 150 people, \$9,030 room revenue, \$129 ADR, Resort at Squaw Creek
- DP Technology (Southern California) June 2015, 1249 room nights, 450 people, \$207,908 room revenue, \$166 ADR, Resort at Squaw Creek
- Helms Briscoe – Law Firm Social Retreat (Sacramento) June 2015, 102 room nights, 75 people, \$20,298 room revenue, \$199 ADR, Ritz Carlton Lake Tahoe
- TubeMogul (Bay Area) October 2015, 1241 room nights, 350 people, \$241,995 room revenue, \$195 ADR, Hyatt Lake Tahoe
- Combustion Research Facility, Sandia National Lab (Bay Area) August 2015, 515 room nights, 275 people, \$85,700 room revenue, \$166 ADR, Squaw Valley Lodge and PlumpJack Squaw Valley Inn
- CAMAC Fall Retreat (Sacramento), September 2014, 29 room nights, 85 people, \$5,451 room revenue, \$188 ADR, North Star
- Aflac Board Meeting (Sacramento), August 2014, 21 room nights, 15 people, \$6,279 room revenue, \$299 ADR, Resort at Squaw Creek
- California Seismic Safety Commission (Sacramento), August 2014, 22 room nights, 75 people, \$1,540 room revenue, \$70 ADR, Granlibakken Tahoe
- San Francisco Trial Lawyers Association (San Francisco), January 2015, 64 room nights, \$11,700 room revenue
- Incentive Manufacturers & Representatives Alliance (Chicago), September 2015, 445 room nights, \$70,775 room revenue
- National School Boards Association (Washington DC), July 2016, 261 room nights, \$64,000 room revenue
- National Ski Area Association (Washington DC) January 2016, 600 room nights, \$138,000 room revenue
- Pacific Coast Region of the Wound, Ostomy and Nursing (Sacramento), 150 room nights, \$23,000 room revenue
- California Precast Concrete Association, April 2015, 65 room nights, \$6500 room revenue
- Linux Foundation (San Francisco), March 2016, 620 room nights, \$92,500 room nights
- SpotOn Events – Fenwick & West All Attorney Retreat (Bay Area) May 2016, 356 room nights, 275 people, \$75,284 room revenue, \$211 ADR, Ritz Carlton Lake Tahoe
- HelmBriscoe-Coupons.com (Bay Area), July 2015, 105 room nights, 35 people, \$18,795 room revenue, \$179 ADR, Resort at Squaw Creek
- Assemblyman Brian Dahle (Sacramento), July 2015, 30 room nights, 15 people, \$9,951 room revenue, \$332 ADR, Tahoe Mountain Resort Lodging

- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business.
  - Conference Sales attended the following tradeshow in 2014-2015 fiscal year:
    - Smart Meetings Events in San Diego, Dallas and San Francisco
    - Plan Your Meeting Live in San Francisco and Chicago
    - MPI Trade Shows in San Francisco and Orange County
    - M&C Interact in Portland, OR.
    - Luxury Meeting Summits in Los Angeles, Seattle, Portland, Sacramento, San Francisco, and Silicon Valley
    - Collaborate in Orlando
    - ASAE Annual Conference in Nashville
    - ASAE Springtime in the Park in DC
    - CalSAE Elevate in Squaw Valley
- Provide technical support and assistance to grantees of the Community Marketing Grant Program, as requested.\*
  - Done and ongoing with each individual event.
- Provide Special Events Resource Guide for event producers and promoters.\*
  - Done and updated annually.
  - Currently in revision with completion date in Dec. 2015.
- Assist area special event producers in the completion of final event reports, tracking specific measurements to determine ROI of each event.\*
  - Done and ongoing following each event
- Increase the Advertising Equivalency of Public Relations efforts.\*
  - Done – Also note that due to snow conditions we received an increased number of media inquiries, but due to conditions received an overall lower number of placements. Also, please note that the agency changed its advertising equivalency methods, In the past the value included a three times multiplier to reflect publicity value. However, this year the value is the direct advertising value.
- Increase reference to, and the exposure of, [www.GoTahoeNorth.com](http://www.GoTahoeNorth.com) in editorial stories and features about North Lake Tahoe by 15%.\*
  - To date, this number was not recorded. We will obtain this record in 2015/16 FY.
- Increase the number of media contacts and press releases downloaded from the GoTahoeNorth.com website by 10%.\*
  - To date, this number was not recorded. We will obtain this record in 2015/16 FY.

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



zones: last two weeks of August, September, October, the first two weeks of January, and May and June).

#### 2014/15 Action Plan

- Increase sports commission site visits to four on an annual basis, targeting events that would be positioned during strike zones.
  - Postponed – Due to budget cuts in this category, will be completed in 15/16 budget year.
- In addition to summer and winter vacation messaging, further brand North Lake Tahoe as a “must see” destination for global travelers conducting fly drive vacations in the Western US.
  - In Progress - These efforts are in progress with current follow up from MTS (April 2015) and IPW (June 2015) by ensuring that brochure product into California includes NLT.
- Develop or recruit a major special event with national and/or international television coverage, in one of the NLTRA Board-defined initiative areas or during a defined strike zone period.\*
  - DONE – Worked with LTVA and Co-op to capture the Amgen Ladies Tour of California in May 2015.
- Continue to target companies, associations, fraternal organizations and event producers who execute programs during identified strike zone periods.
  - The following are examples of conferences and groups the conference has booked during our strike zone periods:
    - CAMAC Fall Retreat (Sacramento), September 2014, 29 room nights, 85 people, \$5,451 room revenue, \$188 ADR, North Star
    - HelmsBriscoe-Allstate MOC Planning Meeting, October 2014, 41 room nights, 20 people, \$8,281 room revenue, \$202 ADR, Ritz Carlton Lake Tahoe
    - Gioworks International LLC-Assemblies of God (Sacramento) May 2015, 130 room nights, 100 people, \$14,170 room revenue, \$109 ADR, Resort at Squaw Creek
    - California Department of Fish & Game (Sacramento) May 2015, 100 room nights, 150 people, \$7,000 room revenue, \$70 ADR, Granlibakken Tahoe
    - Jewish Study Network (Bay Area) May 2015, 70 room nights, 150 people, \$9,030 room revenue, \$129 ADR, Resort at Squaw Creek
    - DP Technology (Southern California) June 2015, 1249 room nights, 450 people, \$207,908 room revenue, \$166 ADR, Resort at Squaw Creek
    - Tough Mudder Tahoe, June 2015, 300 room nights, 10,000 people, \$39,013 room revenue, \$130 ADR, Various Properties in North Lake Tahoe
    - Helms Briscoe – Law Firm Social Retreat (Sacramento) June 2015, 102 room nights, 75 people, \$20,298 room revenue, \$199 ADR, Ritz Carlton Lake Tahoe
    - TubeMogul (Bay Area) October 2015, 1241 room nights, 350 people, \$241,995 room revenue, \$195 ADR, Hyatt Lake Tahoe

- SpotOn Events – Fenwick & West All Attorney Retreat (Bay Area) May 2016, 356 room nights, 275 people, \$75,284 room revenue, \$211 ADR, Ritz Carlton Lake Tahoe
- Ifw Training, LLC – Training Adventure Weekend October 2015, 136 room nights, 44 people, \$17,544 room revenue, \$129 ADR, Squaw Valley
- ADT National Leadership Meeting, August 2015, 83 room nights, 31 people, \$16,517 room revenue, \$199 ADR, Hyatt Lake Tahoe
- Church of the Nazarene-DSCA Committee Planning, September 2016, Meeting, 30 room nights, 18 people, \$5,070 room revenue, \$169 ADR, Resort at Squaw Creek
- Church of the Nazarene-DSLDD Program, September 2016, 305 room nights, 160 people, \$39,345 room revenue, \$129 ADR, Resort at Squaw Creek
- Attend trade shows such as ASAE, Collaborate, Interact, Smart Meetings and MPI that attract meeting planners from all over the United States to develop new group business, specifically targeting strike zones.
  - Done and ongoing (see above list of shows attended)
- Complete overhaul of the GoTahoeNorth.com consumer website.\*
  - Done. Launch date was June 21, 2015
- The following measurements will be tracked and analyzed regularly to determine success of Web Strategies efforts.\*
  - Total Unique Visitors
  - Cost Per Visitor
  - Percent of Direct and Bookmarked Visitors
  - Number of Repeat Visitors
  - Number of Lodging Referrals
  - Lodging Referral as a Percent of Total Unique Visitors
  - Search Engine Referrals
  - Organic Search Engine Results
    - Done, ongoing and expanded. Reporting is included in monthly reports to committees and Board of Directors

By 2016, the destination visitor segment of our visitor market will have grown by 3% over 2012/13 as measured with intercept research (NLTRA summer, winter ski resorts) and geo-tracking on website.

#### 2014/15 Action Plan

- Target key destination markets with a high propensity to travel to North Lake Tahoe.
  - Done and ongoing
- Develop marketing efforts to destination travelers during targeted periods of the travel season.
  - Continued efforts with outreach in new air service destinations.



- Large participation with the JetBlue RNO non-stop service from JFK.
  - Marketing efforts also extended into the LA and San Diego markets.
- Further develop and initiate the Destination Task Force.
  - This effort was stalled with personnel transition with an ongoing effort to increase development in next FY.
- Continue to leverage the international GSAs, Visit California, the Nevada Commission on Tourism, Brand USA, the Sierra Ski Marketing Council, Ski Lake Tahoe and the High Sierra Visitors Council to maximize branding opportunities to the destination traveler.
  - Done and ongoing
- Work with meeting and event planners to encourage their attendees to arrive early and stay longer.
  - Ongoing. Every planner is given the opportunity of extending their group rate for attendees pre/post meeting.
- Improve the quality and distribution of “in market” visitor information and achieve greater coordination of advertising and promotional messages with those of the drive and destination markets.\*
  - Done - This has been completed through many different channels including social media, visitor centers and kiosks.

### **Capital Investments /Transportation**

#### **2014/15 Overall Action Plan items**

- Achieve measurable progress in the implementation of approved infrastructure projects for which funds have been approved and budgeted in the FY 2014/15 CIT Work Plan.\* \$850,615 approved and distributed toward progress of approved on-going projects
- Continue to pursue new projects, as funding allows, that meet the goals, objectives, and criteria of the NLTRA Master Plans and 5-year Strategic Goals.\* Recommended \$2,132,631 for 17 projects approved by BOS
- Revise criteria and application for, and implement new capital fund distribution process.\* DONE
- Provide Placer County with a recommendation on the total maximum amount needed in the Capital Investment Maintenance account, by October 1, 2015.\* DONE
- Complete a Capital Investment Finance Plan for the North Lake Tahoe Region for known visitor-serving capital projects, including planning, multiple funding sources and timelines, by June 30, 2015. \* Delayed to 15-16 by Placer CEO. To be completed by June 30, 2016

**By 2016, there will be measureable progress toward a fully integrated transportation system within the North Lake Tahoe area that will effectively link visitor destinations, recreation and lodging products with increased overall ridership on service on routes of 2% per year.**

- Substantial progress on Transit Vision. Third Transit Summit conducted.

- Ridership on both ski shuttles up, Donner substantially so. TART has had small increase
- Improved Donner ski shuttle, mid-day addition
- Better TART connection with above
- Developed regional single brand to be used on all transportation and collateral
- Completed Transportation services budget for 15-16. BOS approval 04/15
- Initiated year-round service on Hwy 267
- Initiated Business Plan preparation for North Lake Tahoe Express

#### 2014/15 Action Plan

- Complete public outreach and economic analysis phases of the region-wide Transit Vision, and include priority project recommendations in upcoming plans and budgets by December 30, 2014.\*
  - Done
- Work with Transit Vision Coalition to do voter polling for Vision scenarios by June, 2015, pending results of economic analysis and outreach meetings.\*
  - Pursuing North Lake Tahoe involvement with County-wide sales tax proposal for transportation related improvements
- NLTRA transit service investments continue to result in increased passengers per vehicle service hour for the systems funded all or in part by the NLTRA.\*
  - Done with minor blips during poor winter conditions, some quite good. Branding design completed.
- Improve monitoring and reporting documents for transit services provided by operators to which NLTRA funds are a prime contribution.\*
  - Ongoing improvements in reporting being used for better evaluation of services.
- Reduce traffic congestion during peak periods of visitor movement.\*
  - Reductions during some peaks. Team participation in pedestrian/traffic audit for improvements in Tahoe City.
- Reduce TOT funding to specific transit services as revenues are generated through ridership fares and/or other funding sources.\*
  - Has not happened, but some minor reduction of TOT funding by subsidy funding from other sources.

**By 2016, the lodging and/or commercial environment on the North Lake Tahoe shore will be upgraded to include 3 new or re-developments consistent with our environmental stewardship goals.** Planning, approval, substantial progress, including some construction on 5 lodging properties

#### 2014/15 Action Plan

- Work with Placer County Business Development and Economic Development staff to compile lodging list and existing TAUs by January 31, 2015.
  - Economic Development still compiling.
- Work with Placer County Business Development and Economic Development and Lodging committee to interview all existing lodging properties to gauge future plans for renovation/development and develop tracking mechanism of property ownership and intent by May 1, 2015.



- Starting in the Spring of 2015.
- Work with Placer County Business Development and Economic Development staff to proactively encourage an incentive program for redevelopment of identified properties as well as other programs through the Placer County Area Plan process.
  - New incentives being developed and incorporated in Area Plans. Area Plans moving forward within County schedule.

**By 2016 (on-going), there will be a measurable progress toward a completed trail system linking all areas within North Lake Tahoe region resort triangle and West Shore to Incline Village to include:**

- **Bike path system including paved multi-recreation trails, bike lanes, and unimproved backcountry trails**
  - Many trails have received funding and are progressing: Truckee River Trail, Truckee Corridor, Squaw Trail, Martis Valley, North Shore, Tahoe Regional Park, Lakeside, Homewood
- **Completed visitor ready infrastructure and signage for paddle boarding/kayaking**
  - Working with CTC water trails, signage and TCPUD paddle boards racks
- **Trail development and signage for providing Nordic skiing throughout the region**
  - Funding and installation of 12 Nordic trail signs
- **20 new amenities for human powered sports initiative such as racks, tool stations, transportation access**
  - Paddle board racks have been installed, some bike facilities installed and others planned with bike trails
- **Marketing of completed infrastructure assets**
  - On-going through marketing materials, conference and special events solicitation

#### **2014/15 Action Plan**

- Determine trail development grant opportunities with Tahoe Fund, Federal Lands Access Program, Tahoe Transportation district, and Placer County Transportation Planning Agency.
  - Have applied with the Tahoe Fund, got FLAP, TTD included water shuttle funds, PCTPA funds for Truckee River Corridor and Martis Valley
- Work with partners to incorporate recommendations of American League of Bicyclists to future promote and improve North Lake Tahoe's Bicycle Friendly Community award status to Gold by April 1, 2015.
  - Have not applied. Due in 2016
- Meet with 5 focus groups of advocates to plan asset improvements for bike trail support by October 31, 2014.
  - Met with two groups who will coordinate

- Provide Infrastructure capital for bike trail support (trailheads, signage, racks, trail maps, bike compatible transit, rent-a-bike program) with NLTRA application due September 10, 2014.
  - Supported trail maps, and NTPUD signage, granted funding for Truckee River, Martis Valley, North Shore and Squaw Valley Trails
- Meet with 5 focus groups to include businesses and individuals (residents and visitors) that are active in the human powered sports and identify amenities that would further promote North Lake Tahoe as a destination for these sports by April 1, 2015.
  - Public outreach supporting Master Planning process have identified amenities that will further support.

By 2014, there will be 30 way finding signs in place within the North Lake Tahoe region, and a total of 50 by 2016. 13 installed, 0 on Hwy, 12 ready for bids, still awaiting Caltrans final approval. Funding granted for additional signs to U.C. Davis and NTPUD

#### 2014/15 Action Plan

- Continue to work with Placer County DPW to permit and install 18 or more signs along roadways by September 30, 2014.
  - DPW still moving forward. Continue to get addition concerns for various departments in Caltrans. Have requested extension to end of 2015.
- Distribute approved guidelines and provide incentives for others to construct signage by April 1, 2015.
  - Have widely distributed and are being used in locations outside of Caltrans right-of-ways
- Work with Tahoe City and Kings Beach communities to identify phase II of signage for 2014/15, and convene local groups of stakeholders to verify language and placement by April 1, 2015.
  - Have met with both and will have needs in place for Fall funding cycle

#### Membership/ Economic Development/ Legislative Advocacy

By 2016, (ongoing) the organization will have provided advocacy for all project and program development that aligns with our mission, and will be a recognized voice of the community in all core function areas.

#### 2014/15 Action Plan

- Continue efforts to ensure the newly adopted TRPA Regional Plan Update will stimulate vital business and community investments and avoid inflexible regulations and stifling regulatory programs.\*
  - Worked with Tahoe Prosperity Center to convene stakeholders to create a Commodities Action Plan

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.



#### 2014/15 Action Plan

- Work with County Executive Office to insure that NLTRA legislative platform, approved by the Board annually, allocates expenditures and activities only to those consistent with Placer County policies.\*
  - Done
- Continue advocacy efforts to support additional federal and state funding for the adopted Lake Tahoe environmental Improvement Program (EIP). Such efforts shall include supporting the reauthorization of the federal Lake Tahoe Restoration Act (LTRA) as well as EIP investments from the states of California and Nevada.\*
  - Done with Lake Tahoe Partnership, Tahoe Summit
- Continue advocacy efforts to support maintaining the new source of federal funds for transportation project development at Lake Tahoe through the Tahoe Transportation District.\*
  - Support for MAP21 and SB231
- Continue advocacy efforts to support securing one or more new sources of transit operating funds for Lake Tahoe.\*
  - Support for SB231 to adjust population count for Tahoe for the purposes of increasing state funding, also includes funding provisions for water transport

**By 2016, the organization will have taken the lead on components of Economic Prosperity Plan and County Road Map that align with our mission of tourism development. The organization will be the recognized authority for the BOS for regional economic development.**

#### 2014/15 Action Plan

- Continue to work with Placer County and other partners to support economic development goals as they align with the mission as defined in the 2004 Tourism and Community Investment Master Plan.\*
  - Serve as Board Member for the Placer County Office of Economic Development, Chair of the Tahoe Prosperity Center
- Work with the Tahoe Prosperity Center to assess broadband access and speed in the Lake Tahoe Basin by June 30, 2015.
  - TPC received grant from CPUC and has conducted speed testing to determine underserved populations within the Basin, also pursuing additional grants to place infrastructure in underserved areas
- Participate on the Placer County Economic Development Board to create initiatives that improve the economic vitality in the North Tahoe region.
  - Done
- Develop Tahoe Basin Socio-Economic Indicators in collaboration with the Tahoe Prosperity Center by June 30, 2015.
  - This work is being conducted by AED and a condensed report will be published by the Tahoe Summit this year and possibly introduced by Senator Feinstein or Senator Heller

**By 2016, the organization will have increased dues and non-dues revenue sufficient to cover all expenses plus a growth factor of 5% through development of programs and communication that add value to membership.**

#### **2014/15 Action Plan**

- Complete a formal Business Plan for the North Lake Tahoe Chamber of Commerce to be presented to the Board of Directors, September of 2014, the Business Plan will include current membership retention plans, potential membership attainment, Chamber events, Ambassadors Program, advertising, educational programs and sponsorship that will make the Chamber a sustainable, viable, and relevant entity for our organization
  - **DONE** Chamber is now generating revenue through membership, raffles and new events (2 Bridal Faires per year, Hospitality Holidays, Silent Auction addition to Community Awards and successfully placing the Recreation Luncheons back on track, new Networking events such as Creative Cocktail generating some revenue-Event attendance is at an all-time high.) The Chamber negative budget has turned positive! A successful retention plan is in place along with an aggressive sales strategy executed by staff each week. The first Ambassador meeting was held Thursday, April 30 and has now been scheduled to meet on the last Wednesday of each month. Advertising for all Chamber programs is streamlined and professional. All Communication pieces have been modernized and are being monitored for effectiveness by open rates and click through rates. Press releases are executed through The Abbi Agency in a timely manner. Educational programs are on the calendar and a Fall Tourism Summit is in the works. Chamber is benefiting from programs funded through the BACC Committee such as Shop Local, High Notes, Peak Your Adventure and Touch the Lake. A Chamber Annual Survey was conducted in mid-May. This year the Chamber made \$10K which is up \$20K from budget.
- Establish a potential annual dues increase of 2 – 4 % to keep up with cost of business for 2014/15
  - **DONE** An annual dues increase was completed for 2014-2015 and another is set for 2015-2016 with recommendation from the Board of Directors.

#### **Visitor Information**

**By 2016, the organization will have increased net promoter scores by 20% or up to 85, whichever is lower.\***

#### **2014/15 Action Plan**

- Implement an expanded intercept survey throughout the summer of 2014 that asks the visitor a question to determine Net Promoter Score and evaluate the data.
  - **Done**, increased to 72% in 2014 from 55% in 2012, an increase of 23% (3% above set goal).
- Reach out to other partners to determine aggregate Net Promoter Scores for winter visitors.

**In Progress**



The organization will continue to execute a customer service training strategy throughout North Lake Tahoe as a part of the greater in-market visitor information delivery.

#### 2014/15 Action Plan

- Revamp the Customer Service Road Show and work with larger regional businesses to create a better hospitality program.
  - Research in progress during summer of 2015 working with local businesses to increase reach.
- Create the fall and summer FAM Week connecting seasonal activities, dining establishments and services to front line staff members
  - In Progress to be implemented Fall of 2015
- Operate and manage the Super Star Program.
  - Continued
- Have a twice a year outreach plan to collaborate and train North Lake Tahoe lodging properties on the services and benefits that the NLTRA provides.
  - Fall Completed, Spring in Progress
- Continue to conduct front desk staff training on activities, transportation, events and where to find information to provide to visitors, visiting 50% of all lodging each season.
  - Fall Completed, Spring in Progress

The organization will continue to assess regional needs for Visitor Information distribution via virtual or physical locations.

#### 2014/15 Action Plan

- Track the number of visitors served (walk-ins, email inquiries and telephone contacts) at the year-round and seasonal Visitor Information Centers; increase the number of visitors served by 5% using appropriate strategies as may be available.\*
  - Done – Number of visitors served did not increase, primarily due to winter visitation and lack of snow
- Assess opportunities for additional exposure and resource availability through other gateways such as Sacramento airport and California Welcome Centers.\*
  - Research completed, not in budget this year
- Increase in-market click-throughs to GoTahoeNorth.com by 25%.\*
  - Final numbers are not available at this time, but anticipate that they will exceed the 25% goal. Tracking by geo placement has not been available through our analytics. We are able to see mobile usage overall, which has increased by more than 25%.
- Continue to monitor visitor information centers in Tahoe City, Kings Beach and Reno and provide seasonal (2X/year) metrics to include guest visitation, local business referrals, sponsorship sales, retail sales, visitor guide distribution and costs incurred.
  - Done

- Determine new visitor information locations or service enhancements for Truckee, Auburn, Kings Beach, Squaw Valley, Northstar, Downtown Reno and possibly Homewood.
  - Continue to provide service and materials to out-of-market gateway kiosks in Auburn and Truckee. **Done**
  - Research the possibility of adding visitor information to the proposed Squaw Valley Olympic Museum. **With the museum site at the Squaw Valley Park approved, we can begin to address the possibility of adding a Visitor Center or at the very least, a staff person and information materials**
  - Research plausibility of a mobile Visitor Center. **Done**
- Look at creating partnerships with other agencies and funding opportunities to increase visitor information distribution.
  - Continue to participate on the Education Discovery Task Force. **Participated and conducted survey Fall 2014**
  - Continue to incorporate visitor information on modes of transportation such as, The Water Shuttle, The Airport Shuttle, TART and in the Transit Center. (budget allowing). **Listed on Water Shuttle Summer 2014, Continued support to the Airport Shuttle and Transit Center with Guides**
- Continue to improve and publish the Official North Lake Tahoe Visitor Guide, endorsed by the organization, and distribute thoroughly to nightly and seasonal lodging in North Lake Tahoe.
  - **Put out RFP January 2015 and signed new 3-year contract with Morris Visitor Publications to produce the guide**
- Leverage technology for increased use of distribution of North Lake Tahoe visitor information by distributing the mobile in-market marketing pieces.
  - **Continued, marketing pieces will be revised with new website release in summer 2015**
- Work with local entities to assist in the accuracy of quality recreation-specific guides/maps for new and existing key initiative areas.
  - **Cross Country Map – worked with local Nordic centers**
  - **Worked with the Bicycle Coalition to update lake-wide map and to add more NLT information. This map is distributed to Visitors all over the basin and to add more NLT information**
- Continue efforts to ensure the GTN events calendar for the region on both web and mobile platforms are distributed broadly to all lodging, retail, and dining partners.
  - **Working with new web platform to ensure that this happens**
- Research the possibility of integrating technology to provide visitors with information to enhance their experience. **Continued**
  - Up-to-date, in-market information/seasonal webcams, GPS friendly suggestions (budget allowing).
    - **Was involved in new website design process meetings and provided input for better visitor navigation**

### Community Relations



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.

**2014/15 Action Plan**

- Continue to identify community coalitions for relationship building and presentation outreach and make 4 presentations to new groups.
  - Transit Summit, Master Plan Outreach, Breakfast Club, Transit Vision – 20 presentations total
- Coordinate or lead forums or informational events at least 4 times per year.
  - Transit Summit, Master Plan Workshops (5), planning Tourism Forum in fall of 2015

By 2016 (ongoing), the organization will have a recognized and updated brand message of “Who we are and what we do,” through recurring outreach to all identified partner organizations and members.

**2014/15 Action Plan**

- Prepare and distribute an organization Annual Report in August 2014.
  - Done
- Evaluate and improve upon member and community communication plan by January 31, 2015
  - Continually revising
- Coordinate a significant outreach program for the 2014 Tourism Development Master Plan by October 31, 2014.
  - Outreach plan was completed by July 15, 2015
- Complete the update to the Placer County Tourism Development Master Plan by January 30, 2015.\*
  - Master Plan is slated for adoption in October, 2015

\*Performance Objectives in 2014/15 Scope of Work with Placer County

**From:** Steven C. Gross  
**Sent:** Friday, August 28, 2015 12:20 PM  
**To:** Sandy Evans Hall (sandy@gotahoenorth.com)  
**Subject:** Fee Structure based on Locality - Inside or outside of County - CONFIDENTIAL & ATTORNEY - CLIENT PRIVILEGED  
**Attachments:** image001.png; Big Bear Lodging Ass'n v Snow Summit Inc.rtf

Hi Sandy,

I'm sending this email as a follow-up to the brief telephone message I left you a short while ago. I have looked into the issue concerning Placer County's request to the Association that it adopt a new membership fee structure in which the amount of the fees/dues are determined by whether the member is inside or outside Placer County, i.e. – based on locality. While you informed me that Placer County Counsel, Jerry Carden, has indicated that such a fee structure would not result in an unlawful restraint of trade, I have reasonable doubts about that conclusion. Based on my review of the law, as described in more detail below, and my resulting concern that the Association could be sued and found liable for damages resulting from a membership fees/dues structure based on locality, my recommendation at this time is that the Association **not** adopt such a fees/dues structure at this time unless Placer County agrees to defend, indemnify and hold the Association harmless or the County convinces us that my concerns are misplaced. I called Jerry Carden and left a message asking Chief Deputy County Counsel, Valerie Flood, to call me back, as I thought I may hear from her sooner. I have not heard back yet.

My concern that the Association is exposed to the risk of legal challenge and liability if it adopts a membership fees/dues structure based on locality is largely based on the opinion of the United States Court of Appeals for the Ninth Circuit in the case Big Bear Lodging Ass'n v. Snow Summit, Inc., 182 F.3d 1096 (9th Cir.1999). I've attached a copy of this case. Its an interesting case and actually a fairly quick read.

In *Bear Valley*, the plaintiffs, a group of businesses providing lodging accommodations and lodging referral services, sued other lodge operators, two ski resorts and the Big Bear Lake Resort Association alleging antitrust violations. Among other allegations, plaintiff's claimed that the defendants conspired to fix prices of lodging accommodations, lift tickets, and ski packages, but failed to allege antitrust injury resulting from all aspects of alleged price-fixing conspiracy, ski resorts agreed to sell discount lift tickets to lodge operators only if they joined the resort association, and that the resort association's two-tier dues structure which required lodges within the city of Big Bear Lake pay 2.5% of their lodging accommodation income as dues and lodges located outside of the city were charged only 0.5% of their lodging accommodation income as due violated the antitrust laws. Although the court determined that plaintiffs failed to prevail on their claim that the dues structure violated the antitrust laws, it left open the possibility that the plaintiffs could allege facts that might allow them to prevail on such a claim. The court stated,

"Plaintiffs allege Defendants "joined together ... to preclude lodge owners in the city from competing in [the ski package] market unless they paid 2.5% of their gross income" in **dues** to the Resort Association, which was five times the **dues** rate for lodge owners outside the city. This **dues** differential does not fit within any category of *per se* antitrust violation and Plaintiffs have not alleged anticompetitive effects. *See infra* Part II(A)(7). Absent allegations of anticompetitive effects, it is impossible to determine whether Plaintiffs have alleged an antitrust violation or antitrust injury.

We affirm the district court's dismissal of Plaintiffs' claim that the **dues** differential violates Sherman Act § 1 and the Cartwright Act, but reverse the district court's denial of leave to amend the complaint to allege such a claim, if Plaintiffs have a factual basis for doing so." (*Id.* At 1103.)

With respect to California's Unfair Practices Act, the court went on to say,



"This statute prohibits several specific anticompetitive practices, but "chiefly prohibits selling articles *below cost*, or giving them away, for the purpose of injuring competitors and destroying competition." 5 B.E. Witkin, *Summary of California Law* § 591 (9th ed.1987). Plaintiffs do not allege that Defendants sold products or services below cost. The statute bars price discrimination in sales to different geographic locations, see [Cal. Bus. & Prof.Code §§ 17031, 17040](#), which might seem to apply to the difference in Resort Association **dues** charged to lodge operators in and outside the city. Such discrimination is unlawful, however, only if accompanied by anticompetitive intent. *See id.* § 17040. Plaintiffs have failed to allege facts that would support an inference that the Resort Association acted with anticompetitive intent when it adopted its two-tiered **dues** structure. None of the other specific prohibitions in the Unfair Practices Act are clearly implicated in the complaint. We cannot say, however, that Plaintiffs can allege no set of facts that might entitle them to relief under this statute. We affirm the district court's dismissal of Plaintiffs' Unfair Practices Act claim, but reverse the denial of leave to amend." (*Id.* At 1104.)

The point is that given the right set of facts, including an anticompetitive intent, it is possible for someone to successfully pursue an antitrust claim based on a membership fees/dues structure based on locality. I'm not sure if the Association engages in the sale of any articles that might bring the Association within the purview of the antitrust laws. This is something I need to know more about. Interestingly, if the County wants the Association to adopt a new fees/dues structure as means of avoiding the promotion of non-Placer County businesses, as you indicated, this may constitute an anticompetitive intent.

After you have had a chance to digest this email, please call so that we can discuss the issues and how best to proceed. Thanks

Steve



Steven C. Gross  
 PORTER SIMON | Professional Corporation  
 40200 Truckee Airport Road, Suite One | Truckee, CA 96161  
 530.587.2002 ext. 4485 | 530.587.1316 fax

[gross@portersimon.com](mailto:gross@portersimon.com) | [www.portersimon.com](http://www.portersimon.com)

CONFIDENTIALITY NOTICE: This communication and any accompanying documents are confidential and privileged. They are intended for the sole use of the addressee. If you receive this transmission in error, you are advised that any disclosure, copying, distribution, or the taking of any action in reliance upon the communication is strictly prohibited. Moreover, any such inadvertent disclosure shall not compromise or waive the attorney-client privilege as to this communication or otherwise. If you have received this communication in error, please contact me by e-mail or by telephone at (530) 587-2002. Thank you.

182 F.3d 1096  
United States Court of Appeals,  
Ninth Circuit.

BIG BEAR LODGING ASSOCIATION; Sleepy Forest Resorts, a California corporation; **Robert Pool**, dba **Cathy's Country Cottages**; Mark Twain Hannah, dba Front Desk Vacation Rentals, Plaintiffs–Appellants,

v.

SNOW SUMMIT, INC., a California corporation; Richard Kun, an individual; Fritz Uppenlatz, dba Forest Shores Estates (Inn); Joyce Reed, dba **Grey Squirrel Resort**; **Gerry Taylor**, dba **Bear Mountain Trading Co.**; Bruce Voight, dba **Alpine Slide at Magic Mountain**; Loren Haffen, dba **Boulder Creek Resort**, dba Holloway's Marina & RV Park, dba North Shore Landing; Robert McDonald, dba Shores Acres Lodge & Vacation Rentals; **Big Bear Lake Resort Association**; Bear Mountain, Inc., dba **Bear Mountain Ski Resort**, a business entity, form unknown, and Does 1–500, Defendants–Appellees.

No. 97–56042. | Argued and Submitted Feb. 1, 1999.  
| Decided July 8, 1999.

Lodge operators and lodging referral services in ski resort area brought suit alleging antitrust violations by other lodge operators and two ski resorts in the area. The United States District Court for the Central District of California, **Manuel L. Real**, J., dismissed complaint without leave to amend, and plaintiffs appealed. The Court of Appeals, **James R. Browning**, Circuit Judge, held that: (1) plaintiffs sufficiently alleged conspiracy to fix prices of lodging accommodations, lift tickets, and ski packages, but failed to allege antitrust injury resulting from all aspects of alleged price-fixing conspiracy; (2) plaintiffs which purchased lift tickets for resale had sufficient antitrust injury to challenge agreement by ski resorts to sell discount lift tickets to lodge operators only if they joined resort association; (3) non-members of resort association suffered antitrust injury as direct targets of boycott; (4) there were no allegations of anticompetitive effects of **dues** differential between city and non-city businesses; (5) complaint failed to state claim of monopolization or attempted monopolization; (6) complaint failed to state claim under California's Unfair Practices Act; and (7) plaintiffs' motion for reconsideration or clarification was not sanctionable.

Affirmed in part, reversed in part and remanded.

#### West Headnotes (27)

#### <sup>[1]</sup> Federal Courts

##### ⚡ Pleading

Court of Appeals reviews dismissal of complaint without leave to amend de novo.

5 Cases that cite this headnote

#### <sup>[2]</sup> Federal Civil Procedure

##### ⚡ Pleading over

Complaint may be dismissed without leave to amend only when it is clear that complaint cannot be saved by further amendment.

20 Cases that cite this headnote

#### <sup>[3]</sup> Antitrust and Trade Regulation

##### ⚡ Rule of reason

##### Antitrust and Trade Regulation

##### ⚡ Illegal Restraints or Other Misconduct

##### Antitrust and Trade Regulation

##### ⚡ Boycotts

##### Antitrust and Trade Regulation

##### ⚡ Horizontal arrangements

Horizontal price-fixing, market division, and certain types of group boycotts are unlawful per se; other alleged violations are subject to “rule of reason” analysis to determine whether particular concerted conduct unreasonably restrains competition. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

2 Cases that cite this headnote



<sup>[4]</sup> **Antitrust and Trade Regulation**

⚡ Per se

**Antitrust and Trade Regulation**

⚡ Market Power; Market Share

Elaborate market analysis and case-by-case evaluation are unnecessary in cases involving per se antitrust violations because anticompetitive effects of the practice are presumed. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

3 Cases that cite this headnote

<sup>[5]</sup> **Antitrust and Trade Regulation**

⚡ Injury to Business or Property

**Antitrust and Trade Regulation**

⚡ Causation

To have standing to bring antitrust case, plaintiff must demonstrate that the harm plaintiff has suffered or might suffer from the practice is "antitrust injury," that is, injury of the type antitrust laws were intended to prevent and that flows from that which makes defendants' acts unlawful; injury must be attributable to anti-competitive aspect of practice under scrutiny. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

6 Cases that cite this headnote

<sup>[6]</sup> **Antitrust and Trade Regulation**

⚡ Particular cases

Lodge operators and lodge association sustained antitrust injury from alleged price-fixing of ski lift tickets, by purchasing ski lift tickets at inflated prices. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

2 Cases that cite this headnote

<sup>[7]</sup> **Antitrust and Trade Regulation**

## ⚡ Price Fixing in General

Because price-fixing is per se antitrust violation, price inflation is presumed, and courts do not evaluate reasonableness of price when determining whether price-fixing agreements are unlawful. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

4 Cases that cite this headnote

<sup>[8]</sup> **Antitrust and Trade Regulation**

⚡ Particular cases

Since plaintiff lodge operators and lodge association were competitors to, rather than customers of, defendants, they did not suffer antitrust injury from alleged price-fixing of ski packages and lodging accommodations. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

6 Cases that cite this headnote

<sup>[9]</sup> **Antitrust and Trade Regulation**

⚡ Competitors

Competitors may have standing to challenge practices used to enforce price-fixing conspiracy. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

Cases that cite this headnote

<sup>[10]</sup> **Antitrust and Trade Regulation**

⚡ Conspiracy or combination

Lodge operators in ski area alleged injuries resulting from their exclusion from resort association, but did not allege that these injuries resulted from price-fixing conspiracy; pleadings attributed association's favoritism to personal relations rather than participation or non-participation in antitrust conspiracy.

Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

1 Cases that cite this headnote

[11] **Antitrust and Trade Regulation**  
 ⚡Illegal Restraints or Other Misconduct

Agreement among competitors for purpose of coercing more favorable terms of trade from third parties than they could obtain through normal play of competitive forces violates antitrust law. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

Cases that cite this headnote

[12] **Antitrust and Trade Regulation**  
 ⚡Particular cases

Lodges and lodging association which purchased lift tickets for resale had sufficient antitrust injury to challenge agreement by ski resorts to sell discount lift tickets to lodge operators only if they joined resort association. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

1 Cases that cite this headnote

[13] **Antitrust and Trade Regulation**  
 ⚡Particular cases

Non-members of resort association suffered antitrust injury as direct targets of boycott by resort association and its members; association rules allegedly barred members from belonging to any other referral associations, and from forwarding lodging referrals to non-members, ski resorts also allegedly refused to sell discount lift tickets to non-members and at least one resort allegedly informed association members that they could not resell discount lift tickets to certain non-members. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

1 Cases that cite this headnote

[14] **Antitrust and Trade Regulation**  
 ⚡Participants

Nonprofit organization that engages in commercial activity is subject to federal antitrust laws. Sherman Act, §§ 1, 2, as amended, 15 U.S.C.A. §§ 1, 2.

1 Cases that cite this headnote

[15] **Antitrust and Trade Regulation**  
 ⚡Antitrust Law and Trade and Professional Associations

Resort association engaged in commercial activity, subjecting it to federal antitrust laws, by providing its members with access to discount lift tickets and lodging referrals and marketing its members' services. Sherman Act, §§ 1, 2, as amended, 15 U.S.C.A. §§ 1, 2.

2 Cases that cite this headnote

[16] **Antitrust and Trade Regulation**  
 ⚡Particular Industries or Businesses

Resort association dues rate for lodge owners in city, which was five times dues rate for lodge owners outside city, did not fit within any category of per se antitrust violation. Sherman Act, § 1, as amended, 15 U.S.C.A. § 1.

Cases that cite this headnote

[17] **Antitrust and Trade Regulation**  
 ⚡Product market  
**Antitrust and Trade Regulation**  
 ⚡Geographic market



Monopolization claims can only be evaluated with reference to properly defined geographic and product markets. Sherman Act, § 2, as amended, 15 U.S.C.A. § 2.

#### 2 Cases that cite this headnote

- [118] **Antitrust and Trade Regulation**  
 ⚡Chance of success in the relevant market  
**Antitrust and Trade Regulation**  
 ⚡Intent

Intent to monopolize and dangerous probability of success of achieving monopoly power in particular market are essential elements of attempted monopolization claim. Sherman Act, § 2, as amended, 15 U.S.C.A. § 2.

#### 2 Cases that cite this headnote

- [119] **Antitrust and Trade Regulation**  
 ⚡Pleading

Lodge owners failed to allege facts that would support inference that resort association acted with anticompetitive intent when it adopted its two-tiered **dues** structure, charging higher **dues** to lodge operators in city than in outside of city, as required to state claim under provision of California's Unfair Practices Act barring price discrimination in sales to different geographic locations. West's Ann.Cal.Bus. & Prof.Code §§ 17031, 17040.

#### Cases that cite this headnote

- [120] **Antitrust and Trade Regulation**  
 ⚡Complaint

Except when alleging per se antitrust violation for agreement in **restraint** of **trade**, plaintiffs must identify relevant geographic and product markets in which plaintiffs and defendants

compete and allege facts demonstrating that defendants' conduct has anticompetitive effect on those markets; market definition is also essential to establish monopolization claim. Sherman Act, §§ 1, 2, as amended, 15 U.S.C.A. §§ 1, 2.

#### 30 Cases that cite this headnote

- [121] **Antitrust and Trade Regulation**  
 ⚡Complaint

Ski lodge operators alleging agreement in **restraint** of **trade** and monopolization did not identify relevant geographic and product markets; complaint referred to geographic market and to product markets for lodging accommodations and ski packages, but did not allege that area was area of effective competition in which buyers of these products could find alternative sources of supply, or that there were no other goods or services that were reasonably interchangeable with lodging accommodations or ski packages within this geographic market. Sherman Act, §§ 1, 2, as amended, 15 U.S.C.A. §§ 1, 2.

#### 19 Cases that cite this headnote

- [122] **Federal Courts**  
 ⚡Failure to mention or inadequacy of treatment of error in appellate briefs

Issues appealed but not briefed are deemed abandoned.

#### 3 Cases that cite this headnote

- [123] **Federal Courts**  
 ⚡Failure to mention or inadequacy of treatment of error in appellate briefs

Issues raised in brief which are not supported by

argument are deemed abandoned.

#### 4 Cases that cite this headnote

[24]

##### **Federal Civil Procedure**

⚡ Reconsideration, reargument, rehearing or new trial motions

Plaintiffs' motion for reconsideration or clarification of order of dismissal was not sanctionable; motion was reasonable attempt to clarify whether district court had ruled on plaintiffs' state law claims, and, if so, whether they were dismissed on merits or for lack of jurisdiction. [Fed.Rules Civ.Proc.Rule 60\(a\)](#), 28 U.S.C.A.; U.S.Dist.Ct.Rules C.D.Cal., Civil Rules 7.16(c), 7.19, 27(b).

#### 3 Cases that cite this headnote

[25]

##### **Federal Civil Procedure**

⚡ Reconsideration, reargument, rehearing or new trial motions

Because district court did not explain basis for its rulings, it was appropriate, and not sanctionable, for plaintiffs to seek clarification, and to specifically request that court dismiss state claims without prejudice, to be relieved of res judicata effects of ruling.

#### 8 Cases that cite this headnote

[26]

##### **Federal Courts**

⚡ Defects, objections, and amendments; striking brief

Adopting defendants' statements of standards of review, regardless of whether they were legally correct, would not be appropriate sanction for plaintiffs' failure, in brief, to identify standards of review.

#### Cases that cite this headnote

[27]

##### **Federal Courts**

⚡ Defects, objections, and amendments; striking brief

##### **Federal Courts**

⚡ Grounds for involuntary dismissal in general

Although there were serious deficiencies in appellants' briefs, appeal would not be dismissed, where appellants cited to record extensively and their appeal was largely meritorious.

#### Cases that cite this headnote

#### Attorneys and Law Firms

\*1099 [James G. Allen](#), Allen & Pappas, Thousand Oaks, California, for the plaintiffs-appellants.

[Patrick M. Kelly](#), Wilson, Elser, Moskowitz, Edelman & Dicker, Los Angeles, California, for the defendants-appellees.

[Douglas L. Day](#), Crowe & Day, Santa Monica, California, for the defendants-appellees.

[Evan Eickmeyer](#) and [Timothy M. Smith](#), McKinley & Smith, Sacramento, California, for the defendants-appellees.

Appeal from the United States District Court for the Central District of California [Manuel L. Real](#), District Judge, Presiding. D.C. No. CV-97-00451-R.

Before: [HUG](#), Chief Judge, [BROWNING](#) and [NOONAN](#), Circuit Judges.

#### Opinion

[JAMES R. BROWNING](#), Circuit Judge:

Plaintiffs are lodge operators and lodging referral services in a ski resort area in Southern California. They allege antitrust violations by other lodge operators and two ski



resorts in the area, allegedly injuring Plaintiffs. The district court dismissed the complaint without leave to amend. We affirm in part and reverse in part.

## I

Plaintiffs base their claims on the following allegations, which we accept as true for purposes of reviewing dismissal of a complaint for failure to state a valid claim. See *Fed.R.Civ.P. 12(b)(6)*; *Cahill v. Liberty Mut. Ins. Co.*, 80 F.3d 336, 337–38 (9th Cir.1996).

Plaintiffs provide lodging accommodations and lodging referral services in the Big Bear Valley recreational area in the San Bernardino mountains of Southern California. For years, the two ski resorts \*1100 in the area, Snow Summit, Inc., and Bear Mountain, Inc., offered bulk discounts on ski lift tickets to lodges and tourist businesses, including several Plaintiffs. By virtue of these discounts, Plaintiffs were able to offer “ski packages,” combinations of lodging and lift tickets, at attractive prices. Sales of such “ski packages” constituted a substantial portion of the business done by some Plaintiffs.

In about January 1994, Richard Kun, president of Snow Summit, helped form the Defendant Big Bear Lake Resort Association. Kun asked the City of Big Bear Lake to refrain from enacting a tax on Snow Summit or Bear Mountain in exchange for the Resort Association’s commitment to collect funds from the lodges and ski resorts in Big Bear Valley and to use said funds to promote Big Bear Valley. He also asked the city to reduce its transient occupancy tax on local lodges from eight to six percent. The Resort Association eventually entered into an agreement with the Big Bear **Chamber of Commerce**, providing that the organizations would grant reciprocal memberships to each other at no cost, and that inquiries for lodging received by the **Chamber of Commerce** would be referred to the Resort Association.

Kun advised Plaintiff Robert Pool that Snow Summit would continue to sell discount lift tickets to Pool and Plaintiff Sleepy Forest Resorts only if Pool joined the Resort Association. Plaintiffs Pool, Sleepy Forest, Mark Twain Hannah, and members of the Big Bear Lodging Association joined the Resort Association. Because their businesses were located within the city of Big Bear Lake, Plaintiff lodges paid 2.5% of their lodging accommodation income as **dues** to the Association. Lodges located outside the city were charged only 0.5% of their income as **dues**.

Since its formation, the Resort Association has engaged in activities discriminatory to certain members, including some Plaintiffs. The Resort Association favored friends of directors of the Association by providing them with choice lodging referrals and preferential advertising, and removed advertisements purchased by Pool and Sleepy Forest from magazines the Resort Association mailed to potential customers. In the fall of 1995, Pool and Sleepy Forest quit the Resort Association because of these discriminatory practices. In October 1995, Kun advised Pool that, unless Pool and Sleepy Forest rejoined the Resort Association, neither Snow Summit nor Bear Mountain would sell them discount lift tickets nor would they honor any tickets purchased by them. Moreover, he said Snow Summit would no longer supply discount lift tickets to Sleepy Forest. Snow Summit and Bear Mountain agreed that they would refuse to sell discount lift tickets to non-members of the Resort Association. Kun advised Resort Association members that they were prohibited from selling, **trading** or conveying Snow Summit discount lift tickets to Pool or Sleepy Forest.

In 1996, the Resort Association adopted rules prohibiting members from belonging to other local referral services in which non-members participated, and from referring any business to non-members. In about 1996, the Resort Association suspended Doc’s Getaway, which is operated by Sleepy Forest, because Sleepy Forest allegedly referred a call received by Doc’s Getaway to a non-member. The Resort Association terminated Hannah’s membership in November 1996 because he refused to remove a listing for the Big Bear Lake Area **Chamber of Commerce**, a referral service established by Hannah, from the local phone directory. The Resort Association objected to the listing because Hannah was receiving calls that might otherwise go to the Resort Association per its agreement with the **Chamber of Commerce**. Some Plaintiffs were threatened or denied membership in the Resort Association because of their personal relationships with Resort Association members who violated Resort Association rules.

Resort Association members also engaged in a price-fixing conspiracy, agreeing \*1101 on uniform rates and charges for lodge accommodations, ski packages and resort services; publishing and disseminating advertising materials reflecting the agreed-upon rates; communicating for the purpose of implementing this conspiracy; and charging and collecting the agreed-upon rates.

Plaintiffs assert the Defendants’ alleged conduct violated **sections 1 and 2** of the Sherman Act and California’s Cartwright Act, and breached Plaintiffs’ subscription



agreements with the Resort Association. The district court dismissed Plaintiffs' complaint without leave to amend, stating only: "This is not an antitrust case, period." Plaintiffs filed a timely appeal.

## II

[1] [2] We review dismissal of a complaint without leave to amend *de novo*.<sup>1</sup> See *Cahill*, 80 F.3d at 337 (dismissal for failure to state a claim); *Dumas v. Kipp*, 90 F.3d 386, 389 (9th Cir.1996) (dismissal without leave to amend). "All allegations of material fact are taken as true and construed in the light most favorable to the nonmoving party." *Cahill*, 80 F.3d at 337-38. "A court may dismiss a complaint only if it is clear that no relief could be granted under any set of facts that could be proved consistent with the allegations." *Hishon v. King & Spalding*, 467 U.S. 69, 73, 104 S.Ct. 2229, 81 L.Ed.2d 59 (1984); see also *Cahill*, 80 F.3d at 338. The allegations in the complaint, however, must "give the defendant fair notice of what the plaintiff's claim is and the grounds upon which it rests." *Conley v. Gibson*, 355 U.S. 41, 47, 78 S.Ct. 99, 2 L.Ed.2d 80 (1957). A complaint may be dismissed without leave to amend only "when it is clear that the complaint cannot be saved by further amendment." *Dumas*, 90 F.3d at 389.

### A. Antitrust Claims

[3] Sherman Act § 1 prohibits agreements that unreasonably restrain trade. See 15 U.S.C. § 1; *NYNEX Corp. v. Discon, Inc.*, 525 U.S. 128, 119 S.Ct. 493, 497, 142 L.Ed.2d 510 (1998).<sup>2</sup> "[C]ertain kinds of agreements will so often prove so harmful to competition and so rarely prove justified that the antitrust laws do not require proof that an agreement of that kind is, in fact, anticompetitive in the particular circumstances. An agreement of such a kind is unlawful *per se*." *NYNEX*, 119 S.Ct. at 497 (citations omitted). Horizontal price-fixing, market division, and certain types of group boycotts are unlawful *per se*. See *id.* Other alleged violations are subject to "rule of reason" analysis to determine "whether particular concerted conduct unreasonably restrains competition." *Oltz v. St. Peter's Community Hosp.*, 861 F.2d 1440, 1445 (9th Cir.1988).

[4] Rule of reason analysis "is a case-by-case study in which the fact finder weighs all of the circumstances of a case." *Id.* (internal quotation marks omitted). "Proving injury to competition in a rule of reason case almost uniformly requires a claimant to prove the relevant market and to show the effects upon competition within that

market." *Id.* at 1446. Elaborate \*1102 market analysis and case-by-case evaluation are unnecessary in cases involving *per se* antitrust violations because the anticompetitive effects of the practice are presumed. See *id.* at 1445.

[5] To have standing to bring an antitrust case, a plaintiff must demonstrate that the harm the plaintiff has suffered or might suffer from the practice is an "antitrust injury," that is, an "injury of the type the antitrust laws were intended to prevent and that flows from that which makes defendants' acts unlawful." *Atlantic Richfield Co. v. USA Petroleum Co.*, 495 U.S. 328, 334, 110 S.Ct. 1884, 109 L.Ed.2d 333 (1990) (internal quotation marks omitted). The injury must be "attributable to an anti-competitive aspect of the practice under scrutiny." *Id.*

### 1. Price Fixing

Plaintiffs sufficiently allege a conspiracy to fix prices of lodging accommodations, lift tickets, and ski packages, a *per se* antitrust violation. Plaintiffs, however, have failed to allege antitrust injury resulting from all aspects of the alleged price-fixing conspiracy.

[6] [7] Certain Plaintiffs have alleged antitrust injury resulting from the alleged price-fixing of lift tickets. Pool, Sleepy Forest, and Plaintiff Lodging Association purchase lift tickets and thus suffer injury due to the presumably inflated price<sup>3</sup> of those tickets.<sup>4</sup> The remaining Plaintiffs should be granted leave to amend to allege, if they are able to do so, that they too purchase resort services at prices fixed by Defendants or were otherwise injured by Defendants' price-fixing.

[8] [9] [10] Plaintiffs have not alleged antitrust injury resulting from the price-fixing of ski packages and lodging accommodations. They are competitors to, rather than customers of, Defendants in the sale of these services. Thus, Plaintiffs stand to benefit from the fact that prices for those services are inflated. See *Matsushita Elec. Indus. Co., Ltd. v. Zenith Radio Corp.*, 475 U.S. 574, 583, 106 S.Ct. 1348, 89 L.Ed.2d 538 (1986) (competitors stand to gain from conspiracy to charge supracompetitive prices); 2 Phillip E. Areeda & Herbert Hovenkamp, *Antitrust Law* ¶ 373b (1995). Competitors, however, may have standing to challenge practices used to enforce a price-fixing conspiracy. See *id.* ¶¶ 373d, 373e. Plaintiffs have alleged injuries resulting from their exclusion from the Resort Association, but have not alleged that these injuries resulted from the price-fixing conspiracy. Plaintiffs allege the Resort Association favored certain members in advertising and referrals, and that some Plaintiffs quit the Resort Association because



they refused “to participate in the wrongful acts versus and discriminatory treatment of lodge owners.” However, Plaintiffs attribute this favoritism to personal relations rather than participation or non-participation in an antitrust conspiracy. Plaintiffs should be granted leave to amend to allege, if they are able to do so, injury resulting from practices used to enforce the alleged price-fixing conspiracy.

We reverse the district court’s dismissal of the claims of Plaintiffs Pool, Sleepy Forest and Plaintiff Lodging Association for price fixing of lift tickets in violation of Sherman Act § 1 and the Cartwright Act. We affirm the dismissal of the remaining Plaintiffs’ claim for price-fixing of lift tickets and of all Plaintiffs’ claims for price-fixing of lodging accommodations and ski packages, but reverse the district court’s \*1103 denial of leave to amend the complaint to state such claims, if Plaintiffs are able to do so.

## 2. Agreement by Snow Summit and Bear Mountain to Sell Discount Lift Tickets on Fixed Terms

<sup>[11]</sup> Plaintiffs allege that the ski resorts agreed to sell discount lift tickets to lodge operators only if they joined the Resort Association. An agreement among competitors “for the purpose of coercing more favorable terms of **trade** from third parties than they could obtain through the normal play of competitive forces” violates antitrust law. *De Jong Packing Co. v. United States Dep’t of Agric.*, 618 F.2d 1329, 1336 (9th Cir.1980) (meat packers’ agreement to purchase cattle from stockyards only on “subject to inspection” basis was unlawful **restraint of trade**); see also *Paramount Famous Lasky Corp. v. United States*, 282 U.S. 30, 41–42, 51 S.Ct. 42, 75 L.Ed. 145 (1930) (film distributors’ agreement that they will only do business with exhibitors according to the terms of a standard contract requiring arbitration violated Sherman Act). Plaintiffs allege that the condition that lodges must belong to the Resort Association is a “more favorable term of **trade**” for the ski resorts, because it permits the resorts to shift the costs of promoting tourism in the region from themselves (imposed through a threatened city tax) to the broader tourism business community (imposed through Resort Association **dues**).

<sup>[12]</sup> Pool, Sleepy Forest and Plaintiff Lodging Association purchased lift tickets for resale and thus allege sufficient antitrust injury to challenge this agreement. As to these Plaintiffs, we reverse the district court’s dismissal of the claim that the ski resorts have unlawfully conspired to sell discount lift tickets only to Resort Association members in violation of Sherman Act § 1 and the Cartwright Act.

The court should grant the remaining Plaintiffs leave to amend the complaint to allege antitrust injury with respect to this claim, if they can do so.

## 3. Group Boycott

<sup>[13]</sup> <sup>[14]</sup> <sup>[15]</sup> Plaintiffs have alleged a group boycott by the Resort Association<sup>5</sup> and its members against non-members. Resort Association rules allegedly bar members from belonging to any other referral associations, and from forwarding lodging referrals to non-members. The ski resorts also allegedly refuse to sell discount lift tickets to non-members and at least Snow Summit allegedly informed Resort Association members that they cannot resell discount lift tickets to certain non-members. Thus, the boycott restricts non-members’ access to customers (by blocking referrals) and supplies (by withholding discount ski lift tickets) that may be necessary for effective competition. Cf. *Northwest Wholesale Stationers, Inc. v. Pacific Stationery and Printing Co.*, 472 U.S. 284, 294, 105 S.Ct. 2613, 86 L.Ed.2d 202 (1985) (group boycotts that cut off competitors’ access to essential competitive inputs are often deemed *per se* unlawful). Plaintiffs are all non-members of the Resort Association and thus suffer an antitrust injury as the direct targets of the boycott.<sup>6</sup>

\*1104 We reverse the district court’s dismissal of Plaintiffs’ claim that Defendants participated in a group boycott in violation of Sherman Act § 1 and the Cartwright Act.

## 4. **Dues** Differential Between City and Non-City Businesses

<sup>[16]</sup> Plaintiffs allege Defendants “joined together ... to preclude lodge owners in the city from competing in [the ski package] market unless they paid 2.5% of their gross income” in **dues** to the Resort Association, which was five times the **dues** rate for lodge owners outside the city. This **dues** differential does not fit within any category of *per se* antitrust violation and Plaintiffs have not alleged anticompetitive effects. See *infra* Part II(A)(7). Absent allegations of anticompetitive effects, it is impossible to determine whether Plaintiffs have alleged an antitrust violation or antitrust injury.

We affirm the district court’s dismissal of Plaintiffs’ claim that the **dues** differential violates Sherman Act § 1 and the Cartwright Act, but reverse the district court’s denial of leave to amend the complaint to allege such a claim, if Plaintiffs have a factual basis for doing so.



### 5. Monopolization

<sup>[17]</sup> <sup>[18]</sup> Plaintiffs allege Defendants monopolized or attempted to monopolize **commerce**. Monopolization claims can only be evaluated with reference to properly defined geographic and product markets. See *Thurman Indus., Inc. v. Pay 'N Pak Stores, Inc.*, 875 F.2d 1369, 1373 (9th Cir.1989). Plaintiffs do not sufficiently identify the markets affected by Defendants' alleged antitrust violations. See *infra* Part II(A)(7). Plaintiffs also fail to allege two essential elements of an attempted monopolization claim: (1) intent to monopolize, and (2) a dangerous probability of success of achieving monopoly power in a particular market. See *Spectrum Sports, Inc. v. McQuillan*, 506 U.S. 447, 459, 113 S.Ct. 884, 122 L.Ed.2d 247 (1993). However, these deficiencies may be curable by amendment.

We affirm the district court's dismissal of Plaintiffs' Sherman Act § 2 and Cartwright Act monopolization and attempted monopolization claims, but reverse the court's denial of leave to amend to state such claims, if Plaintiffs are able to do so.

### 6. Unfair Practices Act

<sup>[19]</sup> Plaintiffs allege Defendants violated California's Unfair Practices Act, Cal. Bus. & Prof.Code §§ 17000–17101. This statute prohibits several specific anticompetitive practices, but “chiefly prohibits selling articles *below cost*, or giving them away, for the purpose of injuring competitors and destroying competition.” 5 B.E. Witkin, *Summary of California Law* § 591 (9th ed.1987). Plaintiffs do not allege that Defendants sold products or services below cost. The statute bars price discrimination in sales to different geographic locations, see Cal. Bus. & Prof.Code §§ 17031, 17040, which might seem to apply to the difference in Resort Association **dues** charged to lodge operators in and outside the city. Such discrimination is unlawful, however, only if accompanied by anticompetitive intent. See *id.* § 17040. Plaintiffs have failed to allege facts that would support an inference that the Resort Association acted with anticompetitive intent when it adopted its two-tiered **dues** structure. None of the other specific prohibitions in the Unfair Practices Act are clearly implicated in the complaint. We cannot say, however, that Plaintiffs can allege no set of facts that might entitle them to relief under this statute. We affirm the district court's dismissal of Plaintiffs' Unfair Practices Act claim, but reverse the denial of leave to amend.

### 7. Anticompetitive Effects: Market Definition

<sup>[20]</sup> Except when alleging a *per se* antitrust violation, Plaintiffs must identify the relevant geographic and product markets in which Plaintiffs and Defendants compete and allege facts demonstrating that Defendants' conduct has an anticompetitive \*1105 effect on those markets. See *supra* Part II(A)(4); *Oltz*, 861 F.2d at 1446. Market definition is also essential to establish a monopolization claim. See *supra* Part II(A)(5).

<sup>[21]</sup> Plaintiffs' complaint refers to the geographic market of Big Bear Valley and to product markets for lodging accommodations and ski packages. Plaintiffs do not, however, allege that Big Bear Valley is the area of effective competition in which buyers of these products can find alternative sources of supply, or that there are no other goods or services that are reasonably interchangeable with lodging accommodations or ski packages within this geographic market. See *Oltz*, 861 F.2d at 1446. Nor have Plaintiffs alleged that Defendants' conduct resulted in anticompetitive effects within appropriately defined markets. Plaintiffs should be granted leave to amend their complaint to allege anticompetitive effects within a particular market, if they are able to do so.

### B. State-Law Breach of Contract and Tortious Interference Claims

Plaintiffs allege Defendants breached certain Plaintiffs' subscription agreements with the Resort Association. Although Defendants did not address this claim in their briefs supporting their motion to dismiss, the district court dismissed the claim without explanation and without providing Plaintiffs an opportunity to be heard on the issue. We reverse and remand for the court to consider and decide the sufficiency of the breach of contract allegations after affording the parties an opportunity to submit argument.

In their appellate brief, Plaintiffs assert a claim for breach of the Resort Association's contract with the **Chamber of Commerce** and state-law claims for tortious inducement of breach of contract, intentional interference with prospective economic advantage, and negligent interference with contractual relations. None of these claims appears in the current complaint. On remand, Plaintiffs may seek leave to amend their complaint to state these additional claims, if they wish to do so. Because this litigation is still in its early stages, leave should be liberally granted unless amendment would be futile. See Fed.R.Civ.P. 15(a).



## III

Plaintiffs' complaint contained class allegations, and allegations that the ski resorts violated the terms of their Special Use Permits issued by the United States Forest Service. Defendants moved to strike these allegations as immaterial. The district court granted the motion without explanation.

[22] [23] Although Plaintiffs appealed this order, their appellate brief does not address it. Issues appealed but not briefed are deemed abandoned. *Pierce v. Multnomah County*, 76 F.3d 1032, 1037 n. 3 (9th Cir.1996). Plaintiffs mention that they brought a breach of contract claim based the ski resorts' alleged violation of the Special Use Permits, but offer no supporting argument or citations to authority. " 'Issues raised in a brief which are not supported by argument are deemed abandoned.' " *Acosta-Huerta v. Estelle*, 7 F.3d 139, 144 (9th Cir.1993) (quoting *Leer v. Murphy*, 844 F.2d 628, 634 (9th Cir.1988)).

## IV

Plaintiffs moved for reconsideration or clarification of the order of dismissal. The court denied the motion as frivolous and ordered Plaintiffs to pay a total of \$4,000 in attorneys' fees and costs to Defendants. Plaintiffs timely appealed.

[24] Plaintiffs' motion was a reasonable attempt to clarify whether the district court had ruled on Plaintiffs' state law claims, and, if so, whether they were dismissed on the merits or for lack of jurisdiction. It was reasonable for Plaintiffs to seek clarification to ensure that the court had considered all of Plaintiffs' claims when ruling on Defendants' motion to dismiss and had not neglected or overlooked their state claims. Such a motion was \*1106 appropriate under [Rule 60\(a\) of the Federal Rules of Civil Procedure](#)<sup>7</sup> or Local Rule 7.16(c).<sup>8</sup>

[25] Plaintiffs' request to be relieved of the *res judicata* effects of the court's ruling also was reasonable. The district court had federal question jurisdiction over Plaintiffs' federal claims and supplemental jurisdiction over their state claims. After the court concluded that Plaintiffs had failed to state valid federal antitrust claims, it was free to decide in its discretion whether to continue to exercise supplemental jurisdiction over Plaintiffs' state claims or to dismiss those claims for lack of subject matter jurisdiction. See 28 U.S.C. § 1367(c)(3). If the court dismissed the state claims for lack of jurisdiction,

those claims would not be *res judicata* and Plaintiffs could pursue them in state court. Because the district court did not explain the basis for its rulings, it was appropriate for Plaintiffs to seek clarification, and to specifically request that the court dismiss the state claims without prejudice.<sup>9</sup>

In light of our holding that the district court erred in its initial order dismissing Plaintiffs' complaint without leave to amend, we need not review the court's ruling on the merits of Plaintiffs' motion for reconsideration or clarification. It was an abuse of discretion, however, to impose sanctions on Plaintiffs for filing the motion. Local Rule 7.19 authorizes the court to sanction parties who file frivolous motions and Local Rule 27 authorizes an award of costs and attorneys' fees to opposing counsel "if the Court finds that the conduct rises to the level of bad faith and/or a willful disobedience of a court order." C.D. Cal. L. Civ. R. 27(b); see also *Chambers v. NASCO, Inc.*, 501 U.S. 32, 45-46, 111 S.Ct. 2123, 115 L.Ed.2d 27 (1991). For the reasons stated, Plaintiffs' motion was not frivolous. The district court also made no finding of bad faith or vexatious conduct, and the record would not support such a finding.

We reverse the district court's order imposing sanctions on Plaintiffs for filing the motion for reconsideration or clarification.

## V

[26] [27] Defendants have noted serious deficiencies in Plaintiffs' briefs.<sup>10</sup> While we do not condone these deficiencies, we decline to impose the sanctions requested by Defendants. Because Plaintiffs failed \*1107 to identify standards of review, Defendants urge us to adopt Defendants' statements of the standards of review, regardless of whether they are legally correct. This sanction would never be appropriate. They also urge dismissal of Plaintiffs' appeal. This court has imposed the ultimate sanction of dismissal only in egregious cases of noncompliance, primarily where parties failed to cite to the record. See *N/S Corp. v. Liberty Mut. Ins. Co.*, 127 F.3d 1145, 1146 (9th Cir.1997); *Mitchel v. General Elec. Co.*, 689 F.2d 877, 878-79 (9th Cir.1982); see also Fed. R.App. P. 28-2 Ninth Circuit advisory committee's note (citing *Mitchel* and providing that sanctions may be imposed for failure to comply with the briefing rules, "particularly with respect to record references"). Here, Plaintiffs cited to the record extensively and their appeal is largely meritorious. We therefore decline to dismiss the appeal; we trust Plaintiffs' counsel will faithfully comply



with our rules if he continues to practice before this court.

rules.

Each side shall bear its own costs.

### CONCLUSION

The order dismissing Plaintiffs' complaint without leave to amend is reversed in part and affirmed in part. Plaintiffs have abandoned their appeal of the district court's order striking portions of the complaint as immaterial. The district court's order sanctioning Plaintiffs for filing their motion for reconsideration or clarification is reversed. We decline to impose sanctions for Plaintiffs' noncompliance with this court's briefing

AFFIRMED IN PART, REVERSED IN PART, AND REMANDED.

### All Citations

182 F.3d 1096, 1999-2 Trade Cases P 72,577, 99 Cal. Daily Op. Serv. 5431, 1999 Daily Journal D.A.R. 6939

### Footnotes

- <sup>1</sup> Defendants, citing *Janicki Logging Co. v. Mateer*, 42 F.3d 561, 566 (9th Cir.1994), argue that the district court's decision to deny leave to amend should be reviewed for abuse of discretion. The motion in *Janicki* involved the court's management of its own docket: the plaintiff sought to name an additional defendant eighteen months after it had filed its complaint, a year after the deadline for naming additional parties in the court's scheduling order had expired, and eighteen months after plaintiff's separate action against the proposed defendant had been dismissed by a different court. See *id.* In contrast, the motion to amend in this case turns on the merits: whether Plaintiffs have alleged valid causes of action. We therefore review both the motion to dismiss and the motion for leave to amend *de novo*.
- <sup>2</sup> California's Cartwright Act, Cal. Bus. & Prof.Code §§ 16700–16770, is patterned after the Sherman Act. California courts look to federal case law interpreting the Sherman Act for guidance in interpreting the Cartwright Act. See *Chicago Title Ins. Co. v. Great Western Fin. Corp.*, 69 Cal.2d 305, 315, 70 Cal.Rptr. 849, 444 P.2d 481 (1968).
- <sup>3</sup> Because price-fixing is a *per se* antitrust violation, price inflation is presumed. Courts do not evaluate the reasonableness of the price when determining whether price-fixing agreements are unlawful. See *Arizona v. Maricopa County Med. Soc'y*, 457 U.S. 332, 350 & n. 22, 102 S.Ct. 2466, 73 L.Ed.2d 48 (1982).
- <sup>4</sup> Defendants argue that Plaintiffs have standing to bring an antitrust action only if they compete with Defendants. This is incorrect. Consumers have standing to challenge antitrust violations that cause them injury. Indeed, purchasers are preferred antitrust plaintiffs in price-fixing cases. See 2 Phillip E. Areeda & Herbert Hovenkamp, Antitrust Law ¶ 370 (1995).
- <sup>5</sup> Defendants argue that the Resort Association cannot be liable for antitrust violations because it is a nonprofit association. A nonprofit organization that engages in **commercial** activity, however, is subject to federal antitrust laws. See *Dedication and Everlasting Love to Animals v. Humane Soc'y of the United States, Inc.*, 50 F.3d 710, 713 (9th Cir.1995) (dictum); 1A Areeda & Hovenkamp ¶ 261a; cf. *Goldfarb v. Virginia State Bar*, 421 U.S. 773, 787–88, 95 S.Ct. 2004, 44 L.Ed.2d 572 (1975) (learned professions are subject to antitrust laws). The RA provides its members with access to discount lift tickets and lodging referrals and markets its members' services, all of which are **commercial** activities.
- <sup>6</sup> Plaintiff referral associations that allege a loss of membership **due** to the RA's policies may establish standing in their own right, cf. *Thompson v. Metropolitan Multi-List, Inc.*, 934 F.2d 1566, 1571 (11th Cir.1991), and otherwise may be able to establish standing to sue on behalf of their members, see 2 Areeda & Hovenkamp ¶ 379b.
- <sup>7</sup> The Federal Rules of Civil Procedure provide that "[c]lerical mistakes in judgments, orders or other parts of the record and errors therein arising from oversight or omission may be corrected by the court at any time of its own initiative or on the motion of any party...." Fed.R.Civ.P. 60(a) (emphasis added). The United States District Court for the Central District of California has no local rules recognizing or governing motions for modification or clarification.
- <sup>8</sup> The United States District Court for the Central District of California permits parties to file motions for reconsideration on the grounds, *inter alia*, of "a manifest showing of a failure to consider material facts presented to the Court before such decision." C.D. Cal. L. Civ. R. 7.16(c).



Big Bear Lodging Ass'n v. Snow Summit, Inc., 182 F.3d 1096 (1999)

1999-2 Trade Cases P 72,577, 99 Cal. Daily Op. Serv. 5431...

- 9 At oral argument, Plaintiffs stated they would still prefer to dismiss their federal claims and have the case remanded to state court. On remand, the district court may, in its discretion, grant Plaintiffs leave to amend their complaint to eliminate their federal claims, decline to exercise supplemental jurisdiction over the remaining state law claims, and remand the case to state court.
- 10 Although it contains a section entitled, "Appellate Court Jurisdiction," Plaintiffs' brief does not identify the source of the court's jurisdiction in this section, as required by [Fed. R.App. P. 28\(a\)\(4\)](#) and [9th Cir. R. 28-2.2](#). The brief also fails to identify the standard of review for any of the issues raised on appeal, as required by [Fed. R.App. P. 28\(a\)\(9\)\(B\)](#) and [9th Cir. R. 28-2.5](#). Finally, the brief does not contain a statement of issues, as required by [Fed. R.App. P. 28\(a\)\(5\)](#). Plaintiffs' failure to comply with the briefing rules is all the more unjustified because we had already rejected Plaintiffs' initial brief as deficient: it did not include a certificate of compliance, [Fed. R.App. P. 32\(a\)\(7\)\(c\)](#); [9th Cir. R. 32-1](#), a statement of related cases, [9th Cir. R. 28-2.6](#), or excerpts of record, [9th Cir. R. 30-1](#).

End of Document

© 2015 Thomson Reuters. No claim to original U.S. Government Works.



**north lake tahoe**

Chamber | CVB | Resort Association

**August 27, 2015**

**Subject:** 2015/16 NLTRA Administration Budget Adjustment & Expenditure Approval.

**From:** Marc Sabella, Finance Director

**Presented:**

The expenditure for the travel to the WACVB (Now DMA West) Leadership Conference and foundation board meeting which occurred during the month of July, 2015 had been budgeted in the Marketing budget and should have been posted there. There was also an error in the total amount due to an initial overcharge for room reservations that was eventually corrected by the hotel. The correct amount was \$288.88 less than what was reimbursed. Sandy has written a check in that amount and provided a more current copy of the credit card statement that shows the revised charge from the hotel. The total for the trip expenditure was \$2,230.02 and will be reflected correctly on future financial statements.

At the Finance Committee meeting on August 27, 2015, the committee recommended approval of the July financial statements exclusive of this item and staff was directed to pull this expenditure from the consent calendar and have the Board of Directors take action separately on the CEO expense. Additionally, the CEO expense report was approved by the Treasurer with the exception of this item pending Board action.

**Staff Recommendation:**

Approve the necessary changes to the financial statements to reflect the changed amounts and posting to Marketing travel and training expenses for Sandy Evans Hall related to the WACVB (DMA West) Conference and board meeting in Alaska.





## RESERVATIONS ACTIVITY REPORT

### North Lake Tahoe

Destination: North Lake Tahoe

Period: Bookings as of July 31, 2015

**CONFIDENTIAL: Reproduction or further distribution prohibited**

### Executive Summary

Data based on a sample of up to 11 properties in the North Lake Tahoe destination, representing up to 1,539 Units ('DestiMetrics Census'\*)

		2015/16	2014/15	Year over Year % Diff
<b>a. Last Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for last month (July) changed by (-1.3%)	Paid Occupancy Rate (July) :	71.8%	72.8%	-1.3%
North Lake Tahoe Average Daily Rate for last month (July) changed by (2.6%)	ADR (July) :	\$272	\$265	2.6%
North Lake Tahoe RevPAR for last month (July) changed by (1.2%)	RevPAR (July) :	\$195	\$193	1.2%
<b>b. Next Month Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for next month (August) changed by (-3.6%)	Paid Occupancy Rate (August)	59.6%	61.9%	-3.6%
North Lake Tahoe Average Daily Rate for next month (August) changed by (0.4%)	ADR (August) :	\$261	\$260	0.4%
North Lake Tahoe RevPAR for next month (August) changed by (-3.2%)	RevPAR (August) :	\$156	\$161	-3.2%
<b>c. Historical 6 Month Actual Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for the prior 6 months changed by (0.5%)	Paid Occupancy Rate	48.7%	48.5%	0.5%
North Lake Tahoe Average Daily Rate for the prior 6 months changed by (-3.4%)	ADR	\$227	\$235	-3.4%
North Lake Tahoe RevPAR for the prior 6 months changed by (-2.9%)	RevPAR	\$111	\$114	-2.9%
<b>d. Future 6 Month On The Books Performance: Current YTD vs. Previous YTD</b>				
North Lake Tahoe Paid Occupancy Rate for the upcoming 6 months changed by (12.8%)	Paid Occupancy Rate	25.3%	22.4%	12.8%
North Lake Tahoe Average Daily Rate for the upcoming 6 months changed by (-0.7%)	ADR	\$233	\$234	-0.7%
North Lake Tahoe RevPAR for the upcoming 6 months changed by (12.0%)	RevPAR	\$59	\$52	12.0%
<b>e. Incremental Pacing - % Change in Rooms Booked last Calendar Month: Jul. 31, 2015 vs. Previous Year</b>				
Rooms Booked during last month (July, 2015) compared to Rooms Booked during the same period last year (July, 2014) for arrival July to December has changed by (19.1%)	Booking Pace (July)	6.7%	5.6%	19.1%

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

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

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

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

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

Copyright 2006 - 2015 DestiMetrics, LLC. All Rights Reserved. Information provided here is CONFIDENTIAL INFORMATION and is the exclusive property of DestiMetrics LLC. It is expressly not for reproduction, distribution publication or any other dissemination without the express written permission of DestiMetrics, LLC. Sample reports may be provided to interested persons, specifically for purposes of their evaluation of a potential subscription and are subject to Copyrights of this product. Data and Metrics represented on this report are representative of the Sample Properties only and may not be representative of the entire Community or Industry. Persons using this data for strategic purposes do so at their own risk and hold DestiMetrics harmless.





# RESERVATIONS ACTIVITY REPORT

## SECTION 1 - 12 MONTH ROLLING SUMMARY GRAPHS

2015/16 YTD (as of July 31, 2015) vs. 2014/15 YTD (as of July 31, 2014) vs. 2014/15 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

Historic Actual (2014/15 season) Data as of July 31, 2015 (2015/16 season)  
Data as of July 31, 2014 (2014/15 season) Percent Change

Chart 1a - Paid Occupancy Rate

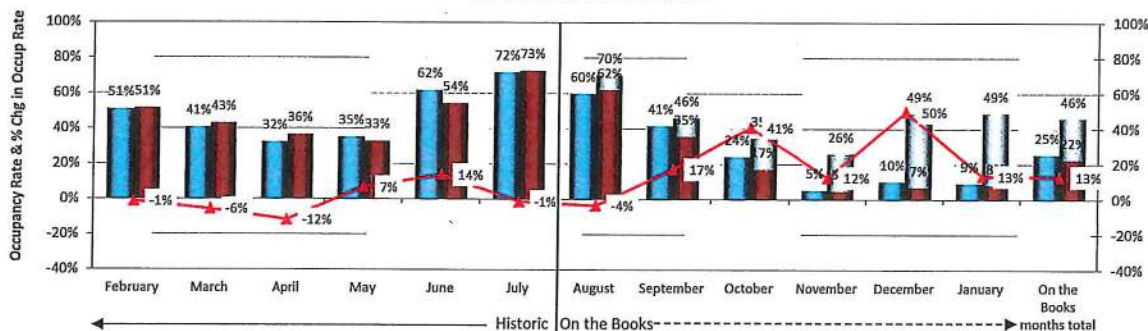


Chart 1b - Average Daily Rate

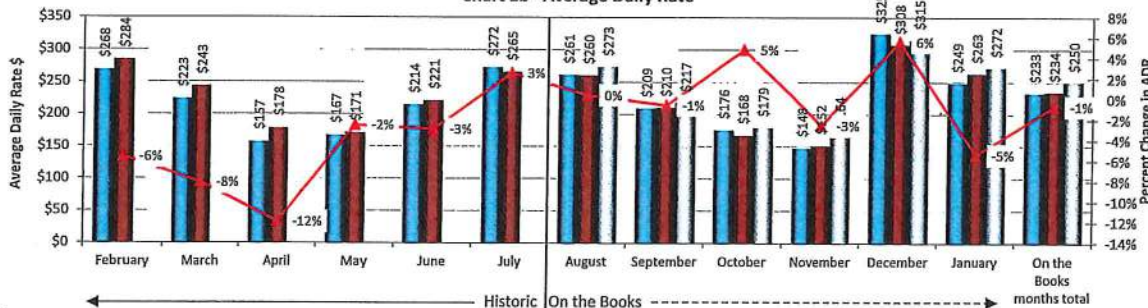


Chart 1c - Revenue Per Available Room

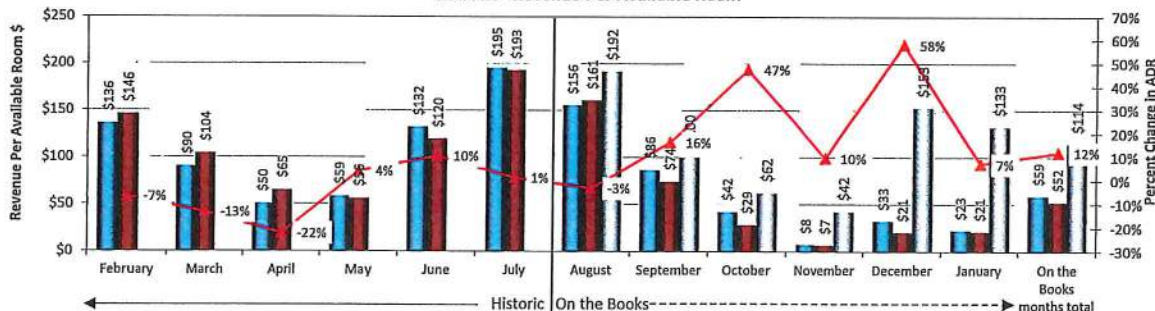
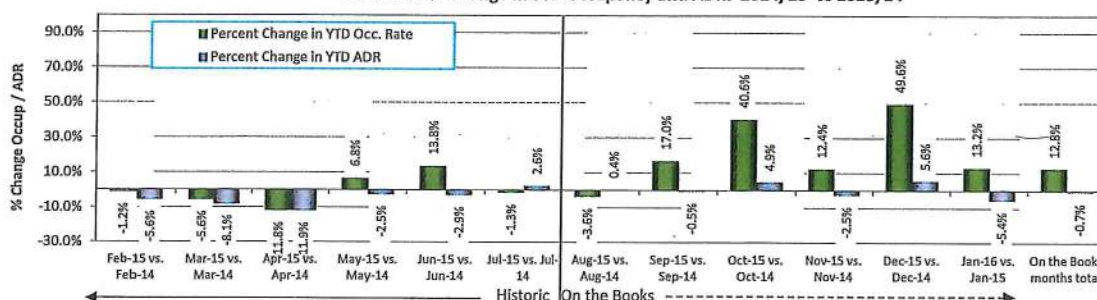


Chart 1d - % Change in YTD Occupancy and ADR: 2014/15 vs 2013/14







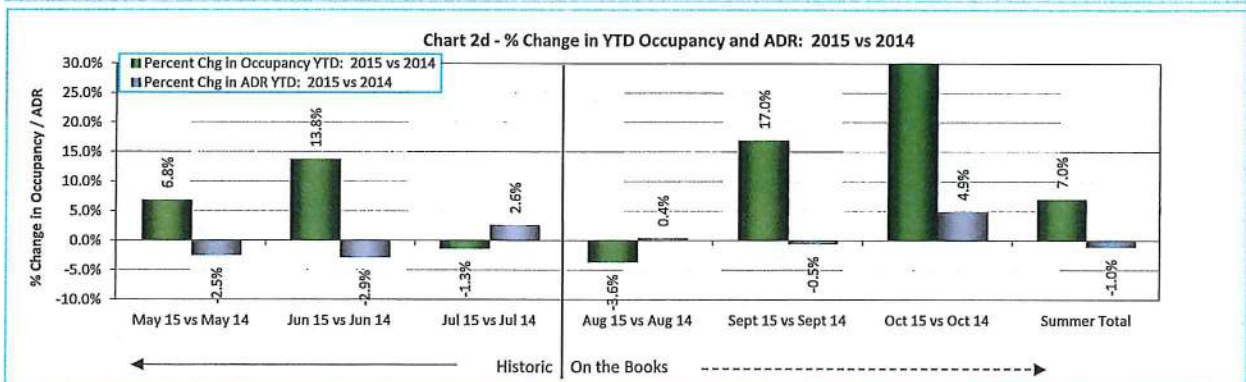
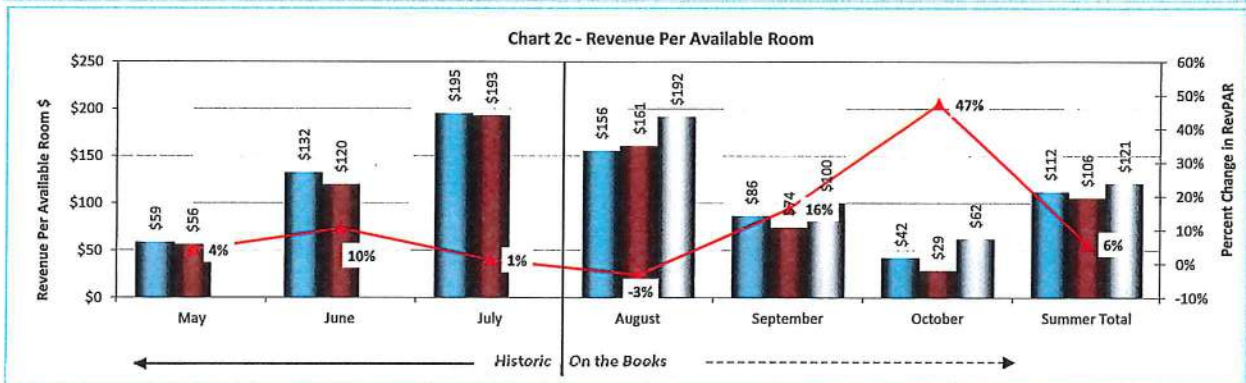
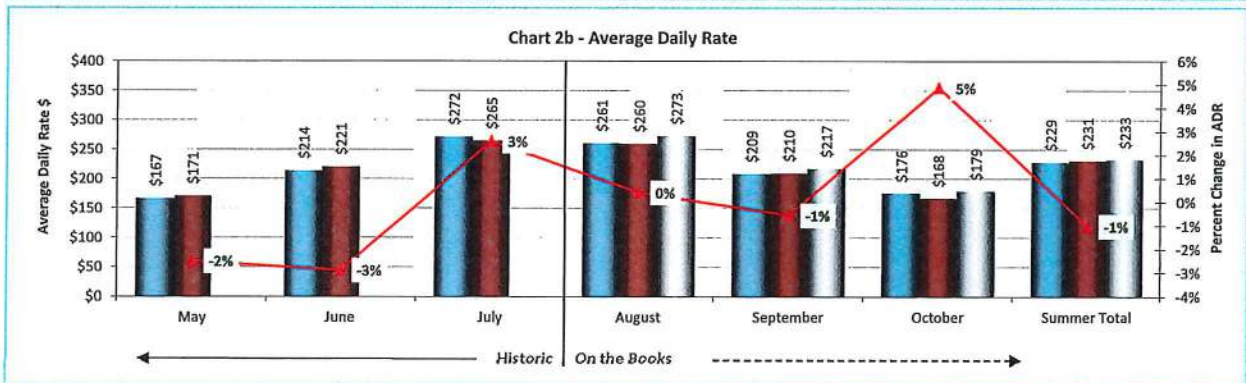
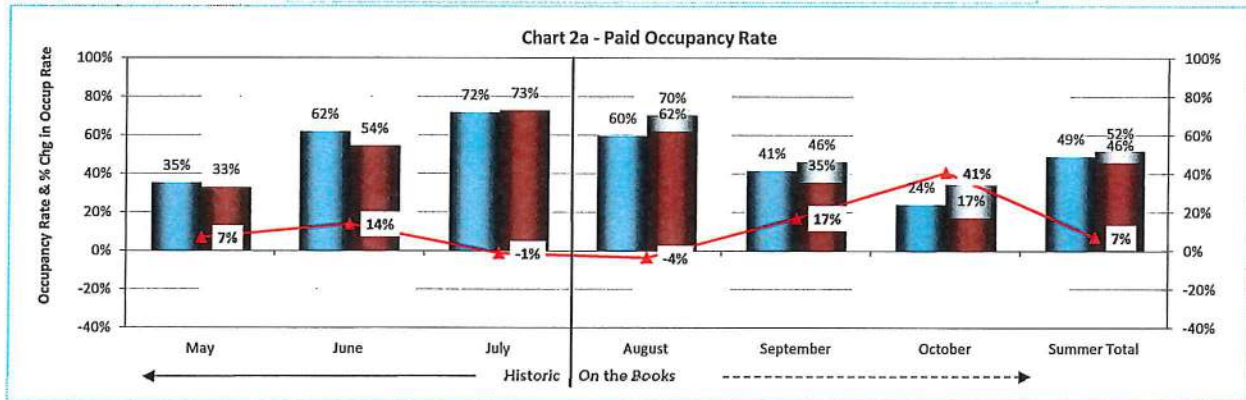
## RESERVATIONS ACTIVITY REPORT SECTION 2 - SUMMER SEASON SUMMARY GRAPHS

2016 YTD (as of July 31, 2015) vs. 2015 YTD (as of July 31, 2014) vs. 2015 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

Historic Actual (2014 season)  
 Data as of July 31, 2015 (2015 season)  
 Data as of July 31, 2014 (2014 season)  
▲ Percent Change





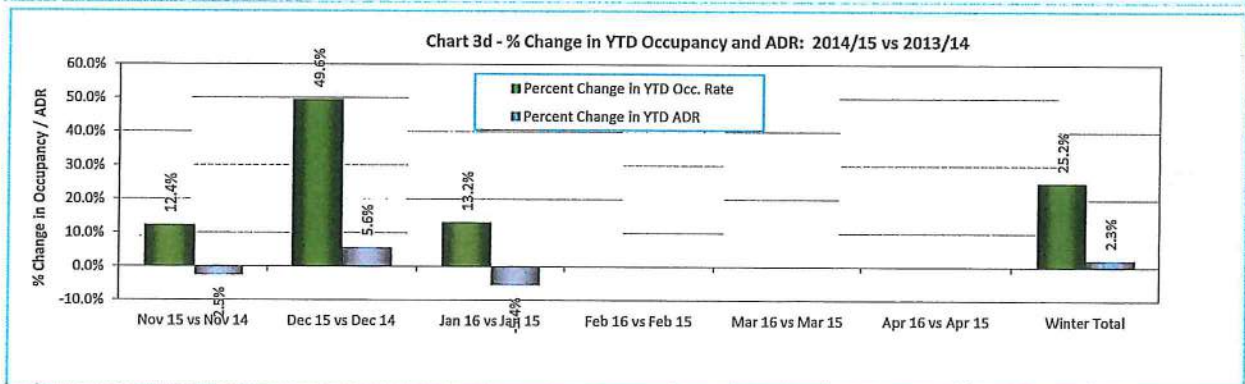
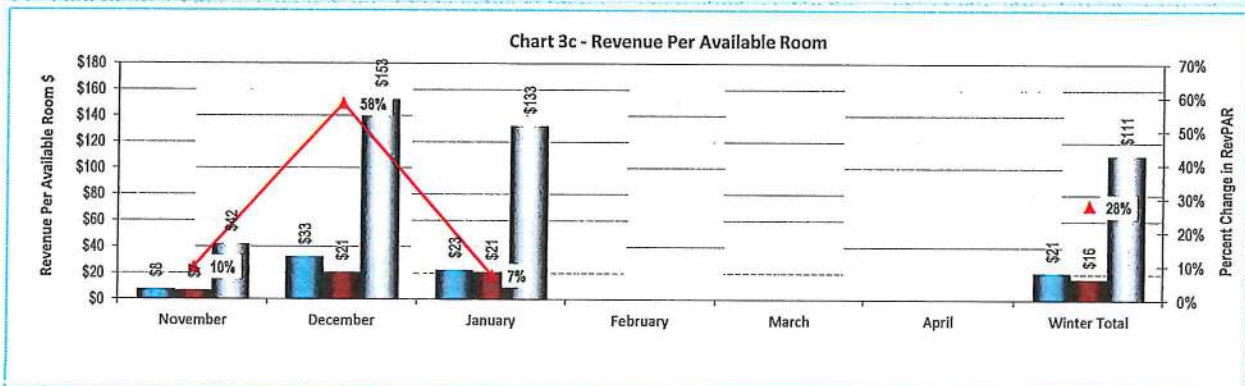
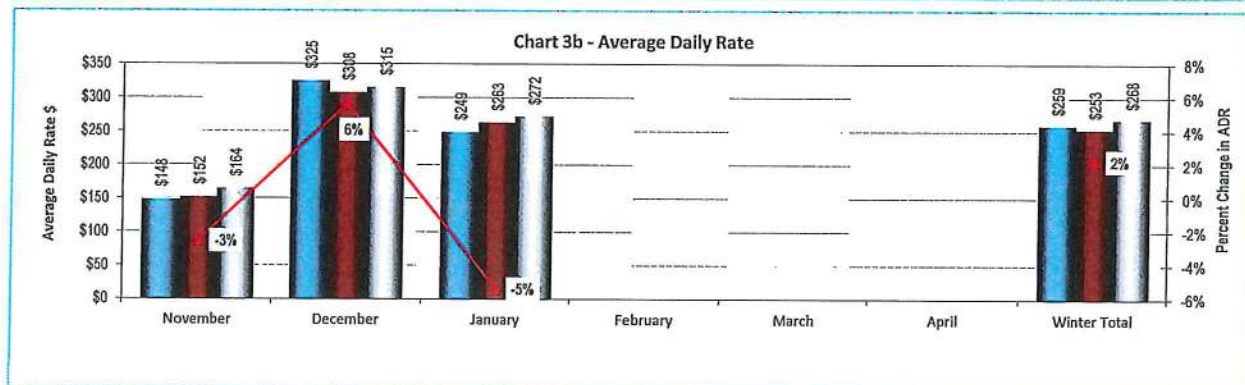
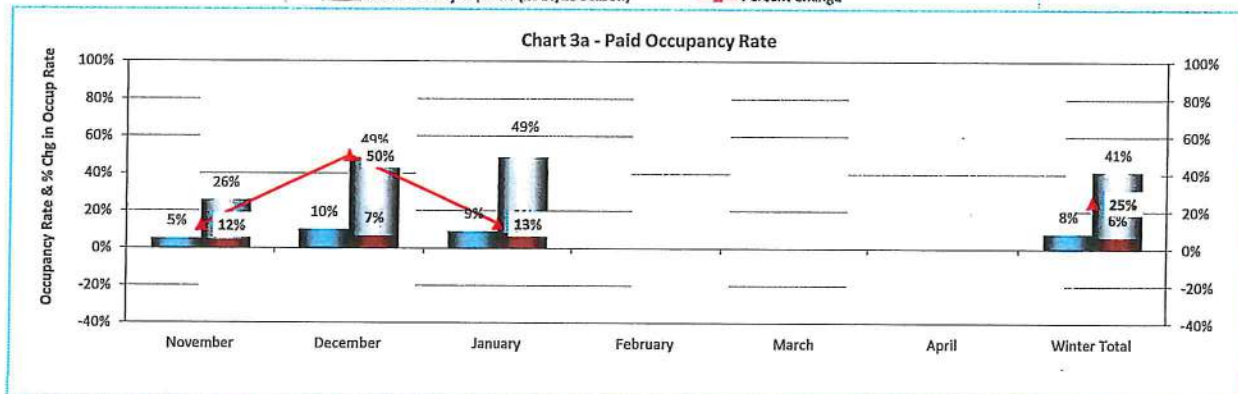
### RESERVATIONS ACTIVITY REPORT SECTION 3 - WINTER SEASON SUMMARY GRAPHS

2015/16 YTD (as of July 31, 2015) vs. 2014/15 YTD (as of July 31, 2014) vs. 2014/15 Historical

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

■ Historic Actual (2014/15 season)    ■ Data as of July 31, 2015 (2015/16 season)  
 ■ Data as of July 31, 2014 (2014/15 season)    ▲ Percent Change





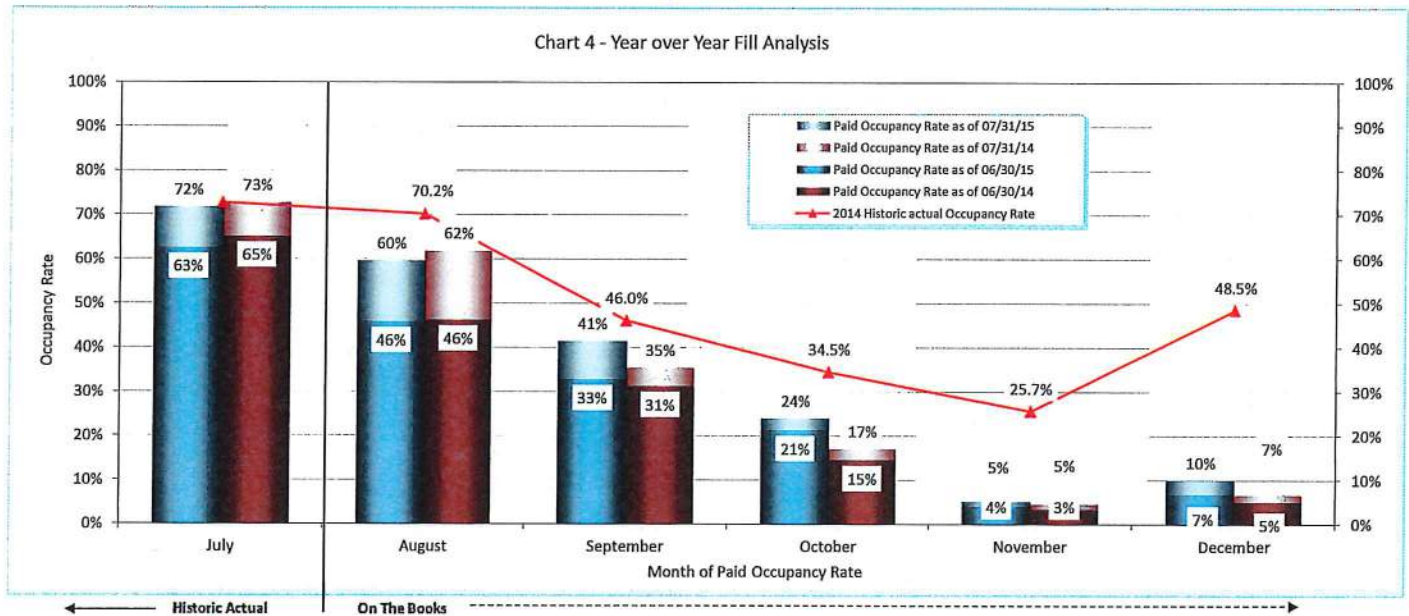


### RESERVATIONS ACTIVITY REPORT SECTION 4 - FILL ANALYSIS

2015 Paid Occupancy Rate Pace (as of July 31, 2015) vs. 2014 Paid Occupancy Rate Pace (as of July 31, 2014) vs. same period 2014

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

**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**



Supporting Table for Chart 4 & Change in Incremental Fill

Month of Occupancy	Paid Occupancy Rate AS OF JUL 31			Paid Occupancy Rate AS OF JUN 30			INCREMENTAL OCCUP. BOOKED (i.e. FILL DURING MONTH JUST)		CHG IN INCREMENTAL OCCUP. BOOKED (i.e. CHANGE IN FILL)		2014 Historic actual Occupancy Rate
	Occupancy Rate as of 07/31/15	Occupancy Rate as of 07/31/14	Absolute Change	Paid Occupancy Rate as of 06/30/15	Occupancy Rate as of 06/30/14	Absolute Change	Incremental Occupancy booked during Jul. 2015	Incremental Occupancy booked during Jul. 2014	Absolute Change in Incremental Fill	Percent Change in Incremental Fill**	
July	71.8%	72.8%	-1.0%	62.7%	65.2%	-2.5%	9.1%	7.6%	1.5%	20.4%	72.8%
August	59.6%	61.9%	-2.2%	45.9%	46.3%	-0.4%	13.7%	15.6%	-1.9%	-11.9%	70.2%
September	41.4%	35.4%	6.0%	32.8%	31.3%	1.5%	8.6%	4.2%	4.5%	107.4%	46.0%
October	23.9%	17.0%	6.9%	21.3%	14.5%	6.8%	2.6%	2.5%	0.1%	5.7%	34.5%
November	5.2%	4.6%	0.6%	4.0%	3.4%	0.5%	1.2%	1.2%	0.0%	3.8%	25.7%
December	10.0%	6.7%	3.3%	6.9%	5.1%	1.8%	3.2%	1.6%	1.6%	96.6%	48.5%
Total	35.8%	33.4%	2.5%	29.2%	27.8%	1.4%	6.7%	5.6%	1.1%	19.1%	49.9%

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

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



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

**NOTE: This is not a forecast of bookings. Data represent transactions on the books as of the date noted above**  
**CONFIDENTIAL INFORMATION: Reproduction or Further Distribution Prohibited**

PAID OCCUPANCY RATE		PAID OCCUPANCY RATE: YTD 2015/16 VS. YTD 2014/15			Historic Actual Occup. Rate (2014/15 season)	# of Properties in Sample
Month of Occupancy (2015/16 & 2014/15)		Occup. Rate as of: July 31, 2015 (2015/16 season)	Occup. Rate as of: July 31, 2014 (2014/15 season)	Percent Change in YTD Occ. Rate		
February		50.8%	51.5%	-1.2%		11
March		40.5%	42.9%	-5.6%		11
April		32.2%	36.5%	-11.8%		11
May		35.1%	32.8%	6.8%		11
June		61.7%	54.3%	13.8%		11
July	Historic Actual	71.8%	72.8%	-1.3%		11
August	On the Books	59.6%	61.9%	-3.6%	70.2%	11
September		41.4%	35.4%	17.0%	46.0%	11
October		23.9%	17.0%	40.6%	34.5%	11
November		5.2%	4.6%	12.4%	25.7%	11
December		10.0%	6.7%	49.6%	48.5%	11
January		9.1%	8.0%	13.2%	48.7%	11
Grand total		37.0%	35.3%	4.7%	47.1%	11
Historic months total		48.7%	48.5%	0.5%	48.5%	11
On the Books months total		25.3%	22.4%	12.8%	45.8%	11

AVERAGE DAILY RATE		ADR: YTD 2015/16 VS. YTD 2014/15			Historic Actual ADR (2014/15 season)	# of Properties in Sample
Month of Occupancy (2015/16 & 2014/15)		ADR as of: July 31, 2015 (2015/16 season)	ADR as of: July 31, 2014 (2014/15 season)	Percent Change in YTD ADR		
February		\$268	\$284	-5.6%		11
March		\$223	\$243	-8.1%		11
April		\$157	\$178	-11.9%		11
May		\$167	\$171	-2.5%		11
June		\$214	\$221	-2.9%		11
July	Historic Actual	\$272	\$265	2.6%		11
August	On the Books	\$261	\$260	0.4%	\$273	11
September		\$209	\$210	-0.5%	\$217	11
October		\$176	\$168	4.9%	\$179	11
November		\$148	\$152	-2.5%	\$164	11
December		\$325	\$308	5.6%	\$315	11
January		\$249	\$263	-5.4%	\$272	11
Grand total		\$229	\$235	-2.5%	\$242	11
Historic months total		\$227	\$235	-3.4%	\$235	11
On the Books months total		\$233	\$234	-0.7%	\$250	11

REVENUE PER AVAILABLE ROOM		RevPAR: YTD 2015/16 VS. YTD 2014/15			Historic Actual RevPAR (2014/15 season)	# of Properties in Sample
Month of Occupancy (2015/16 & 2014/15)		RevPAR as of: July 31, 2015 (2015/16 season)	RevPAR as of: July 31, 2014 (2014/15 season)	Percent Change in YTD RevPAR		
February		\$136	\$146	-6.7%		11
March		\$90	\$104	-13.3%		11
April		\$50	\$65	-22.3%		11
May		\$59	\$56	4.1%		11
June		\$132	\$120	10.5%		11
July	Historic Actual	\$195	\$193	1.2%		11
August	On the Books	\$156	\$161	-3.2%	\$192	11
September		\$86	\$74	16.3%	\$100	11
October		\$42	\$29	47.5%	\$62	11
November		\$8	\$7	9.6%	\$42	11
December		\$33	\$21	58.1%	\$153	11
January		\$23	\$21	7.1%	\$133	11
Grand total		\$85	\$83	2.1%	\$114	11
Historic months total		\$111	\$114	-2.9%	\$114	11
On the Books months total		\$59	\$52	12.0%	\$114	11



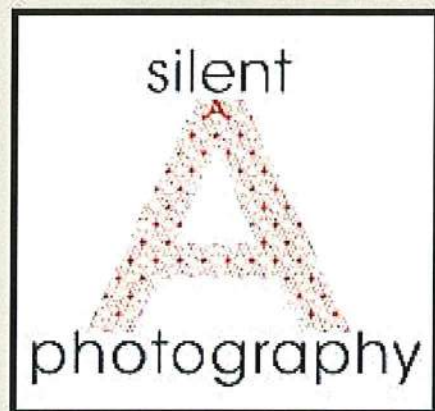


**Tuesday, September 15th**  
**Hosted at The Painted Vine in Truckee**  
**Co-Sponsor - silent A photography**

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

Come out and make new connections  
for your business!

\$5/members • \$10/non-members





# NORTH LAKE TAHOE TOURISM SUMMIT

THURSDAY, SEPT. 24, 8:30 AM – NORTH LAKE TAHOE EVENT CENTER

**SAVE  
THE  
DATE!**



**GET INSIGHTS INTO THE TOURISM INDUSTRY  
THAT CAN ENHANCE YOUR BUSINESS**



**north lake tahoe**

Chamber | CVB | Resort Association





September 2, 2015

**Subject:** Update--Call for Projects

**From:** Ron Treabess, Director of Community Partnerships and Planning

**Background:**

As the October 10<sup>th</sup> deadline for Capital Investment project funding requests approaches, staff will present the Board with a verbal update on inquiries or possible projects being considered for application of TOT funding.

**Staff Recommendation:**

This report is informational only and no Board action is necessary.