

**SQUAW VALLEY PUBLIC SERVICE DISTRICT
BOARD OF DIRECTORS MEETING MINUTES #801
May 26, 2015**

A. Call to Order, Roll Call and Pledge of Allegiance. President Dale Cox called the meeting to order at 8:30 A.M.

Directors Present: Directors: Dale Cox, Carl Gustafson, Eric Poulsen, Brian Sheehan and John Wilcox

Directors Absent: none

Staff Present: Mike Geary, General Manager; Kathy Obayashi-Bartsch, Secretary to the Board; Pete Bansen, Fire Chief; Jesse McGraw, Operations Manager; Tom Campbell, Finance and Administration Manager; Thomas Archer, District Counsel; and Dave Hunt, Consultant

Others Present: Sally and Dave Brew, Bill Carollo, Sandy Evans-Hall, Chevis Hosea, Fred Ilfeld, Andrew Lange, Katie Lazzari, Andrea Parisi, Perri Runion, Jon Shanser, David Stepner and Ron Treabess

President Cox asked Dave Brew to lead the Pledge of Allegiance.

B. Community Informational Items.

- B-1** Friends of Squaw Creek – no report
- B-2** Friends of Squaw Valley – no report
- B-3** Squaw Valley Design Review Committee (SVDRC) – Dave Stepner said the next meeting is on June 4th and will review the East Parcel.
- B-4** Squaw Valley Municipal Advisory Council (SVMAC) – Brian Sheehan said the next meeting is on June 4th at 6 P.M. in the District's community room and will discuss the PlumpJack Renovation.
- B-5** Squaw Valley Mutual Water Company (SVMWC) – no report
- B-6** Squaw Valley Ski Holdings – no report
- B-7** Squaw Valley Property Owners Association – Sally Brew provided an update on the group's Memorial Day weekend events: Fire Department breakfast, community clean-up event and annual meeting. She thanked Chief Bansen and the Fire Department for the breakfast.
- B-8** Tahoe-Truckee Sanitation Agency – Dale Cox provided an update on the General Manager recruitment.
- B-9** Incorporate Olympic Valley – Fred Ilfeld provided an update on the release of Local Area Formation Commission's (LAFCO) preliminary draft comprehensive financial analysis (CFA). He believes the analysis has many errors and there are meetings which will include discussion about the analysis. Incorporate Olympic Valley will conduct a meeting on June 2nd in the District's community room and LAFCO will conduct their monthly meeting in Tahoe City on June 10th. Director Poulsen asked him to comment on the inclusion of the District in the proposed incorporation. Mr. Ilfeld said this is a preliminary draft document and inclusion of the District is in one of the alternatives reviewed in the analysis.

C. Public Comment/Presentation.

Public Comment – none

D. Financial Consent Agenda Items.

Directors Poulsen and Sheehan met with staff on May 21st from approximately 3:00 – 5:00 P.M. to review items D-1 through D-11 as well as other finance related items on this agenda.

Director Sheehan said the committee reviewed the finance related items with staff and all items appear to be in order.

Director Poulsen said the Fire Department expenses are running a bit high in salaries and benefits and this is due to costs associated with retirement and vacation/sick leave accruals.

Public Comment – none

A motion to approve the financial consent agenda was made by Directors Gustafson/Poulsen as submitted; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

E. Approve Minutes.

E-1 Minutes for the Special Board of Directors meeting of April 28, 2015

Director Poulsen requested staff review the recording for a revision to page 3 on the first full paragraph regarding his comment on the tax impact of real estate sales.

A motion to approve the minutes for the Board of Directors meeting of April 28, 2015 with the requested revision was made by Directors Wilcox/Sheehan; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F. Old & New Business.

F-1 1st PUBLIC HEARING to Review FY 2015-16 Budget, Rates and Charges.

The Board reviewed the item and accepted public comment.

Mr. Campbell reviewed the budget and the assumptions used in developing the budget. The proposed budget was prepared with a focus on establishing adequate reserves of the District's Fixed Asset Replacement Fund (FARF) while supporting the required resources to provide consistent and high-quality utility and fire services to the community. The FARFs, which are used

to replace vital aging water and sewer infrastructure which are nearing the end of their useful life, have become dramatically underfunded since the recession in 2009, specifically the water FARF which is at a critically low level.

The proposed rates advertised in accordance with Proposition 218 reflect the maximum increase considered and were approximated to be a 15% increase for water, 12% increase for sewer and 3% increase for garbage. Staff made adjustments to the budget and propose a 12% increase for water, an 8% increase for sewer and a 1% increase for garbage. To date, the District received four letters protesting the proposed increases.

Director Gustafson asked Mr. McGraw to comment on the sufficiency of the water FARF. Mr. McGraw said there are enough water related projects to use all the funds and more funding is needed.

Public Comment – none

F-2 Introduce Ordinance 2015-01 Adopting Rates & Charges and Revised District Codes.

The Board introduced Ordinance 2015-01 and accepted public comment.

Mr. Campbell introduced Ordinance 2015-01 which will adopt rates and charges and revise District Administrative codes in accordance with these rates. No action is requested at this first hearing of Ordinance 2015-01.

Public Comment – none

F-3 PUBLIC HEARING to Establish Appropriation Limits for Funds #541-003 and #541-435.

The Board reviewed the item, accepted public comment and adopted resolutions establishing appropriation limits for funds # 541-435 and 541-003.

A. Adopt Resolution 2015-05, establishing an Appropriations limit for Fund #541-003 for FY 2015-16 in the amount of \$1,356,213.00.

Mr. Campbell reviewed the item.

Public Comment – none

Directors Gustafson/Poulsen made a motion to adopt Resolution 2015-05, establishing an Appropriations limit for Fund #541-003 for FY 2015-16 in the amount of \$1,356,213.00; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

B. Adopt Resolution 2015-06, establishing an Appropriations Limit for Fund #541-435 for FY 2015-16 in the amount of \$4,265,570.00.

Mr. Campbell reviewed the item.

Public Comment – none

Directors Gustafson/Poulsen made a motion to adopt Resolution 2015-06, establishing Appropriations Limit for Fund #541-435 for FY 2015-16 in the amount of \$4,265,570.00; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F-4 2015 North Tahoe Tourism Master Plan Presentation.

The Board reviewed the presentation and accepted public comment.

Sandy Evans-Hall and Ron Treabess of the North Lake Tahoe Resort Association (NLTRA) presented the 2015 North Tahoe Tourism Master Plan (attachment A).

President Cox thanked the NLTRA for their support of the bike trail snow removal project. The trail is very well used and the people appreciate having the trail accessible during the winter. He expressed concern for the pedestrian/biking traffic safety at the intersection of Highway 89 and Squaw Valley Road and suggested this be included in NLTRA's efforts.

Director Poulsen asked if Transient Occupancy Tax (TOT) derived from the eastern portion of the Placer County returns to the area and in what percentage. Ms. Evans-Hall referred to Placer County's "Tahoe budget" which shows revenues approximately equal to expenses for the eastern area of the County. The total TOT tax is 10%, the County keeps 4% and the remaining 6% is sent to NLTRA. NLTRA uses 2% for infrastructure projects and 4% is used for other activities, primarily marketing.

Director Poulsen asked how the Olympic Valley incorporation may impact the TOT funds. Ms. Evans-Hall said TOT funds are granted to projects and programs which are visitor related. Any applicant for TOT funds submits a request to NLTRA which has a multi-level review process and requests are ultimately approved by Placer County. It is uncertain what impact incorporation may have.

Director Gustafson commented on the various facilities and events that are no longer available in the area.

Chief Bansen said transportation is the greatest challenge for visitors and residents.

Mr. Geary commented on the great efforts of Ms. Evans-Hall and Mr. Treabess in creating positive impacts for the area. He thanked them for their support of the bike trail snow removal

project and concurred with Chief Bansen's comments on transportation.

Public Comment

Dave Brew commented on the capacity of the area for more tourism; "how much is enough?"

Break 9:45-9:50 A.M.

F-5 Village at Squaw Valley Project Update.

Director Poulsen left the meeting room due to a conflict of interest from an ownership interest. He listened to the discussion through a one way audio feed.

The Board reviewed the information, discussed the project and accepted public comment.

Mr. Geary said negotiations for a Development Agreement between the District (staff, consultants and counsel) and SVRE resumed in January 2015 but have not continued since that time.

Placer County released and distributed the Draft Environmental Impact Report (EIR) on May 15, 2015 and an updated version of the *Village at Squaw Valley* Specific Plan, dated April, 2015 is now available as well. District staff intends to review both documents and submit comments to the County for their consideration and response in the Final EIR.

Water

There is no new information to report since last month's Board Meeting.

Sewer

Tahoe-Truckee Sanitation Agency (T-TSA) presented the results of hydraulic modeling of the Truckee River Interceptor on April 15, 2015. The modelling revealed capacity constraints in the sewer line serving Lake Tahoe's west and north shores and the Truckee River corridor, including Alpine Meadows and Squaw Valley. T-TSA's Board of Directors directed their consultant to prepare an analysis to address the portions of the line identified in the modelling.

Fire/EMS

There is no new information to report since last month's Board Meeting.

President Cox said T-TSA is paying for the repairs to the Truckee River Interceptor line with no reimbursement from the developer.

Director Wilcox said there have been several comments by Sierra Watch on the water situation in Olympic Valley. The Sierra Watch comments have not been based on facts.

Public Comment – none

F-6 Residential Garbage Service Contract for FY 2015-16.

Director Poulsen returned to the meeting room.

The Board reviewed the item, accepted public comment and adopted Resolution 2015-07 awarding the garbage collection contract to Tahoe Truckee Sierra Disposal Company (TTSD).

Bill Carollo of TTSD provided an update on operations, including the free of charge green waste program at the sanitation site and the June 13th green waste clean-up day at the District.

Directors Sheehan and Gustafson thanked him and the TTSD staff for great service.

President Cox said he has noticed that on the pick-up days, some debris blows out of the vehicles which have loads that are not covered. Mr. Carollo said he will speak with staff about this as all loads should be covered.

Director Poulsen thanked him for their participation in the Memorial Day weekend clean-up day.

Public Comment –

Andrew Lange asked for more information on the green waste drop off day. Mr. Carollo said TTSD staff will assist customers unload green waste into dumpsters on June 13th at the District site.

A motion to approve the contract by adopting Resolution 2015-07 was made by Directors Gustafson/Sheehan as submitted; voice vote was unanimous.

Cox – yes

Gustafson – yes

Poulsen – yes

Sheehan – yes

Wilcox – yes

F-7 Drought – Stage II/Water Conservation Restrictions.

The Board reviewed the item, accepted public comment, authorized renewal of Stage II Water Conservation Restrictions and adopted new restrictions to comply with the Emergency Drought Regulations by the California State Water Resources Control Board (SWRCB).

Mr. Burks reviewed the item. On April 1, 2015 Governor Brown directed the State Water Board to impose restrictions on urban water suppliers to achieve a statewide 25% reduction in potable urban use through February 2016. On May 5, 2015 the California Department of Water Resources approved an emergency regulation to ensure water conservation. Smaller water suppliers (serving fewer than 3,000 connections) must either reduce water use by 25% or restrict outdoor irrigation to no more than two days per week.

The District's Water Code Chapter 1-Division III contains the Water Conservation Program and conservation provisions. Section 3.23.3 Stage II of the Code requires irrigation be restricted to three days per week, in addition to restrictions on filling swimming pools, the operation of

ornamental fountains, a prohibition on new landscaping, watering of hardscapes, fire hydrant flushing, and lodging facilities. Implementation of Stage II conservation restrictions alone has been determined by staff insufficient to meet the intention of the May 5th state mandate.

It is uncertain whether the District can achieve a 25% reduction without implementing additional conservation measures. In order to guarantee compliance, it is necessary to implement Emergency Irrigation Regulations which include (1.) restricting irrigation to two days a week, (2.) prohibiting outdoor irrigation during and within 48 hours following measureable rainfall, and (3.) extending the District Stage II Conservation restrictions.

Director Poulsen asked if these restrictions are being implemented because of the state mandate and how restrictions will be enforced. He said many property owners are not full-time residents and rely upon contracted services such as landscape services to maintain their property. He asked how property owners will be made aware of the restrictions.

Mr. Geary said even though the District is not experiencing a water shortage, these restrictions are necessary due to the state mandate. As to enforcement, staff will continue to monitor and notify customers of leaks, will publish the information in the summer newsletter and will work with the landscape companies.

Director Gustafson commented on the apparent disparity between requiring water conservation and the Water Supply Assessment (WSA).

Public Comment –

Andrew Lange asked if the irrigation limitation is restricted to any two days of a week or if specific days have been identified. Mr. Burks said the limitation is for any two days of the week.

Dave Brew commented on the new restrictions and the District's approval of the Water Supply Assessment (WSA). He referred to the District's Water Code and commented on the need for better definition of criteria used to determine the conservation stages needs.

Mr. Archer said the Board received the WSA report but did not approve the WSA as Placer County is the approving entity.

Directors Wilcox/Poulsen made a motion to extend the Stage II water conservation conditions and implement the Emergency Irrigation Regulations which include (1.) limiting irrigation to two days a week and (2.) prohibiting outdoor irrigation during and within 48 hours following measureable rainfall, in response to the adoption of Emergency Drought Regulations by the California State Water Resources Control Board (SWRCB); vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F-8 Annual Review of Investment Policy.

The Board reviewed the item, accepted public comment and approved the District's Investment Policy.

Mr. Campbell reviewed the item. The current investment policy is based on conservative principles with an emphasis of earning maximum returns while mitigating any loss of principal. There are no market conditions and/or laws that warrant any changes to the current policy.

Public Comment – none

A motion to approve the District's Investment Policy as presented was made by Directors Wilcox/Gustafson; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F-9 Master Plans – Farr West Engineering Professional Services Agreements.

The Board reviewed the item, accepted public comment and approved the proposals and authorized staff to execute the agreements.

A. Master Water Plan.

Mr. Geary and Mr. Hunt reviewed the item.

Director Sheehan asked if a Request for Proposals (RFP) was issued for the project. Mr. Geary said there was no RFP issued due to the efficiencies associated with working with Farr West Engineering.

Director Poulsen asked if it would be prudent to issue an RFP. Mr. Archer said there is no requirement to issue an RFP for this work.

Director Wilcox said the District's current asset replacement plan includes only infrastructure. The proposed plans will include all the District's assets including facilities and vehicles.

Mr. Geary said preparation of the Water and Sewer Master Plans is a component of a process designed to lay out a fiscally responsible plan to meet the service levels expected by the Squaw Valley community from the District. The strategy to achieve this goal includes the following:

- Prepare Water Master Plan and Sewer Master Plan that include Capital Improvement Plans (CIP) and Capital Replacement Plans (CRP).
- Update the Fire Department's CIP and CRP.

- Capital Replacement Plans consider all foreseeable capital expenditures to maintain, and ultimately replace, the current inventory of District assets.
- Assets include Facilities, Equipment / Fleet, and Water & Sewer Infrastructure.
- Estimates of unit costs and useful life expectancy of improvements are applied to inform a schedule of expenses for long-term capital maintenance and replacement to assess the financial impact and aggregate effect on water and sewer rates.
- A Cost of Service Analysis is performed to apportion rates equitably across the variety of customer classes.
- A Funding Plan is prepared and adopted that commits to a level of funding of CRP's and CIP's from water and sewer rates and includes an inflationary escalator and a smoothing approach to increase rates to achieve desired funding levels.
- Compliant with regulatory constraints, Fixed Asset Replacement Funds (FARF) are redistributed departmentally to establish funding reserves that are equal in each department on a percentage-of-need basis.

Farr West Engineering will assess the water and sewer infrastructure only. Updates to the Fire Department's CIP and CRP as well as preparation of maintenance and replacement schedules for equipment, fleet and facilities that support the water and sewer departments will be performed by District staff. Inter-departmental funding allocations will be established for facilities and fleet used to deliver benefit shared by multiple departments.

Public Comment –

Dave Brew asked if the plan includes accounting for water rights. Mr. Hunt said a water right is not something that has to be replaced and this item will be addressed in Section 5: Water Resources/5:1:1 Water Rights.

A motion to approve Farr West Engineering's Master Water Plan proposal and professional services agreement for an amount not to exceed \$83,900 was made by Directors Sheehan/Wilcox; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

B. Sewer Master Plan.

Mr. Geary and Mr. Hunt reviewed the item.

Public Comment – none

A motion to approve Farr West Engineering's Sewer Master Plan proposal and professional services agreement for an amount not to exceed \$75,300 was made by Directors Wilcox/Sheehan; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F-10 Paving and Sealing Project 2015 – Contract Award.

The Board reviewed the item, accepted public comment, approved the proposal and authorized staff to execute the contract for paving and sealing services with Lakeside Paving and Sealing.

Mr. McGraw reviewed the item. Two companies responded to the Request for Proposals and Lakeside Paving and Sealing is the lowest bidder at \$22,460. The other bid was \$26,836.25.

Public Comment – none

A motion to approve Lakeside Paving and Sealing's proposal and authorize staff to execute a contract for an amount not to exceed \$22,460 was made by Directors Wilcox/Sheehan; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

F-11 Squaw Valley Mutual Water Company Operations & Maintenance Agreement.

President Cox and Director Poulsen left the room due to an ownership and financial interest.

The Board reviewed the item, accepted public comment and authorized staff to execute the agreement with Squaw Valley Mutual Water Company (MWC) for operations and maintenance of the MWC system.

Mr. Geary and Mr. Burks reviewed the item. District staff provided operations and maintenance (O&M) services to the Squaw Valley Mutual Water Company (MWC), since July 1, 2014. The current O&M contract expires on June 30, 2015. District staff updated the contract for the July 1, 2015 to June 30, 2016 term.

The original contract scope and schedule are maintained. The price of services is lowered, due to efficiencies gained by learning the MWC system and due to upgrades MWC made to their system. As proposed in Article 5 and Exhibit C of the Agreement, the District will provide Basic Services for a fixed rate of \$6,487 per month and Additional Services on a time and materials (T&M) basis. Additional Services will be provided by the District on an as needed basis or as otherwise directed by the MWC Board of Directors.

Tasks for which time and costs are difficult or impossible to estimate are included in the T&M services to provide flexibility between the MWC's desired scope of services and the cost to provide such services. The District will not provide engineering, clerical/administrative, or general management services outside of the services described in Exhibit C.

Public Comment – none

A motion to authorize staff to execute the agreement with Squaw Valley Mutual Water Company (MWC) for operations and maintenance of the MWC system was made by Directors Sheehan/Gustafson; vote was unanimous with the exception of President Cox and Director Poulsen.

Cox-absent

Gustafson-yes

Poulsen-absent

Sheehan-yes

Wilcox-yes

F-12 Strategic Plan Progress Report.

President Cox and Director Poulsen returned to the meeting room. The Board received the report and postponed review of the item to the June meeting.

The Board postponed review of the item for the June meeting.

Public Comment – none

G. Status Reports.

G-1 Fire Department Operations/Capital Projects Report.

Chief Bansen provided a review of the report and Fire operations. Due to the retirement of Captain Jim Binks, Allen Riley was promoted to Captain, Josh Rytter was promoted to Engineer and Dustin Gwerder is now a full time Firefighter/Paramedic.

Public Comment – none

G-2 Water & Sewer Operations Report.

Mr. McGraw reviewed the report.

President Cox commented on a Toilet Exchange Program to encourage water conservation with efficient low-flow toilets. Mr. McGraw said the Water & Sewer Committee met last week and discussed a grant opportunity with the Tahoe Sierra Integrated Regional Water Management (IRWM) group for a Toilet Exchange Program. The IRWM group lead by South Tahoe Public Utility District proposes dividing funds based on agency size leaving a District allocation of \$20,685. Staff believes a pilot project using grant funds will be useful to gauge community response and may be utilized as a tool to measure water conservation results. It is estimated the project will result in replacement of 200 or more toilets. The project will begin when funding becomes available in spring 2016.

Public Comment – none

G-3 Administration Report.

Mr. Campbell reviewed the report.

Public Comment – none

G-4 Manager's Comments.

Mr. Geary reviewed the report. He asked the Board for their thoughts on developing a new District logo. Chief Bansen said he received a quote of \$1,800 for logo design from a professional design company in Truckee. President Cox and Director Wilcox expressed support for developing a new logo.

President Cox said it is important to tie into the history of the valley, including the Olympics. There was discussion about potential trade mark issues. Mr. Geary said the logo design is intended to replace the existing District logo which has a depiction of the valley with a stream.

Mr. Geary provided an update on the Squaw Valley Municipal Advisory Council's (MAC) Parks & Recreation sub-committee meeting in early May. The meeting was very informative with presentations from Placer County Facility Services and Tahoe City Parks and Recreation Department.

Director Wilcox said the subcommittee developed a wish list of parks and recreation amenities, some of which are very expensive to develop and/or maintain. In the past, the District recognized its authority to become involved in Parks and Recreation but was unwilling to do so without a dedicated source of funding.

Public Comment – none

G-5 Legal Report (verbal).

Mr. Archer said he is keeping track of the San Juan Capistrano case involving public utility rate setting.

Public Comment – none

G-6 Director's Comments.

Director Gustafson commented on his respect of the valley's entire history including the role of Native Americans and early settlers as well as the Olympic history.

Directors Wilcox/Sheehan made a motion to meet in closed session; vote was unanimous.

Cox-yes

Gustafson-yes

Poulsen-yes

Sheehan-yes

Wilcox-yes

H. Closed Session – Performance Evaluation – General Manager.

The Board met in Closed Session pursuant to Government Code 54957 et al regarding the General Manager's performance evaluation.

Directors Wilcox/Sheehan made a motion to return the meeting to open session; vote was unanimous.

Cox-yes

Poulsen-yes

Gustafson-yes

Sheehan-yes

Wilcox-yes

I. Possible Action Resulting from Closed Session.

Mr. Archer said only the closed session item was discussed and no formal action taken.

J. Adjourn.

Directors Poulsen/Wilcox made a motion to adjourn at 12:50 P.M.; vote was unanimous.

Cox-yes


Poulsen-yes

Gustafson-yes



Sheehan-yes

Wilcox-yes

By, K. Obayashi-Bartsch





WELCOME! PUBLIC WORKSHOP TODAY

WORKSHOP AGENDA


- Welcome
- Presentation
 - Overview of emerging trends
 - Draft Tourism Master Plan
 - Q & A/Feedback
- Feedback on Key Focus Areas + Other Ideas

Website:
www.nttourismplan.org
Survey + Info


INVESTING IN OUR FUTURE

2015 Draft Tourism Master Plan



VISION OF PLAN

North Lake Tahoe is known as the premier international mountain resort destination of the West. Visitors and residents alike enjoy Lake Tahoe's iconic natural environment, exceptional built amenities, and diverse and world-class experiences.



VISITORS DRIVE OUR ECONOMY



- 1 M: visitors
- \$500 M: visitors spend
- \$12 M: TOT spent in NLT
- \$15 M: generated in state and local sales tax
- 60%: of employment



WHY PLAN?

- New trends + data: what works, what doesn't
- New needs
- New visitor expectations
- New partners + initiatives
- New ideas
- New demographics

Updated Plan = Opportunity to respond to all of above




EMERGING TRENDS

Our Visitors

- 45%: within 3 hr. drive
- 42%: day visitors
- 8%: international
- 36%: recreation primary focus

Expectations

- Quality lodging, options
- Mobile access to info
- Easy to navigate transportation options
- On-line booking options



EMERGING TRENDS

Our Reality

- 17% population decline between 2000-2010
 - Impacts public funding
- Villages: busy winters, slow summers
- Lakeside: slow winters, high volume summers
- Changing winters
- 1st quarter (July- Sept.) of fiscal year drives 1/3 of TOT generation
- 1960s: Last time new lodging was built in commercial core areas



EMERGING TRENDS

Growing Visitor Areas

- Health + Wellness Area:
 - Yoga, health food, fitness, parks
 - 55% growth expected by 2017
- Outdoor Recreation
 - 5% growth nationally per year

Our Growing Attractions

- Events: 300,000 attended last year
- Human powered sports events, activities



EMERGING TRENDS

Visitor Spending

- 89%: comes from overnight guests
- 11%: comes from day visitors
- 32%: attributed to those that arrive by air (only 19% of visitors arrive by air)
- Average Daily spend per visitor is from \$48 (Campground) to \$233 (Hotel/Motel/Condo)



UNDERSTANDING TOT FUNDING



- Generated via tax on overnight lodging
- Rate: 10%
- Collected by Placer
- Recommended allocations by NLTRA
 - Annual independent audits, local oversight



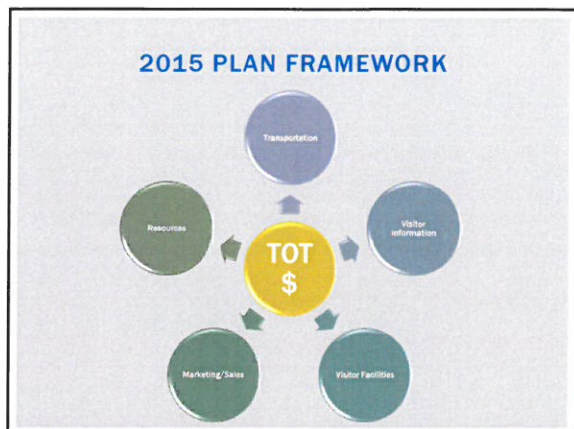
TOT FUNDS CAN BE USED FOR

Making North Lake Tahoe better for visitors:

Uses:

- Traffic reduction
- Transportation
- Bike trails, sidewalks
- Parks
- Indoor recreation
- Beaches
- Promoting in various markets
- Visitor information
- Events
- Flexible, gap funding, match
- Leverage: \$29M in TOT has leveraged over \$200M in the past 20 years





VISITOR FACILITIES

Goals:

- Create, maintain, and support great amenities, fun things to do, and quality places to stay
- Visitors from around the nation and the world want to come and return here

Like....

2015 NORTH LAKE TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: VISITOR FACILITIES

- Support North Lake Tahoe to be premier high altitude human powered sports center
 - Facilities and services for human powered sport events
 - Promote as health and wellness center
 - Facilities for world class events
 - Complete and maintain all trail systems
- Invest in arts, culture, and historic amenities
- Increase digital connectivity
- Multi-use, large group venue and gathering places
- Maintain existing facilities

2015 NORTH LAKE TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: VISITOR FACILITIES

- Environmentally responsible commercial and lodging redevelopment
- Olympic heritage museum
- Landmark signage
- Visitor/interpretive center in King's Beach
- Encourage stewardship
- Complete all trails
 - Restrooms, drinking fountains, interpretive signage on trails
 - Bike fix-it stations on trails
- Science Centers/Tahoe Discovery Center

2015 NORTH LAKE TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN

TRANSPORTATION

Goals:

- Get people where they want to and need to go
- Reduce congestion and dependency on the private automobile
- Development and promotion of a multi-modal transportation network

Like....

2015 NORTH LAKE TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: TRANSPORTATION

- Transit vision: to create a "fun, free, and frequent" service
- Increase air service from desirable markets to local airports
- Convenient connections, circulation, and pedestrian safety
- Expand water transport services
- Invest in region-wide transportation

2015 NORTH LAKE TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN

IDEAS ON THE TABLE: TRANSPORTATION

- **Bus ideas:**
 - Buy 1 pass, get as many stops as you want
 - Expand to vacation/second home areas
 - Make buses fun!
 - Wi-Fi and gear racks on buses
 - Guided tour bus/eco tours
 - Advertise NT on buses
- **Electric vehicle charging stations**
- **Gondolas connecting town centers to ski areas**
- **Bike share program + parking**
- **Water trail signage**
- **Tie all modes of transit together**
- **Train to Lake**
- **Market local transit at airports**



MARKETING + SALES

Goals:

- Bring more visitors to North Lake Tahoe
- Get people to come who stay longer
- Travel during off peak periods
- Maintain Northern California/Bay Area
- Expand group business

Like...



IDEAS ON THE TABLE: MARKETING + SALES

- Expand human powered sports brand and position
- World class events to showcase NLT's assets
- **New Visitor Targets:**
 - Health + wellness
 - Eco/Geo tourism
 - Cultural/Historic tourism
 - Culinary tourism
- Grow International visitation
- Increase domestic visitation from longer distances
- Regional financial partnerships



VISITOR INFORMATION

Goals:

- Enhance the visitor experience
- Connect guests to North Lake Tahoe's many exceptional places and adventures

Like...



IDEAS ON THE TABLE: VISITOR INFORMATION

- Wayfinding signage: easy navigation from accommodation to adventure
- Utilize web, mobile, and social media
- Alternative visitor info distribution (kiosks, mobile stations, and shared centers)
- Customer service training programs
 - North Tahoe employee days
- Cross-promote all communities and attractions
- Amenities and signage for human powered sports
- Silicon Valley developed app/partnership



MASTER PLAN PROCESS



WE WANT TO HEAR FROM YOU!
WAYS TO GET INVOLVED...

■ www.nttourismplan.org

■ Survey: End of May, sign up to get link

2015 NORTH TAHOE
I ♥ NLT
DRAFT TOURISM MASTER PLAN